



## Market Announcement

# March 2026 Quarterly Activities Report

### Coolgardie Gold Operations:

During the March Quarter:

- Milling at the Three Mile Hill (TMH) processing plant remained stable and efficient, with a total of 354,879 tonnes processed — including 294,335 tonnes of the Company's own ore and 60,544 tonnes of toll treatment ore. The Company's processed ore achieved a head grade of 1.90 g/t with average metallurgical recovery of 95.4%.
- Open pit mining continued at Alicia and Dreadnought, and CNX delivering 281,800 tonnes at 0.85 g/t for 7,709 ounces of gold.
- Bonnie Vale Underground Mine produced 86,028 tonnes of development and stope ore @ 3.71 g/t, for 10,256 ounces of gold.
- 18,191 ounces of gold were sold at an average realised price of A\$7,043.39 per ounce, alongside 3,402 ounces of silver credits.

### Exploration/Resource Development Activities:

#### Coolgardie Gold Project

- UG diamond drilling grade control is underway at Bonnie Vale. In addition, RC and DD resource development drilling is underway targeting Bonnie Vale Life of Mine extensions.
- Resource development RC drilling programs were conducted at Bonnie Vale West, Greenlight and Patricia Jean.
- Grade Control drilling commenced in CNX Pit.

## Coolgardie Gold Project

The Coolgardie Gold Project (**Coolgardie**) covers 119.1km<sup>2</sup> of highly prospective tenements on the outskirts of the Coolgardie township in the Goldfields region. The Company's efforts are focused on optimising mining and processing operations, whilst continuing the development of the Bonnie Vale Underground Mine.

## Coolgardie Production Activities

### **Open Pit Mining:**

During the March Quarter:

- Surface mining continued in Dreadnought, Alicia and CNX.
- Total material mined was 2,561,063 tonnes.
- Total ore mined was 281,800 tonnes @ 0.85 g/t for 7,709 ounces.
- Total material movement across the pits reached approximately 0.94 million BCM.
- Mining at Dreadnought produced 39,549 ore tonnes @ 0.77 g/t for 985 ounces, with activities focused on continued mining in the northern section.
- Mining at Alicia produced 175,863 ore tonnes @ 0.87g/t for 4,945 ounces.
- Mining at CNX produced 66,388 ore tonnes @ 0.83 g/t for 1,780 ounces.

### **Bonnie Vale Underground Mining**

- Underground mining at Bonnie Vale remains stable with 86,028 tonnes of development and stope ore produced at an average grade of 3.71 g/t Au, for 10,256 ounces during the March Quarter.
- The total production was a combination of 60,175 tonnes of development ore at an average grade of 3.77 g/t Au for 7,295 ounces and 25,853 tonnes of Longhole Stopping ore at an average grade of 3.58 g/t Au for 2,972 ounces.
- The March Quarter saw an increase in ore production from Stopping as more stopping fronts were successfully opened.
- Total lateral jumbo development delivered 1,616 metres, comprising of 889 metres of Capital development and 727 metres of Operating development.
- The Decline advanced by a total of 212 metres opening new levels for planned underground production.

### **TMH Ore Processing**

- Processing operations at TMH remained stable and efficient throughout the March Quarter, delivering consistent plant performance and strong production outcomes. A total of 354,879 tonnes of ore was processed, comprising 294,335 tonnes of company ore and 60,544 tonnes of toll treatment ore, supporting both throughput and revenue generation.
- The average grade of Focus ore processed was 1.90 g/t, with gold recovery averaging 95.4%, demonstrating solid metallurgical performance. High throughput rates were sustained across the quarter, with stable plant operation effectively mitigating the impact of equipment availability constraints.
- Toll milling was strategically utilised to maximise plant utilisation and generate additional revenue, resulting in an effective mill utilisation rate of 92.05% for the quarter.

### **Mine Geology:**

#### **Bonnie Vale Underground Mine**

Development at the Bonnie Vale Underground Mine progressed to the 1190 level during the March Quarter, supporting the continued opening of lower mining fronts. The primary sources of development

ore were the 1255 and 1240 levels, with ore drive development commencing on the 1220 level. Development grades were in line with expectations and consistent with drilling assays.

Stoping performance during the March Quarter was strong, with multiple panels mined across the upper levels of the orebody. Stopping activity was focused between the 1330 and 1285 levels, contributing to steady production. Backfilling operations commenced in completed stopes, supporting the ongoing mining sequence and future stope availability. A total of 4,879 m of underground diamond drilling was completed at Bonnie Vale.

### **Dreadnaught and Alicia Open Pit**

During the March Quarter, significant floors of ore were exposed at Alicia. The Alicia pit is the main production focus with the Dreadnought pit providing additional mining floor to assist with development sequencing and fleet utilisation. The Alicia pit is due to be completed in the first part of May.

At Dreadnought, pit development and stripping are targeting opening grade control access at the 395mRL in the second half of April.

### **CNX Open Pit**

During the March Quarter, the NW part of the pit reached 395mRL and was made available for grade control drilling. Grade control drilling in the quarter comprised 39 holes for 2,107m. Mining the SE part of the pit is being prioritised so as to regularize the pit for improved efficiency.

### *Coolgardie Resource Development Activities*

During the March Quarter, resource development drilling occurred at Bonnie Vale, Bonnie Vale West, Patricia Jean and Green Light. Total number of holes and metres drilled are as follow:

Program	Drill Type	RC Holes/Precollars	RC drill metres	DD Holes/Tails	DD metres
Bonnie Vale West	RC	8	888.0		
Green Light	RC	63	5,467.0		
Patricia Jean	DD			9	1,106.5
Patricia Jean	RC	8	846.0		
BVL Extensions	RCDD	14	2,085.8	2	262.0
<b>Total</b>		<b>93</b>	<b>9,286.8</b>	<b>11</b>	<b>1,368.5</b>

## **Corporate**

Focus received approximately \$132.4 million from the proceeds of sale of gold and silver, plus toll milling fees during the March Quarter.

Focus paid \$1.16 million on exploration during the March Quarter, including on drilling, assays and payments to consultants and exploration personnel.

In compliance with ASX Listing Rule 5.3.5, Focus reports it has paid \$453,000 to related parties of the Company and their associates, which included Executive Directors' salaries, non-Executive Directors' fees, superannuation and rent for the Directors.

As of 31 March 2026, the Company's cash and cash equivalent position is \$150.2 million, plus a term deposit of \$66.1 million.

The release of this ASX announcement was authorised by  
Mr Wanghong Yang, Executive Chairman of Focus Minerals Ltd.

**For further information please contact:**

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Focus Minerals Ltd.

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**About Focus Minerals Limited (ASX: FML)**

Focus is committed to delivering shareholder value from the Coolgardie Gold Operation, a 112.1km<sup>2</sup> tenement holding that includes a 1.2Mtpa processing plant at Three Mile Hill, with commencement of mining activities in mid-2023.

**Competent Person Statement**

The information in this announcement that relates to Exploration Results is based on information compiled by Mr Alex Aaltonen, who is a Member of the Australasian Institute of Mining and Metallurgy (AusIMM). Mr Aaltonen is an employee of Focus Minerals Limited. Mr Aaltonen has sufficient experience that is relevant to the style of mineralisation and type of deposit under consideration and to the activity which he is undertaking to qualify as a Competent Person as defined in the 2012 Edition of the Australasian Code for Reporting of Exploration Results, Mineral Resources and Ore Reserves. Mr Aaltonen consents to the inclusion of this information in the form and context in which it appears in this report.

## Tenement Movements during the Quarter

### *Coolgardie Gold Project*

Tenement	Project	Percentage as at 01 January 2026	Percentage as at 31 March 2026	Note
M15/0150	Bayleys	100%	100%	
M15/0630	Bayleys	100%	100%	
M15/1434	Bayleys	100%	100%	
M15/1788	Bayleys	100%	100%	
P15/6254	Bayleys	100%	100%	
P15/6256	Bayleys	100%	100%	
P15/6868	Bayleys	100%	100%	
P15/6869	Bayleys	100%	100%	
M15/0277	Bonnie Vale	100%	100%	
M15/0365	Bonnie Vale	100%	100%	
M15/0595	Bonnie Vale	100%	100%	
M15/0662	Bonnie Vale	100%	100%	
M15/0711	Bonnie Vale	100%	100%	
M15/0770	Bonnie Vale	100%	100%	
M15/0852	Bonnie Vale	100%	100%	
M15/0857	Bonnie Vale	100%	100%	
M15/0877	Bonnie Vale	100%	100%	
M15/0981	Bonnie Vale	100%	100%	
M15/1384	Bonnie Vale	100%	100%	
M15/1444	Bonnie Vale	100%	100%	
M15/1760	Bonnie Vale	100%	100%	
M15/1853	Bonnie Vale	100%	100%	
P15/5702	Bonnie Vale	100%	100%	
P15/5703	Bonnie Vale	100%	100%	
P15/5704	Bonnie Vale	100%	100%	
P15/6598	Bonnie Vale	100%	100%	
P15/6670	Bonnie Vale	100%	100%	
P15/6777	Bonnie Vale	100%	100%	
P15/6801	Bonnie Vale	100%	100%	
P15/6825	Gunga	100%	100%	
P15/6826	Gunga	100%	100%	
P15/6827	Gunga	100%	100%	
P15/6828	Gunga	100%	100%	
G15/0007	Infrastructure	100%	100%	
G15/0046	Infrastructure	100%	100%	
L15/0027	Infrastructure	100%	100%	
L15/0028	Infrastructure	100%	100%	
L15/0034	Infrastructure	100%	100%	
L15/0042	Infrastructure	100%	100%	
L15/0051	Infrastructure	100%	100%	
L15/0059	Infrastructure	100%	100%	
L15/0063	Infrastructure	100%	100%	
L15/0077	Infrastructure	100%	100%	
L15/0078	Infrastructure	100%	100%	
L15/0088	Infrastructure	100%	100%	
L15/0090	Infrastructure	100%	100%	
L15/0095	Infrastructure	100%	100%	

Tenement	Project	Percentage as at 01 January 2026	Percentage as at 31 March 2026	Note
L15/0096	Infrastructure	100%	100%	
L15/0114	Infrastructure	100%	100%	
L15/0116	Infrastructure	100%	100%	
L15/0119	Infrastructure	100%	100%	
L15/0122	Infrastructure	100%	100%	
L15/0123	Infrastructure	100%	100%	
L15/0126	Infrastructure	100%	100%	
L15/0127	Infrastructure	100%	100%	
L15/0130	Infrastructure	100%	100%	
L15/0161	Infrastructure	100%	100%	
L15/0164	Infrastructure	100%	100%	
L15/0168	Infrastructure	100%	100%	
L15/0169	Infrastructure	100%	100%	
L15/0171	Infrastructure	100%	100%	
L15/0172	Infrastructure	100%	100%	
L15/0173	Infrastructure	100%	100%	
L15/0174	Infrastructure	100%	100%	
L15/0175	Infrastructure	100%	100%	
L15/0177	Infrastructure	100%	100%	
L15/0179	Infrastructure	100%	100%	
L15/0186	Infrastructure	100%	100%	
L15/0193	Infrastructure	100%	100%	
L15/0194	Infrastructure	100%	100%	
L15/0200	Infrastructure	100%	100%	
L15/0211	Infrastructure	100%	100%	
L15/0283	Infrastructure	100%	100%	
L15/0294	Infrastructure	100%	100%	
L15/0371	Infrastructure	100%	100%	
L15/0403	Infrastructure	100%	100%	
L15/0405	Infrastructure	100%	100%	
L15/0421	Infrastructure	100%	100%	
L15/0455	Infrastructure	100%	100%	
L15/0458	Infrastructure	100%	100%	
L15/0459	Infrastructure	100%	100%	
P15/5971	Londonderry	100%	100%	
P15/5972	Londonderry	100%	100%	
P15/6118	Londonderry	100%	100%	
P15/6119	Londonderry	100%	100%	
P15/6120	Londonderry	100%	100%	
P15/6121	Londonderry	100%	100%	
P15/6122	Londonderry	100%	100%	
P15/6123	Londonderry	100%	0%	Surrendered
P15/6176	Londonderry	100%	100%	
P15/6177	Londonderry	100%	100%	
P15/6178	Londonderry	100%	100%	
M15/0385	Lord Bob	100%	100%	
M15/1789	Lord Bob	100%	100%	
P15/5712	Lord Bob	100%	100%	
P15/5939	Lord Bob	100%	100%	
P15/6102	Lord Bob	100%	100%	
M15/0384	Norris	100%	100%	

Tenement	Project	Percentage as at 01 January 2026	Percentage as at 31 March 2026	Note
M15/0515	Norris	100%	100%	
M15/0761	Norris	100%	100%	
M15/0791	Norris	100%	100%	
M15/0871	Norris	100%	100%	
M15/1153	Norris	100%	100%	
M15/1422	Norris	100%	100%	
M15/1793	Norris	100%	100%	
M15/1918	Norris	100%	100%	
M15/1922	Norris	100%	100%	
M15/1923	Norris	0%	0%	Under application
P15/6605	Norris	100%	100%	
P15/6633	Norris	100%	100%	
P15/6639	Norris	100%	100%	
P15/6667	Norris	100%	100%	
P15/6915	Norris	0%	0%	Under application
M15/0154	Three Mile Hill	100%	100%	
M15/0636	Three Mile Hill	100%	100%	
M15/0645	Three Mile Hill	100%	100%	
M15/0781	Three Mile Hill	100%	100%	
M15/0827	Three Mile Hill	100%	100%	
M15/1341	Three Mile Hill	100%	100%	
M15/1357	Three Mile Hill	100%	100%	
M15/1358	Three Mile Hill	100%	100%	
M15/1359	Three Mile Hill	100%	100%	
M15/1432	Three Mile Hill	100%	100%	
P15/6541	Three Mile Hill	100%	100%	
M15/0023	Tindals	100%	100%	
M15/0237	Tindals	100%	100%	
M15/0410	Tindals	100%	100%	
M15/0411	Tindals	100%	100%	
M15/0412	Tindals	100%	100%	
M15/0646	Tindals	100%	100%	
M15/0660	Tindals	100%	100%	
M15/0675	Tindals	100%	100%	
M15/0958	Tindals	100%	100%	
M15/0966	Tindals	100%	100%	
M15/1114	Tindals	100%	100%	
M15/1262	Tindals	100%	100%	
M15/1293	Tindals	100%	100%	
M15/1294	Tindals	100%	100%	
M15/1433	Tindals	100%	100%	
M15/1461	Tindals	100%	100%	
P15/6251	Tindals	100%	100%	
P15/6252	Tindals	100%	100%	
P15/6253	Tindals	100%	100%	
P15/6257	Tindals	100%	100%	
P15/6333	Tindals	0%	0%	Under application
P15/6335	Tindals	100%	100%	
P15/6858	Tindals	100%	100%	
P15/6859	Tindals	100%	100%	
M15/1874	Nepean	0%	0%	Royalty Rights

Tenement	Project	Percentage as at 01 January 2026	Percentage as at 31 March 2026	Note
P15/5574	Nepean	0%	0%	Royalty Rights
P15/5575	Nepean	0%	0%	Royalty Rights
P15/5739	Nepean	0%	0%	Royalty Rights

## Appendix 5B

### Mining exploration entity or oil and gas exploration entity quarterly cash flow report

Name of entity

Focus Minerals Limited

ABN

56 005 470 799

Quarter ended ("current quarter")

31<sup>st</sup> March 2026

Consolidated statement of cash flows		Current quarter \$A'000	Year to date (3 months) \$A'000
<b>1.</b>	<b>Cash flows from operating activities</b>		
1.1	Receipts from customers	132,352	132,352
1.2	Payments for		
	(a) exploration & evaluation	(3)	(3)
	(b) development	(5,334)	(5,334)
	(c) production	(54,399)	(54,399)
	(d) staff costs	(11,095)	(11,095)
	(e) administration and corporate costs	(504)	(504)
1.3	Dividends received (see note 3)	-	-
1.4	Interest received	1,287	1,287
1.5	Interest and other costs of finance paid	(82)	(82)
1.6	Income taxes paid	-	-
1.7	Government grants and tax incentives	-	-
1.8	Other	-	-
<b>1.9</b>	<b>Net cash from / (used in) operating activities</b>	<b>62,222</b>	<b>62,222</b>

<b>2.</b>	<b>Cash flows from investing activities</b>		
2.1	Payments to acquire or for:		
	(a) entities	-	-
	(b) tenements	-	-
	(c) property, plant and equipment	(5,385)	(5,385)
	(d) exploration & evaluation	(1,160)	(1,160)
	(e) investments	-	-
	(f) other non-current assets	-	-

## Mining exploration entity or oil and gas exploration entity quarterly cash flow report

<b>Consolidated statement of cash flows</b>		<b>Current quarter \$A'000</b>	<b>Year to date (3 months) \$A'000</b>
2.2	Proceeds from the disposal of:		
	(a) entities	-	-
	(b) tenements	-	-
	(c) property, plant and equipment	-	-
	(d) investments	-	-
	(e) other non-current assets	-	-
2.3	Cash flows from loans to other entities	-	-
2.4	Dividends received (see note 3)	-	-
2.5	Other (bond/deposit paid & released)	(35,302)	(35,302)
<b>2.6</b>	<b>Net cash from / (used in) investing activities</b>	<b>(41,847)</b>	<b>(41,847)</b>

<b>3.</b>	<b>Cash flows from financing activities</b>		
3.1	Proceeds from issues of equity securities (excluding convertible debt securities)	-	-
3.2	Proceeds from issue of convertible debt securities	-	-
3.3	Proceeds from exercise of options	-	-
3.4	Transaction costs related to issues of equity securities or convertible debt securities	-	-
3.5	Proceeds from borrowings	-	-
3.6	Repayment of borrowings	-	-
3.7	Transaction costs related to loans and borrowings	-	-
3.8	Dividends paid	-	-
3.9	Other	-	-
<b>3.10</b>	<b>Net cash from / (used in) financing activities</b>	<b>0</b>	<b>0</b>

<b>4.</b>	<b>Net increase / (decrease) in cash and cash equivalents for the period</b>	<b>20,375</b>	<b>20,375</b>
4.1	Cash and cash equivalents at beginning of period	129,812	129,812
4.2	Net cash from / (used in) operating activities (item 1.9 above)	62,222	62,222
4.3	Net cash from / (used in) investing activities (item 2.6 above)	(41,847)	(41,847)
4.4	Net cash from / (used in) financing activities (item 3.10 above)	-	-
4.5	Effect of movement in exchange rates on cash held	-	-
<b>4.6</b>	<b>Cash and cash equivalents at end of period</b>	<b>150,187</b>	<b>150,187</b>

<b>5. Reconciliation of cash and cash equivalents</b> at the end of the quarter (as shown in the consolidated statement of cash flows) to the related items in the accounts	<b>Current quarter \$A'000</b>	<b>Previous quarter \$A'000</b>
5.1 Bank balances	150,187	129,812
5.2 Call deposits	-	-
5.3 Bank overdrafts	-	-
5.4 Other (provide details)	-	-
<b>5.5 Cash and cash equivalents at end of quarter (should equal item 4.6 above)</b>	<b>150,187</b>	<b>129,812</b>

<b>6. Payments to related parties of the entity and their associates</b>	<b>Current quarter \$A'000</b>
6.1 Aggregate amount of payments to related parties and their associates included in item 1	453
6.2 Aggregate amount of payments to related parties and their associates included in item 2	-
<i>Note: if any amounts are shown in items 6.1 or 6.2, your quarterly activity report must include a description of, and an explanation for, such payments.</i>	

## Mining exploration entity or oil and gas exploration entity quarterly cash flow report

7.	<b>Financing facilities</b> <i>Note: the term "facility" includes all forms of financing arrangements available to the entity. Add notes as necessary for an understanding of the sources of finance available to the entity.</i>	<b>Total facility amount at quarter end \$A'000</b>	<b>Amount drawn at quarter end \$A'000</b>
7.1	Loan facilities	-	-
7.2	Credit standby arrangements	-	-
7.3	Other (please specify)	5,466	5,466
7.4	<b>Total financing facilities</b>	5,466	5,466
7.5	<b>Unused financing facilities available at quarter end</b>		-
7.6	<p>Include in the box below a description of each facility above, including the lender, interest rate, maturity date and whether it is secured or unsecured. If any additional financing facilities have been entered into or are proposed to be entered into after quarter end, include a note providing details of those facilities as well.</p> <p>Bank guarantee for letter of credits to DMIRS, \$3,067.5k</p> <ul style="list-style-type: none"> <li>• Bank of China,</li> <li>• Fee 1% per annum of the face value of the bank guarantee,</li> <li>• No maturity date,</li> <li>• Secured by term deposits held at Bank of China.</li> </ul> <p>Bank guarantee for Electricity Networks Corporation, \$568k</p> <ul style="list-style-type: none"> <li>• Bank of China,</li> <li>• Fee 1% per annum of the face value of the bank guarantee,</li> <li>• No maturity date,</li> <li>• Secured by term deposits held at Bank of China.</li> </ul> <p>Bank guarantee for Barmenco Limited, \$1,600k</p> <ul style="list-style-type: none"> <li>• Fee 2.25% per annum of the face value of the bank guarantee,</li> <li>• Expire 29 February 2028,</li> <li>• Secured by term deposit with NAB.</li> </ul> <p>Credit card facility \$230k</p> <ul style="list-style-type: none"> <li>• Secured by term deposit with NAB.</li> </ul>		

## Mining exploration entity or oil and gas exploration entity quarterly cash flow report

<b>8. Estimated cash available for future operating activities</b>	<b>\$A'000</b>
8.1 Net cash from / (used in) operating activities (item 1.9)	62,222
8.2 (Payments for exploration & evaluation classified as investing activities) (item 2.1(d))	(1,160)
8.3 Total relevant outgoings (item 8.1 + item 8.2)	61,062
8.4 Cash and cash equivalents at quarter end (item 4.6)	150,187
8.5 Unused finance facilities available at quarter end (item 7.5)	-
8.6 Total available funding (item 8.4 + item 8.5)	150,187
8.7 <b>Estimated quarters of funding available (item 8.6 divided by item 8.3)</b>	N/A
<i>Note: if the entity has reported positive relevant outgoings (ie a net cash inflow) in item 8.3, answer item 8.7 as "N/A". Otherwise, a figure for the estimated quarters of funding available must be included in item 8.7.</i>	
8.8 If item 8.7 is less than 2 quarters, please provide answers to the following questions:	
8.8.1 Does the entity expect that it will continue to have the current level of net operating cash flows for the time being and, if not, why not?	
Answer:	
8.8.2 Has the entity taken any steps, or does it propose to take any steps, to raise further cash to fund its operations and, if so, what are those steps and how likely does it believe that they will be successful?	
Answer:	
8.8.3 Does the entity expect to be able to continue its operations and to meet its business objectives and, if so, on what basis?	
Answer:	
<i>Note: where item 8.7 is less than 2 quarters, all of questions 8.8.1, 8.8.2 and 8.8.3 above must be answered.</i>	

**Compliance statement**

- 1 This statement has been prepared in accordance with accounting standards and policies which comply with Listing Rule 19.11A.
- 2 This statement gives a true and fair view of the matters disclosed.

30 April 2026

Date: .....

Authorised by: Wanghong Yang, Executive Chairman  
(Name of body or officer authorising release – see note 4)

**Notes**

1. This quarterly cash flow report and the accompanying activity report provide a basis for informing the market about the entity's activities for the past quarter, how they have been financed and the effect this has had on its cash position. An entity that wishes to disclose additional information over and above the minimum required under the Listing Rules is encouraged to do so.
2. If this quarterly cash flow report has been prepared in accordance with Australian Accounting Standards, the definitions in, and provisions of, *AASB 6: Exploration for and Evaluation of Mineral Resources* and *AASB 107: Statement of Cash Flows* apply to this report. If this quarterly cash flow report has been prepared in accordance with other accounting standards agreed by ASX pursuant to Listing Rule 19.11A, the corresponding equivalent standards apply to this report.
3. Dividends received may be classified either as cash flows from operating activities or cash flows from investing activities, depending on the accounting policy of the entity.
4. If this report has been authorised for release to the market by your board of directors, you can insert here: "By the board". If it has been authorised for release to the market by a committee of your board of directors, you can insert here: "By the [name of board committee – eg Audit and Risk Committee]". If it has been authorised for release to the market by a disclosure committee, you can insert here: "By the Disclosure Committee".
5. If this report has been authorised for release to the market by your board of directors and you wish to hold yourself out as complying with recommendation 4.2 of the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations*, the board should have received a declaration from its CEO and CFO that, in their opinion, the financial records of the entity have been properly maintained, that this report complies with the appropriate accounting standards and gives a true and fair view of the cash flows of the entity, and that their opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.