EUROZ HARTLEYS
GROUP

CORPORATE GOVERNANCE STATEMENT **2025**

EUROZ HARTLEYS GROUP LIMITED (ACN 000 364 465)

CORPORATE GOVERNANCE STATEMENT

This Corporate Governance Statement is current as at 21 October 2025 and has been approved by the Board of Euroz Hartleys Group Limited ("Euroz Hartleys" or the "Company") on that date.

This Corporate Governance Statement discloses the extent to which the Company has, during the financial year ending 30 June 2025, followed the recommendations set by the ASX Corporate Governance Council in its publication Corporate Governance Principles and Recommendations – 4th Edition (Recommendations). The Recommendations are not mandatory, however the Recommendations that have not been followed for any part of the reporting period have been identified and reasons provided for not following them along with what (if any) alternative governance practices were adopted in lieu of the recommendation during that period.

The Company has adopted a Corporate Governance Plan which provides the written terms of reference for the Company's corporate governance duties.

Euroz Hartleys Group Limited is the listed holding company of the Euroz Hartleys Group of companies ("the Euroz Hartleys Group" or "the Group"). The Euroz Hartleys Group consists of Euroz Hartleys together with its subsidiaries Euroz Hartleys Limited and Westoz Funds Management Limited ("Westoz").

Euroz Hartleys Board and management are committed to the creation of shareholder value and meeting the expectations of its stakeholders through sound corporate governance.

RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION
PRINCIPLE 1: LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT		
Recommendation 1.1 (a) A listed entity should have and disclose a board charter which sets out the respective roles and responsibilities of the Board, the Chair and management, and includes a description of those matters expressly reserved to the Board and those delegated to management.	PARTIALLY	The Board of Euroz Hartleys has adopted a Charter which sets out the role and functions of the Board. The Board has delegated the management and oversight of day-to-day activities to the relevant board of each of the group subsidiary entities. During FY25 two members of the Board were also senior executives of the Euroz Hartleys Group and play an integral part in the day-to-day management of the Group's activities. Accordingly, Euroz Hartleys does not delegate functions in the manner anticipated by this Recommendation. A copy of the Company's Board Charter, is available on the Company's website.
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 (b) provide shareholders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a Director.	YES	(a) All employees of the Euroz Hartleys Group are subjected to appropriate checks before being made an offer of employment. These checks include character references along with experience and education. Furthermore, all employees are subject to a National Criminal History check prior to commencement. The Directors of Euroz Hartleys are subject to these checks and an additional bankruptcy check prior to their appointment to the Board. (b) Information on each of the Directors qualifications and experience can be found within the Annual Report to shareholders or on the Euroz Hartleys website. All material information relevant to a decision on whether or not to elect or re-elect a Director will be provided to shareholders in the Notice of Meeting containing the resolution to elect or re-elect a Director.
Recommendation 1.3 A listed entity should have a written agreement with each Director and senior executive setting out the terms of their appointment.	YES	During FY25 two Directors of Euroz Hartleys were senior executives within the Euroz Hartleys Group. As such written agreements outlining the terms of their employment are in place. Euroz Hartleys has a written agreement with all Non-Executive Directors. The Company has had written agreements with each of its Directors and senior executives for the past financial year.
Recommendation 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	The Company Secretary is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board.

RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION
PRINCIPLE 1: LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT		
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 its board, senior executives and workforce generally; and (c) disclose in relation to each reporting period: (i) the measurable objectives set for that period to achieve gender diversity; (ii) the entity's progress towards achieving those objectives; and (iii) 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 the Workplace Gender Equality 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.	PARTIALLY	(a) Euroz Hartleys has a Diversity Policy that applies to each company within the Euroz Hartleys Group. The policy is available on Euroz Hartleys website. (b) In accordance with the matters set out in the Diversity Policy, Euroz Hartleys has formed the view that it would not be appropriate or practical to, at this time establish measurable objectives for achieving gender diversity. (c) The Board did not set measurable gender diversity objectives for the past financial year with respect to recommendation 1.5(c), Euroz Hartleys does not at this time intend to comply with this recommendation. However, this position will be reviewed annually. A copy of Euroz Hartleys' 2024-2025 Workplace Gender Equity Agency Public Report is available on its website.
Recommendation 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.	YES	(a) Euroz Hartleys discloses in the Annual Report to shareholders details regarding Board performance evaluation. (b) A review of the performance of the Board and its Directors is undertaken on an annual basis and has been undertaken in respect of the period.
Recommendation 1.7 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.	YES	(a) The Company's Remuneration Committee in consultation with the Board is responsible for evaluating the performance of the Company's senior executives on an annual basis. A senior executive, for these purposes, means key management personnel (as defined in the Corporations Act) other than a Non-Executive Director. The Remuneration Report set out in the Directors Report of the Annual Report to Shareholders outlines the methodology used to assess remuneration of senior executives. (b) The Company has completed performance evaluations in respect of the senior executives for the past financial year. The Annual Report confirms details of performance-based pay received by Directors and Key Management Personnel for the time period under review as determined by the Remuneration Committee.

RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION
PRINCIPLE 2: STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE		
Recommendation 2.1 The Board of a listed entity should: (a) have a nomination committee which: (i) has at least three members, a majority of whom are independent Directors; and (ii) is chaired by an independent Director, and disclose: (iii) the charter of the committee; (iv) the members of the committee; and (v) 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.	NO	(a) The Company did not have a Nomination Committee for the past financial year as the Board did not consider the Company would benefit from its establishment. In accordance with the Company's Board Charter, the Board carries out the duties that would ordinarily be carried out by the Nomination Committee, including the following processes to address succession issues and to ensure the Board has the appropriate balance of skills, experience, independence and knowledge of the entity to enable it to discharge its duties and responsibilities effectively: (i) devoting time at least annually to discuss Board succession issues and updating the Company's Board skills matrix; and (ii) all Board members being involved in the Company's nomination process, to the maximum extent permitted under the Corporations Act and ASX Listing Rules.
Recommendation 2.2 A listed entity should have and disclose a Board skills matrix setting out the mix of skills that the Board currently has or is looking to achieve in its membership.	YES	The Company has a Board skill matrix setting out the mix of skills and diversity that the Board currently has and a copy is available at the conclusion of this document. Full details with regard to the experience and qualifications of the Directors for the past financial year can be found in the Company's Annual Report.
Recommendation 2.3 A listed entity should disclose: (a) the names of the Directors considered by the Board to be independent Directors; (b) if a Director has an interest, position or relationship of the type described in Box 2.3 of the ASX Corporate Governance Principles and Recommendations (4th Edition), but the Board is of the opinion that it does not compromise the independence of the Director, the nature of the interest, position or relationship in question and an explanation of why the Board is of that opinion; and (c) the length of service of each Director	YES	(a) Ms Robin Romero and Ms Fiona Kalaf are considered to be Independent Non-Executive Directors. The Company continues to review additional relevantly qualified and experienced individuals as additions to the Board as Independent Non-Executive Directors. (b) Ms Romero and Ms Kalaf do not have an interest, position or relationship of the type described in Box 2.3 of the ASX Corporate Governance Principles and Recommendations (4th Edition), as such this is not applicable. (c) The Company's website discloses the length of service of each Director, as at the end of each financial year.
Recommendation 2.4 A majority of the Board of a listed entity should be independent Directors.	NO	Please refer to Recommendation 2.3. The Company continues to monitor the need for additional relevantly qualified and experienced individuals as additions to the Board as Independent Non-Executive Directors.
Recommendation 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.	PARTIALLY	The Executive Chairman of the Company is not an independent Director. The Company does not have a CEO. An analogous role is undertaken by the Managing Director of Euroz Hartleys Group Limited who is not the same person as the Executive Chairman.
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 role as Directors effectively.	YES	The Board is responsible for the approval and review of induction and continuing professional development programs and procedures for Directors to ensure that they can effectively discharge their responsibilities. During FY25 as a number of the Directors were senior executives of Euroz, each of the directors are subject to Continuing Professional Development (CPD) requirements on an annual basis. Continuing professional development is available to Non-Executive Directors if requested. The Company Secretary is responsible for facilitating inductions and professional development.

RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION
PRINCIPLE 3: INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY		
Recommendation 3.1 A listed entity should articulate and disclose its values.	YES	(a) The Company and its subsidiary companies are committed to conducting all of its business activities fairly, honestly with a high level of integrity, and in compliance with all applicable laws, rules and regulations. The Board, management and employees are dedicated to high ethical standards and recognise and support the Company's commitment to compliance with these standards.
Recommendation 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.	YES	(a) The Company's Corporate Code of Conduct applies to the Company's Directors, senior executives and employees. (b) The Company's Corporate Code of Conduct is available on the Company's website. Any material breaches of the Code of Conduct are reported to the Board or a committee of the Board.
Recommendation 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.	YES	(a) The Company's Whistleblower Protection Policy is available on the Company's website. (b) Any material breaches of the Whistleblower Protection Policy are to be reported to the Board or a committee of the Board.
Recommendation 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.	YES	(a) The Company's Anti-Bribery and Anti-Corruption Policy is available on the Company's website. (b) Any material breaches of the Anti-Bribery and Anti-Corruption Policy are to be reported to the Board or a committee of the Board.

RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION
PRINCIPLE 4: SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS		
Recommendation 4.1 The Board of a listed entity should: (a) have an audit committee which: (i) has at least three members, all of whom are non-executive Directors and a majority of whom are independent Directors; and (ii) is chaired by an independent Director, who is not the Chair of the Board, and disclose: (iii) the charter of the committee; (iv) the relevant qualifications and experience of the members of the committee; and (v) 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.	PARTIALLY	(a) The Company had an Audit and Risk Committee for the past financial year. Ms Robin Romero (Independent Non-Executive Director) and Ms Fiona Kalaf (Independent Non-Executive Director) are members of the Audit and Risk Committee. The Audit and Risk Committee is chaired by Mr Richard Simpson. Mr Simpson transitioned to Non-Executive Director in August 2024. The Euroz Hartleys Audit & Risk Committee Charter can be located on the Euroz Hartleys website. The members of the Audit and Risk Committee, their relevant qualification and experience, the number of times the committee met during the last financial year, and the individual attendances of the members, are disclosed in the Annual Report.
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 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	The Company's Audit and Risk Committee Charter requires the Managing Director and CFO (or, if none, the person(s) fulfilling those functions) to provide a sign off on these terms. The Company obtains a sign off on these terms for each of its financial statements in each financial year.
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.	YES	The Company undertakes significant review of any information to verify its integrity prior to its release to the market. This includes separate reviews by the Board, Company's COO/CFO, Company Secretary and finance and accounting staff. Where a release is to include matter of substance, the Company may seek additional input and guidance from its legal advisers or Auditors prior to the information being released to the market. The Company advises the market in each instance whether the information contained in the market release is audited or unaudited.

RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION
PRINCIPLE 5: MAKE TIMELY AND BALANCED DISCLOSURE		
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.	YES	The Euroz Hartleys Market Disclosure Policy provides details of the Company's policies and procedures for compliance with its continuous disclosure obligations. The Market Disclosure Policy is available on the Company's website.
Recommendation 5.2 A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	YES	The Board reviews and considers each material market announcement and provides its approval for release prior to any information being released to market.
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 Announcements Platform ahead of the presentation.	YES	All substantive investor or analyst presentations are released on the ASX Markets Announcement Platform ahead of any such presentations.

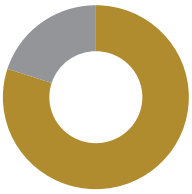
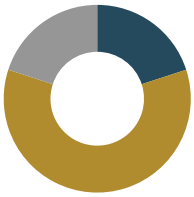
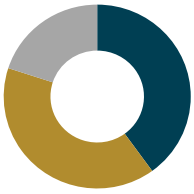
RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION
PRINCIPLE 6: RESPECT THE RIGHTS OF SHAREHOLDERS		
Recommendation 6.1 A listed entity should provide information about itself and its governance to investors via its website.	YES	Euroz Hartleys website provides detailed information regarding the operations of the Euroz Hartleys Group including copies of all information that has been released to the market. The website contains a specific 'Corporate Governance' landing page where information regarding group policies is easily accessible by shareholders.
Recommendation 6.2 A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	YES	Euroz Hartleys has an Investor Relations Policy that outlines its Investor Relations program. A copy of this policy can be found on the Company's website.
Recommendation 6.3 A listed entity should disclose how it facilitates and encourages participation at meetings of shareholders.	YES	Shareholders are encouraged to participate at all general meetings and AGMs of the Company. The Company provides Shareholders with the opportunity to participate in shareholder meetings by allowing voting in person, by proxy or online.
Recommendation 6.4 A listed entity should ensure that all substantive resolutions at a meeting of shareholders are decided by a poll rather than by a show of hands.	YES	For the 2024 AGM, all resolutions were decided by way of a poll. The results of the 2024 AGM and the fact that all resolutions were decided by way of a poll was released to the Australian Securities Exchange on 22 November 2024.
Recommendation 6.5 A listed entity should give shareholders the option to receive communications from, and send communications to, the entity and its security registry electronically.	YES	Euroz Hartleys actively encourages shareholders to communicate with the Company and the registry services provider, Computershare, electronically. Shareholders can elect to receive electronic communications from the company via the Computershare Investor Centre. Euroz Hartleys has rolled out online voting for general meetings via the Computershare Investor Centre to encourage higher voting participation from its shareholders. Links are made available to the Company's website on which all information provided to the ASX is immediately posted including the release of the Annual Report, and half yearly reports. Shareholders can email the Company direct at info@eurozhartleys.com which is monitored during normal business hours. Security holder queries should be referred to the Company Secretary at first instance.

RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION
PRINCIPLE 7: RECOGNISE AND MANAGE RISK		
Recommendation 7.1 The Board of a listed entity should: (a) have a committee or committees to oversee risk, each of which: (i) has at least three members, a majority of whom are independent Directors; and (ii) is chaired by an independent Director, and disclose: (iii) the charter of the committee; (iv) the members of the committee; and (v) 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 process it employs for overseeing the entity's risk management framework.	PARTIALLY	(a) The Company has an Audit and Risk Committee. The Company's website discloses the Audit and Risk Committee Charter. Ms Romero (Independent Non-Executive Director) and Ms Fiona Kalaf (Independent Non-Executive Director) are members of the Audit and Risk Committee. The Audit and Risk Committee is chaired by Mr Richard Simpson. Mr Simpson transitioned to Non-Executive Director in August 2024. The members of the Audit and Risk Committee, the number of times the committee meets during each financial year, and the individual attendances of the members, are disclosed on the Company's website.
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 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	(a) Euroz Hartleys undertakes risk management in the context of the activities undertaken by its subsidiaries. Euroz Hartleys is the listed holding company of 2 subsidiaries holding Australian Financial Services Licences. The subsidiaries are subject to extensive risk management obligations pursuant to the Corporations Act, the ASIC Market Integrity Rules and the Operating Rules of the ASX Group, CBoe and NSX. Written policies and procedures are in place to ensure compliance with these obligations. Risk management is achieved by way of the implementation, monitoring, supervision and regular review of these policies and procedures. In particular, the financial position of Euroz Hartleys and matters of risk are considered by members of the Board and senior management on a daily basis. Details of the meetings of the Audit & Risk Committee are published in the Annual Report. The committee conducts an annual review of its subsidiaries. (b) The Company's Audit and Risk Committee has completed a review of the Company's risk management framework in the past financial year.
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, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.	YES	(a) The Audit and Risk Committee Charter provides for the Audit and Risk Committee to monitor the need for an internal audit function. (b) The subsidiary companies of Euroz Hartleys have dedicated compliance staff and compliance committees that act as the internal audit function for that subsidiary. Given the subsidiaries hold an AFSL, internal audit by the compliance department is continuous throughout daily operations.

Recommendation 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	Euroz Hartleys and its subsidiaries operate in the financial services industry. Euroz Hartleys has no manufacturing operations so environmental and sustainability risks are negligible. As a Financial Services company, Euroz Hartleys has economic exposure to financial markets and their cyclical fluctuations. Risk management policies and regulatory compliance requirements mitigate these risks. Euroz Hartleys recognises that its subsidiaries from time to time provide advice with regard to investments in companies that do have economic, environmental and social risks pertinent to their business. Euroz Hartleys conducts thorough due diligence on these companies prior to establishing a corporate relationship. Should Euroz Hartleys discover any material economic, environmental or social sustainability risks that it deems material; this will be disclosed in accordance with its Market Disclosure Policy.
RECOMMENDATIONS (4TH EDITION)	**COMPLY**	**EXPLANATION**
PRINCIPLE 8: REMUNERATE FAIRLY AND RESPONSIBLY		
Recommendation 8.1 The Board of a listed entity should: (a) have a remuneration committee which: (i) has at least three members, a majority of whom are independent Directors; and (ii) is chaired by an independent Director, and disclose: (iii) the charter of the committee; (iv) the members of the committee; and (v) 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.	PARTIALLY	(a) Euroz Hartleys has a Remuneration Committee that meets on an as required basis. Euroz Hartleys has developed a Remuneration Committee Charter that specifies the authority delegated to the committee by the Board of Directors and sets out the roles, responsibilities, membership and operation of the Committee. The Remuneration Committee is chaired by Ms Romero (Independent Non-Executive Director) and for FY25 included Ms Fiona Kalaf[1] (Independent Non-Executive Director), Mr Ian Parker[2] and Mr Richard Simpson[3] as members. Whilst Mr Parker was an Executive Director, he was remunerated by way of a base salary and commission and as such was not entitled to receive either profit share or discretionary bonuses. Accordingly, Mr Parker was independent of this process and could consider remuneration matters without a conflict of interest. Details with regard to meetings of the remuneration committee are published in the Annual Report to shareholders. [1]Ms Fiona Kalaf was appointed to the committee on 1 January 2025. [2]Mr Ian Parker ceased on the committee on 20 December 2024 [3]On 23 August 2024 Mr Richard Simpson transitioned to a Non-Executive Director. Accordingly going forward he is not entitled to receive either profit share or discretionary bonuses and can consider remuneration matters without a conflict of interest.
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.	YES	Details regarding the remuneration of all Directors and Key Management Personnel are published in the Annual Report to Shareholders. The remuneration charter adopted by Euroz Hartleys is in accordance with the mechanisms adopted within the Stockbroking/Financial Advisory & Funds Management industries and is appropriate to Euroz Hartleys circumstances and goals.

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; and (b) disclose that policy or a summary of it.	YES	Euroz Hartleys has an equity-based remuneration scheme in place in the form of a performance rights plan. The performance rights plan was established in 2014 and reapproved by shareholders at the 2019 and 2022 AGMs. Euroz Hartleys does not permit the use of derivatives to limit the economic exposure of positions held within this plan. As at the date of this Governance Statement, Euroz Hartleys is unaware of any derivatives or other financial instruments that could be used for such a purpose. As such it is the view of the Board that a policy is not required at this point in time.
RECOMMENDATIONS (4TH EDITION)	**COMPLY**	**EXPLANATION**
ADDITIONAL RECOMMENDATIONS THAT APPLY ONLY IN CERTAIN CASES		
Recommendation 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.		Not Applicable
Recommendation 9.2 A listed entity established outside Australia should ensure that meetings of shareholders are held at a reasonable place and time.		Not Applicable
Recommendation 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 shareholders relevant to the audit.		Not Applicable

Board Skills Matrix

Skill and description	Board	Skill and description	Board
Risk & Compliance Identify key risks to the organisation related to each key area of operations. Ability to monitor risk and compliance and knowledge of legal and regulatory requirements.		**Legal** Experience in evaluation, managing and overseeing strategic and complex legal matters.	
Financial & Audit Experience in accounting and finance to analyse statements, assess financial viability, contribute to financial planning, oversee budgets, oversee funding arrangements.		**Ethics and Integrity** Understand the role of director and continue to self educate on legal responsibility, ability to maintain board confidentiality, declaration of any conflicts.	
Strategy Ability to identify and critically assess strategic opportunities and threats to the organisation. Develop strategies in context to our policies and business objectives.		**Leadership** Make decisions and take necessary actions in the best interest of the organisation, and represent the organisation favorably.	
Policy Development Ability to identify key issues for the organisation and develop appropriate policy parameters within which the organisation should operate.		**Contribution** Ability to constructively contribute to board discussions and communicate effectively with management and other directors.	
Executive Management Experience in evaluating performance of senior management, and oversee strategic human capital planning. Experience in industrial relations and organisational change management programs.		**Negotiation** Process excellent negotiation skills, with the ability to drive stakeholders support for board directors.	
Technology Knowledge of IT Governance including privacy, data management and security.		**Crisis Management** Ability to constructively manage crisis, provide leadership around solutions and contributes to communication strategy with stakeholders	
Gender Diversity Equal gender representation should be a priority as research indicates that diversity leads to better board outcomes.			

■ Very experienced ■ Experienced ■ Moderate Experience ■ Little Experience No experience ■ Male ■ Female

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GROUP

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