

ASX Release

25 October 2017

Corporate Governance Statement

Further to the Appendix 4G lodged with the ASX on 29 September 2017, **Kyckr Limited (ASX:KYK)** (Kyckr or the Company), a regulatory technology company, is pleased to attach the Corporate Governance Statement.

A copy of this can also be found on our website at http://www.kyckr.com/corporate-governance/.

Ends.

About Kyckr Limited

Kyckr is a global regulatory technology (RegTech) business, providing technology solutions to help protect against money laundering, fraud and tax evasion. Kyckr's solutions are connected to over 180 regulated primary sources, in over 120 countries, providing real-time company registry information on over an estimated 80 million businesses globally. Kyckr provides an automated technology solution to maintain up to date critical company identity information, in place of the traditional error and fraud prone manual people based processes.

To learn more about Kyckr, visit www.kyckr.com

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KYCKR LIMITED

CORPORATE GOVERNANCE STATEMENT

Kyckr Limited ACN 609 323 257 (**Company**) is committed to the highest standards of corporate governance. The Corporate Governance Statement is current as at 29 September 2017 and has been approved by the Board of the Company on that date.

This Corporate Governance Statement discloses the extent to which the Company will, as at the date it is admitted to the official list of the Australian Securities Exchange (ASX), follow the recommendations set by the ASX Corporate Governance Council in its publication Corporate Governance Principles and Recommendations (**Recommendations**). The Recommendations are not mandatory, however the Recommendations that will not be followed have been identified and reasons provided for not following them along with what (if any) alternative governance practices the Company intends to adopt in lieu of the recommendation.

The Company's corporate governance policies are available on the Company's website at http://www.kyckr.com.

Principle 1 - Lay solid foundations for management and oversight

A listed entity should establish and disclose the respective roles and responsibilities of its board and management and how their performance is monitored and evaluated.

ASX Recommendation 1.1	Comply
A listed entity should disclose:	Yes
a. the respective roles and responsibilities of its board and management and	
b. those matters expressly reserved to the board and those delegated to management.	

The Board has adopted a formal Board Charter that details the functions and responsibilities of the Board, the roles and responsibilities of the Chairman and Company Secretary, Directors' access to the Company's records and information, details of the Board's relationship with management, details of the Board's performance review and details of the Board's disclosure policy. A copy of the Board Charter is available on the Company's website.

ASX Recommendation 1.2	Comply
A listed entity should:	Yes
a. undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a director; and	
b. provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	

The appointment of new directors and undertaking of appropriate checks before appointment will be the responsibility of the entire Board. The Board will ensure that all material information to a decision on whether or not to elect or re-elect a Director is provided to security holders.

Due to the size and stage of development of the Company, the Company does not consider that it is practicable to have a separate nomination committee with responsibility of the appointment of Directors or to implement a corresponding nomination committee charter.

Shareholders will be provided with all material information in the Company's possession that is relevant to a decision on whether to elect or re-elect a director in the Notice of Meeting for the Company's Annual General Meeting (**AGM**).



Principle 1 – Lay solid foundations for management and oversight (continued)		
ASX Recommendation 1.3	Comply	
A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	Yes	

The Company has and will enter into written agreements with all directors and senior executives setting out the key terms and conditions of their appointment.

ASX Recommendation 1.4	Comply
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 to the Board through the Chair, and all directors have access to the Company Secretary. The Company Secretary's role in respect of matters relating to the proper functioning of the Board includes advising the Board and its committees on governance matters, monitoring that Board and committee policies and procedures are followed, coordinating all Board business (including agendas, board papers, minutes, communication with regulatory bodies and ASX, and all statutory and other filings) and providing a point of reference for dealings between the Board and employees.

For further detail, please refer to the Board and Committee Charters which are available on the Company's website.



Principle 1 – Lay solid foundations for management and oversight (continued)		
AS	SX Recommendation 1.5	Comply
Α	listed entity should:	
a.	have a diversity policy which includes requirements for the board or a relevant committee of the board to set measurable objectives for achieving gender diversity and to assess annually both the objectives and the entity's progress in achieving them;	No
b.	disclose that policy or a summary of it; and	
C.	disclose as at the end of each reporting period the measurable objectives for achieving gender diversity set by the board or a relevant committee of the board in accordance with the entity's diversity policy and its progress towards achieving them, and either: 1. the respective proportions of men and women on the board, in senior executive positions and across the whole organisation (including how the entity has defined "senior executive" for these purposes); or 2. if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.	

The Company is committed to providing an inclusive workplace and recognises the value that a workforce made up of individuals with diverse skills, values, backgrounds and experiences will bring to the Company. At the core of the Company's diversity policy is a commitment to equality and respect.

Although the Company has a diversity policy in place, the Board does not presently intend to set measurable gender diversity objectives because:

- it is the Board's view that the existing Directors and senior executives have sufficient skill and experience to carry out the Company's plans; and
- if it becomes necessary to appoint any new Directors or senior executives, the Board considers that the application of a measurable gender diversity objective requiring a specified proportion of women on the Board and in senior executive roles may, given the small size of the Company and the Board, unduly limit the Company from making appointments based on skills and merit.

As the Company continues to grow, the Board intends to review its practices and, if deemed necessary in the future, the Board may consider adopting measurable gender diversity objectives.



Principle 1 – Lay solid foundations for management and oversight (continued)		
ASX Recommendation 1.6	Comply	
A listed entity should:		
a. have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and	Yes	
b. disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.		

The Board Charter requires that each year the Board will conduct an evaluation of its effectiveness and performance that evaluates:

- its own performance, including against the requirements of its Board Charter;
- the performance of its committees; and
- the performance of individual Directors, against both measurable and qualitative indicators.

The Company may conduct an evaluation with the aid of an independent advisor.

The Chair undertook an informal annual performance evaluation of the Board this year and undertook assessments of the performance of individual directors by meeting privately with each director to discuss this assessment.

ASX Recommendation 1.7	Comply
A listed entity should:	
a. have and disclose a process for periodically evaluating the performance of its senior executives; and	Yes
b. disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.	

As prescribed in the Board Charter, the Board is responsible for evaluating the performance of the Company's senior executives. The Board has further responsibility for evaluating the remuneration of the Company's senior executives. A senior executive, for these purposes, means key management personnel (as defined in the *Corporations Act 2001* (Cth)) other than a non-executive Director.

The Company intends to complete performance evaluations in respect of the senior executives (if any) for each financial year in accordance with the applicable processes.



Principle 2 – Structure the Board to add value

A listed entity should have a board of appropriate size, composition, skills and commitment to enable it to discharge its duties effectively.

ASX Recommendation 2.1	Comply
The board of a listed entity should:	
a. have a nomination committee which:	No
 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 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.	

The Board does not maintain a Nomination Committee as it is considered that the current size of the Board does not warrant the formal establishment of a separate committee. The Board therefore performs the function of such a committee which includes the identification of skills and competencies required for the Board and related committees, as well as nomination, selection and performance evaluation of non-executive directors. The Board does not actively manage succession planning and instead relies upon the Board's extensive networking capabilities and/or executive recruitment firms to identify appropriate candidates when a Board vacancy occurs or when a vacancy is otherwise envisaged. Attributes of candidates put forward will be considered for 'best-fit' to the needs of the Board which are assessed at the time of the vacancy.



Principle 2 – Structure the Board to add value (continued)		
ASX Recommendation 2.2	Comply	
A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership	No	

The Board does not maintain a formal skills matrix that sets out the mix of skills and diversity that the Board aims to achieve in its membership. The current Board members represent individuals that have extensive industry experience as well as professionals that bring to the Board there specific skills in order for the company to achieve its strategic, operational and compliance objectives. Their suitability to the directorship has therefore been determined primarily on the basis of their ability to deliver outcomes in accordance with the company's short and longer-term objectives and therefore deliver value to shareholders.

All Board members are however expected to be able to demonstrate the following attributes:

Board member attributes	
Leadership	Represents the company positively amongst stakeholders and external parties; decisively acts ensuring that all pertinent facts considered; leads others to action; proactive solution seeker.
Ethics and integrity	Awareness of social, professional and legal responsibilities at individual, company and community level; ability to identify independence conflicts; applies sound professional judgement; identifies when external counsel should be sought; upholds Board confidentiality; respectful in every situation.
Communication	Effective in working within defined corporate communications policies; makes constructive and precise contribution to the Board both verbally and in written form; an effective communicator with executives.
Negotiation	Negotiation skills which engender stakeholder support for implementing Board decisions.
Corporate governance	Experienced director that is familiar with the mechanisms, controls and channels to deliver effective governance and manage risks.



Principle 2 – Structure the Board to add value (continued)		
ASX Recommendation 2.3	Comply	
A listed entity should disclose:		
a. the names of the directors considered by the board to be independent directors;	Yes	
b. if a director has an interest, position, association or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, association or relationship in question and an explanation of why the board is of that opinion; and		
c. the length of service of each director.		

Details of the Board of directors, their appointment date, length of service and independence status is as follows:

Director's name	Appointment date	Length of service at reporting date	Independence status
John Van Der Wielen	8 September 2016	10 months	Independent Non-executive
Albert Wong	16 November 2015	1 year 7 months	Independent Non-executive
John Walsh	11 April 2016	1 year 3 months	Independent Non-executive
Patrick Curry	27 October 2016	8 months	Independent Non-executive
David Cassidy	16 November 2015	1 year 7 months	Not-independent Executive
Benjamin Cronin	16 November 2015	1 year 7 months	Not-independent Executive
Robert Leslie	16 November 2015	1 year 7 months	Not-independent Executive

The Board may determine that a director is independent notwithstanding the length of service or the existence of an interest, position, association or relationship of the kind identified in the examples listed under Recommendation 2.3 of the ASX Principles and Recommendations.

ASX Recommendation 2.4	Comply
A majority of the board of a listed entity should be independent directors.	Yes

Having regard to the response to Recommendation 2.3 above, the majority of the Board at the reporting date were independent.



Principle 2 – Structure the Board to add value (continued)	
ASX Recommendation 2.5	Comply
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.	Yes

John Van Der Wielen is Chair of the Board and is considered to be an independent director of the Company. David Cassidy is the Managing Director and Chief Executive Officer.

ASX Recommendation 2.6	Comply
A listed entity should have a program for inducting new directors and provide appropriate professional development opportunities for directors to develop and maintain the skills and knowledge needed to perform their role as directors effectively.	Yes

In accordance with the Company's Board Charter, 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. The Company Secretary is responsible for facilitating inductions and professional development.

Principle 3 – Act ethically and responsibly

A listed entity should act ethically and responsibly.

ASX Recommendation 3.1	Comply
A listed entity should:	Yes
a. have a code of conduct for its directors, senior executives and employees; and	
b. disclose that code or a summary of it.	

- (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.



Principle 4 – Safeguard Integrity in corporate reporting

A listed entity should have formal and rigorous processes that independently verify and safeguard the integrity of its corporate reporting.

ASX Recommendation 4.1	Comply
The board of a listed entity should:	Yes
a. have an audit committee which:	
1. has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and	
2. is chaired by an independent director, who is not the chair of the board, and disclose:	
3. the charter of the committee;	
4. the relevant qualifications and experience of the members of the committee; and	
5. in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those 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.	

The Board maintains a combined Audit and Risk Management Committee, the members of which are:

Director's name	Executive status	Independence status
Albert Wong - Chair	Non-Executive	Independent
John Van Der Wielen	Non-Executive	Independent
Patrick Curry	Non-Executive	Independent

The majority of the Committee members and the Chair are independent, thereby satisfying this Recommendation.

Details of the qualifications and experience of the members of the Committee is detailed in the 'Information of directors' section of the Directors' report.

The Charter of the Committee is available at the company's website. It provides details in relation to its role, confers on it all necessary powers to perform that role, and explains how the Committee achieves its main objectives, which are to carry out the following functions:

- review and monitor the integrity of Annual Report including the financial statements;
- review and oversee systems of risk management, internal control and legal compliance;
- review the adequacy of the corporate reporting processes;
- oversee the process for identifying significant risks facing the Company and implementing appropriate and adequate control, monitoring and reporting mechanisms; and
- liaise with and monitor the performance and independence of the external auditor.

The number of Committee meetings held and attended by each member is disclosed in the 'Meetings of directors' section of the Directors' report.



Principle 4 – Safeguard Integrity in corporate reporting (continued)		
ASX Recommendation 4.2	Comply	
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.		

Prior to approving the Company's financial statements for a financial period, the Company intends to obtain a declaration from the CEO and the CFO 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.

ASX Recommendation 4.3	Comply
A listed entity that has an AGM should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.	Yes

The Company intends on ensuring that its external auditor will attend its AGM and be available to answer questions from security holders relevant to the audit.

Principle 5 - Make timely and balanced disclosure

A listed entity should make timely and balanced disclosure of all matters concerning it that a reasonable person would expect to have a material effect on the price or value of its securities.

ASX Recommendation 5.1	Comply
A listed entity should:	Yes
a. have a written policy for complying with its continuous disclosure obligations under the Listing Rules; and	
b. disclose that policy or a summary of it.	

- (a) The Board Charter provides details of the Company's Continuous Disclosure Policy.
- (b) The Continuous Disclosure Policy is available on the Company's website.

Principle 6 – Respect the rights of security holders

A listed entity should respect the rights of its security holders by providing them with appropriate information and facilities to allow them to exercise those rights effectively.

ASX Recommendation 6.1	Comply
A listed entity should provide information about itself and its governance to investors via its website.	Yes



Information about the Company and its governance is available in the investor relations section on the Company's website.

ASX Recommendation 6.2	Comply
A listed entity should design and implement an investor relations program to facilitate effective two-way communication with investors	No

The Company does not currently have a formal investor relations program in place, but ensures that all material information is conveyed to investors via the Investors section of the Company's website.

ASX Recommendation 6.3	Comply
A listed entity should disclose the policies and processes it has in place to facilitate and encourage participation at meetings of security holders.	Yes

Shareholders are encouraged to participate at all general meetings and AGMs of the Company. Upon the despatch of any notice of meeting to Shareholders, the Company Secretary shall send out material stating that all Shareholders are encouraged to participate at the meeting.

ASX Recommendation 6.4	Comply
A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	Yes

Security holders of the Company can register to receive email notifications when an announcement is made by the Company to the ASX, including the release of the Annual Report, half yearly reports and quarterly reports. Links are made available to the Company's website on which all information provided to the ASX is immediately posted.

Shareholders' queries will be referred to the Company Secretary at first instance.



Principle 7 – Recognise and manage risk

A listed entity should establish a sound risk management framework and periodically review the effectiveness of that framework.

ASX Recommendation 7.1	Comply
The board of a listed entity should:	Yes
a. have a committee or committees to oversee risk, each of which:	
1. has at least three members, a majority of whom are independent directors; and	
2. is chaired by an independent director, and disclose:	
3. the charter of the committee;	
4. the members of the committee; and	
5. as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or	
b. if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.	

The Board maintains a combined Audit and Risk Management Committee. The members of the Committee are detailed in Recommendation 4.2 above.

The Charter of the Committee is available at the company's website. The charter includes the committee's responsibilities which include procedures for general risk oversight and monitoring, internal control and risk management, risk transfer and insurance and other responsibilities.

The Audit and Risk Committee reviews the company's risk management framework annually to ensure that it is still suitable to the company's operations and objectives and that the company is operating within the risk parameters set by the Board. As a consequence of the last review undertaken for the year ended 30 June 2017, there were no significant recommendations made.



Principle 7 – Recognise and manage risk (continued)	
ASX Recommendation 7.2	Comply
The board or a committee of the board should:	Yes
a. review the entity's risk management framework at least annually to satisfy itself that it continues to be sound; and	
b. disclose, in relation to each reporting period, whether such a review has taken place.	

The Board will annually review and approve the risk management and oversight policies of the Company. However, the Board does not consider that disclosure of when these reviews takes place will be necessary.

ASX Recommendation 7.3	Comply
A listed entity should disclose:	Yes
a. if it has an internal audit function, how the function is structured and what role it performs; or	
b. if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its risk management and internal control processes.	

The Company does not currently have an internal audit function. The Board plays an active role in monitoring the daily affairs of the Company. Each Board member has access to external auditors and the auditor has access to each Board Member. In the event of a resignation of external auditors, the Board will appoint a new external auditor, whose appointment will be subsequently ratified by shareholders in general meeting. In all other cases, an external auditor is appointed by shareholders in general meeting. An external auditor can be removed by shareholders in general meeting. The Board does not have a policy for the rotation of external audit engagement partners of the Company.

ASX Recommendation 7.4	Comply
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.	Yes

The Company's Board Charter requires the Company to monitor any material exposure to economic, environmental and social sustainability risks. The Company will disclose this information in its Annual Report and on the ASX website as part of its continuous disclosure obligations.



Principle 8 – Remunerate fairly and responsibly

A listed entity should pay director remuneration sufficient to attract and retain high quality directors and design its executive remuneration to attract, retain and motivate high quality senior executives and to align their interests with the creation of value for security holders.

ASX Recommendation 8.1	Comply
The board of a listed entity should:	
a. have a remuneration committee which:	Yes
1. has at least three members, a majority of whom are independent directors; and	
2. is chaired by an independent director, and disclose:	
3. the charter of the committee;	
4. the members of the committee; and	
5. as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or	
b. if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive	

The members of the Remuneration Committee are:

Director's name	Executive status	Independence status
John Walsh - Chair John Van Der Wielen	Non-Executive Non-Executive	Independent Independent
Patrick Curry	Non-Executive	Independent

The majority of the Committee members and the Chair are independent, thereby satisfying this Recommendation.

Details of the qualifications and experience of the members of the Committee is detailed in the 'Information of directors' section of the Directors' report.

The Remuneration Committee oversees remuneration policy and monitors remuneration outcomes to promote the interests of shareholders by rewarding, motivating and retaining employees. The committee's charter sets out the roles and responsibilities, composition and structure of the Committee and is available on the company's website.

The number of Committee meetings held and attended by each member is disclosed in the 'Meetings of directors' section of the Directors' report.



Principle 8 – Remunerate fairly and responsibly	
ASX Recommendation 8.2	Comply
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
The Company will disclose its remuneration policy in its Annual Report.	
ASX Recommendation 8.3	Comply
A listed entity which has an equity-based remuneration scheme should:	
 a. have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and 	Yes
b. disclose that policy or a summary of it.	

The use of derivatives or other hedging arrangements for unvested securities of the company or vested securities of the company which are subject to escrow arrangements is prohibited. Where a director or other senior executive uses derivatives or other hedging arrangements over vested securities of the company, this will be disclosed.