

### APPENDIX 4G AND CORPORATE GOVERNANCE STATEMENT

The Board of Alice Queen Limited (ASX: AQX) (Alice Queen or the Company) is pleased to provide the Company's Appendix 4G and Corporate Governance Statement for 2020.

Approved for Release by: The Board of Directors

For further information.

Andrew Buxton

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Rules 4.7.3 and 4.10.31

### **Appendix 4G**

# Key to Disclosures Corporate Governance Council Principles and Recommendations

Introduced 01/07/14 Amended 02/11/15

Name of entity			
Alice Queen Limited			
ABN / ARBN	Financial year ended:		
71 099 247 408	30 June 2020		
Our corporate governance statement² for the above period above can be found at:³  These pages of our annual report:  This URL on our website: <a href="https://alicequeen.com.au/corporate-governance/">https://alicequeen.com.au/corporate-governance/</a>			
The Corporate Governance Statement is accurate and up to date as at [insert effective date of statement] and has been approved by the board.  The annexure includes a key to where our corporate governance disclosures can be located.  Date: 30 September 2020  Name of Director or Secretary authorising lodgement: Andrew Buxton			

Listing Rule 4.10.3 requires an entity that is included in the official list as an ASX Listing to include in its annual report either a corporate governance statement that meets the requirements of that rule or the URL of the page on its website where such a statement is located. The corporate governance statement must disclose the extent to which the entity has followed the recommendations set by the ASX Corporate Governance Council during the reporting period. If the entity has not followed a recommendation for any part of the reporting period, its corporate governance statement must separately identify that recommendation and the period during which it was not followed and state its reasons for not following the recommendation and what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

Under Listing Rule 4.7.4, if an entity chooses to include its corporate governance statement on its website rather than in its annual report, it must lodge a copy of the corporate governance statement with ASX at the same time as it lodges its annual report with ASX. The corporate governance statement must be current as at the effective date specified in that statement for the purposes of rule 4.10.3.

Throughout this form, where you are given two or more options to select, you can, if you wish, delete any option which is not applicable and just retain the option that is applicable. If you select an option that includes "<u>OR</u>" at the end of the selection and you delete the other options, you can also, if you wish, delete the "<u>OR</u>" at the end of the selection.

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<sup>&</sup>lt;sup>1</sup> Under Listing Rule 4.7.3, an entity must lodge with ASX a completed Appendix 4G at the same time as it lodges its annual report with ASX.

<sup>&</sup>lt;sup>2</sup> "Corporate governance statement" is defined in Listing Rule 19.12 to mean the statement referred to in Listing Rule 4.10.3 which discloses the extent to which an entity has followed the recommendations set by the ASX Corporate Governance Council during a particular reporting period.

<sup>&</sup>lt;sup>3</sup> Mark whichever option is correct and then complete the page number(s) of the annual report, or the URL of the web page, where the entity's corporate governance statement can be found. You can, if you wish, delete the option which is not applicable.

<sup>+</sup> See chapter 19 for defined terms

#### ANNEXURE - KEY TO CORPORATE GOVERNANCE DISCLOSURES

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed	 ave NOT followed the recommendation in full for the whole period above. We have disclosed4
PRINC	PLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVE	ERSIGHT	
1.1	A listed entity should disclose:     (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 fact that we follow this recommendation:  ☑ in our Corporate Governance Statement OR  ☐ at [insert location]  and information about the respective roles and responsibilities of our board and management (including those matters expressly reserved to the board and those delegated to management):  ☐ at [insert location]	an explanation why that is so in our Corporate Governance Statement <u>OR</u> we are an externally managed entity and this recommendation is therefore not applicable
1.2	A listed entity should:     undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a director; and     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 fact that we follow this recommendation:  ☑ in our Corporate Governance Statement OR  ☐ at [insert location]	an explanation why that is so in our Corporate Governance Statement <u>OR</u> we are an externally managed entity and this recommendation is therefore not applicable
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	the fact that we follow this recommendation:  ☑ in our Corporate Governance Statement OR  ☐ at [insert location]	an explanation why that is so in our Corporate Governance Statement <u>OR</u> we are an externally managed entity and this recommendation is therefore not applicable
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.	the fact that we follow this recommendation:  ☑ in our Corporate Governance Statement OR  ☐ at [insert location]	an explanation why that is so in our Corporate Governance Statement <u>OR</u> we are an externally managed entity and this recommendation is therefore not applicable

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<sup>4</sup> If you have followed all of the Council's recommendations in full for the whole of the period above, you can, if you wish, delete this column from the form and re-format it.

<sup>+</sup> See chapter 19 for defined terms

Corporate Governance Council recommendation		rate Governance Council recommendation  We have followed the recommendation in full for the whole of the period above. We have disclosed	
1.5	<ul> <li>(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;</li> <li>(b) disclose that policy or a summary of it; and</li> <li>(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: <ul> <li>(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</li> <li>(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.</li> </ul> </li> </ul>	the fact that we have a diversity policy that complies with paragraph (a):  ☑ in our Corporate Governance Statement OR  ☐ at [insert location]  and a copy of our diversity policy or a summary of it:  ☑ at <a href="https://alicequeen.com.au/corporate-governance/">https://alicequeen.com.au/corporate-governance/</a> and the measurable objectives for achieving gender diversity set by the board or a relevant committee of the board in accordance with our diversity policy and our progress towards achieving them:  ☐ in our Corporate Governance Statement OR  ☐ at [insert location]  and the information referred to in paragraphs (c)(1) or (2):  ☐ in our Corporate Governance Statement OR  ☐ at [insert location]	<ul> <li>         □ an explanation why that is so in our Corporate Governance Statement OR         □ we are an externally managed entity and this recommendation is therefore not applicable     </li> </ul>
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, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.	the evaluation process referred to in paragraph (a):  □ in our Corporate Governance Statement OR  □ at [insert location]  and the information referred to in paragraph (b):  □ in our Corporate Governance Statement OR  □ at [insert location]	<ul> <li>□ an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>□ we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>
1.7	A listed entity should:  (a) have and disclose a process for periodically evaluating the performance of its senior executives; and  (b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.	the evaluation process referred to in paragraph (a):  ☐ in our Corporate Governance Statement OR  ☐ at <a href="https://alicequeen.com.au/corporate-governance/">https://alicequeen.com.au/corporate-governance/</a> and the information referred to in paragraph (b):  ☐ in our Corporate Governance Statement OR  ☐ at [insert location]	<ul> <li>□ an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>□ we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>

<sup>+</sup> See chapter 19 for defined terms 2 November 2015

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$
PRINCIP	LE 2 - STRUCTURE THE BOARD TO ADD VALUE		
2.1	The board of a listed entity should:  (a) have a nomination committee 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 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.	[If the entity complies with paragraph (a):] the fact that we have a nomination committee that complies with paragraphs (1) and (2):  □ in our Corporate Governance Statement OR □ at [insert location] and a copy of the charter of the committee: □ at [insert location] and the information referred to in paragraphs (4) and (5): □ in our Corporate Governance Statement OR □ at [insert location] [If the entity complies with paragraph (b):] the fact that we do not have a nomination committee and the processes we employ 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: □ in our Corporate Governance Statement OR □ at [insert location]	<ul> <li>         □ an explanation why that is so in our Corporate Governance Statement OR         □ we are an externally managed entity and this recommendation is therefore not applicable     </li> </ul>
2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership.	our board skills matrix:  in our Corporate Governance Statement OR  at [insert location]	<ul> <li>         ⊠ an explanation why that is so in our Corporate Governance Statement OR     </li> <li>         □ we are an externally managed entity and this recommendation is therefore not applicable     </li> </ul>

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## Appendix 4G Key to Disclosures Corporate Governance Council Principles and Recommendations

Corpora	te Governance Council recommendation	We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\ldots^4$
2.3	<ul> <li>A listed entity should disclose:</li> <li>(a) the names of the directors considered by the board to be independent directors;</li> <li>(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</li> <li>(c) the length of service of each director.</li> </ul>	the names of the directors considered by the board to be independent directors:  ☑ in our Corporate Governance Statement OR  ☐ at [insert location]  and, where applicable, the information referred to in paragraph (b):  ☐ in our Corporate Governance Statement OR  ☐ at [insert location]  and the length of service of each director:  ☐ in our Corporate Governance Statement OR  ☑ in the Annual Report	an explanation why that is so in our Corporate Governance Statement
2.4	A majority of the board of a listed entity should be independent directors.	the fact that we follow this recommendation:  in our Corporate Governance Statement OR  at [insert location]	<ul> <li>         ⊠ an explanation why that is so in our Corporate Governance         Statement <u>OR</u> </li> <li>         □ we are an externally managed entity and this recommendation is therefore not applicable     </li> </ul>
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.	the fact that we follow this recommendation:  in our Corporate Governance Statement OR  at [insert location]	□ an explanation why that is so in our Corporate Governance     Statement <u>OR</u> □ we are an externally managed entity and this recommendation is therefore not applicable
2.6	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.	the fact that we follow this recommendation:  ☑ in our Corporate Governance Statement <u>OR</u> ☐ at [insert location]	□ an explanation why that is so in our Corporate Governance Statement <u>OR</u> □ we are an externally managed entity and this recommendation is therefore not applicable
PRINCIP	LE 3 – ACT ETHICALLY AND RESPONSIBLY		
3.1	A listed entity should:  (a) have a code of conduct for its directors, senior executives and employees; and  (b) disclose that code or a summary of it.	<ul> <li> our code of conduct or a summary of it:</li> <li>□ in our Corporate Governance Statement OR</li> <li>□ at <a href="https://alicequeen.com.au/corporate-governance/">https://alicequeen.com.au/corporate-governance/</a></li> </ul>	an explanation why that is so in our Corporate Governance Statement

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Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$	
PRINCIPI	.E 4 – SAFEGUARD INTEGRITY IN CORPORATE REPORTING			
4.1	The board of a listed entity should:  (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.	[If the entity complies with paragraph (a):] the fact that we have an audit committee that complies with paragraphs (1) and (2):  □ in our Corporate Governance Statement OR □ at [insert location] and a copy of the charter of the committee: □ at [insert location] and the information referred to in paragraphs (4) and (5): □ in our Corporate Governance Statement OR □ at [insert location] [If the entity complies with paragraph (b):] the fact that we do not have an audit committee and the processes we employ that independently verify and safeguard the integrity of our corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner: □ in our Corporate Governance Statement OR □ at [insert location]	an explanation why that is so in our Corporate Governance Statement	
4.2	The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.	the fact that we follow this recommendation:  ☑ in our Corporate Governance Statement OR  ☐ at [insert location]	an explanation why that is so in our Corporate Governance Statement	

<sup>+</sup> See chapter 19 for defined terms 2 November 2015

Corporat	e Governance Council recommendation	We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed <sup>4</sup>
4.3	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.	<ul> <li> the fact that we follow this recommendation:</li> <li>☑ in our Corporate Governance Statement OR</li> <li>☐ at [insert location]</li> </ul>	<ul> <li>□ an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>□ we are an externally managed entity that does not hold an annual general meeting and this recommendation is therefore</li> </ul>
			not applicable
PRINCIP	LE 5 – MAKE TIMELY AND BALANCED DISCLOSURE		
5.1	A listed entity should:	our continuous disclosure compliance policy or a summary of it:	an explanation why that is so in our Corporate Governance
	(a) have a written policy for complying with its continuous disclosure obligations under the Listing Rules; and	in our Corporate Governance Statement <u>OR</u>	Statement
	(b) disclose that policy or a summary of it.	at <a href="https://alicequeen.com.au/corporate-governance/">https://alicequeen.com.au/corporate-governance/</a>	
PRINCIPI	LE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS		
6.1	A listed entity should provide information about itself and its governance to investors via its website.	information about us and our governance on our website:   at <a href="https://alicequeen.com.au/corporate-governance/">https://alicequeen.com.au/corporate-governance/</a>	an explanation why that is so in our Corporate Governance Statement
6.2	A listed entity should design and implement an investor relations program to facilitate effective two-way communication with investors.	<ul> <li> the fact that we follow this recommendation:</li> <li>□ in our Corporate Governance Statement OR</li> <li>□ at <a href="https://alicequeen.com.au/corporate-governance/">https://alicequeen.com.au/corporate-governance/</a></li> </ul>	an explanation why that is so in our Corporate Governance Statement
6.3	A listed entity should disclose the policies and processes it has in place to facilitate and encourage participation at meetings of security holders.	our policies and processes for facilitating and encouraging participation at meetings of security holders:  in our Corporate Governance Statement OR  at <a href="https://alicequeen.com.au/corporate-governance/">https://alicequeen.com.au/corporate-governance/</a>	□ an explanation why that is so in our Corporate Governance Statement OR □ we are an externally managed entity that does not hold periodic meetings of security holders and this recommendation
			is therefore not applicable
6.4	A listed entity should give security holders the option to receive communications from, and send communications to, the entity	the fact that we follow this recommendation:	an explanation why that is so in our Corporate Governance
	and its security registry electronically.	in our Corporate Governance Statement <u>OR</u>	Statement
		at <a href="https://alicequeen.com.au/corporate-governance/">https://alicequeen.com.au/corporate-governance/</a>	

<sup>+</sup> See chapter 19 for defined terms 2 November 2015

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$
PRINCIPI	E 7 – RECOGNISE AND MANAGE RISK		
7.1	The board of a listed entity should:  (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.	[If the entity complies with paragraph (a):] the fact that we have a committee or committees to oversee risk that comply with paragraphs (1) and (2):  □ in our Corporate Governance Statement OR □ at [insert location] and a copy of the charter of the committee: □ at [insert location] and the information referred to in paragraphs (4) and (5): □ in our Corporate Governance Statement OR □ at [insert location] [If the entity complies with paragraph (b):] the fact that we do not have a risk committee or committees that satisfy (a) and the processes we employ for overseeing our risk management framework: □ at [insert location] □ at [insert location]	an explanation why that is so in our Corporate Governance Statement
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  (b) disclose, in relation to each reporting period, whether such a review has taken place.	the fact that board or a committee of the board reviews the entity's risk management framework at least annually to satisfy itself that it continues to be sound:  □ in our Corporate Governance Statement OR  □ at [insert location]  and that such a review has taken place in the reporting period covered by this Appendix 4G:  □ in our Corporate Governance Statement OR  □ at [insert location]	an explanation why that is so in our Corporate Governance Statement

<sup>+</sup> See chapter 19 for defined terms 2 November 2015

Corpora	te Governance Council recommendation	We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\ldots^4$
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 risk management and internal control processes.	[If the entity complies with paragraph (a):] how our internal audit function is structured and what role it performs:  □ in our Corporate Governance Statement OR □ at [insert location] [If the entity complies with paragraph (b):] the fact that we do not have an internal audit function and the processes we employ for evaluating and continually improving the effectiveness of our risk management and internal control processes: □ in our Corporate Governance Statement OR □ at [insert location]	an explanation why that is so in our Corporate Governance Statement
7.4	A listed entity should disclose whether it has any material exposure to economic, environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks.	whether we have any material exposure to economic, environmental and social sustainability risks and, if we do, how we manage or intend to manage those risks:     in our Corporate Governance Statement OR  at [insert location]	an explanation why that is so in our Corporate Governance Statement

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<sup>+</sup> See chapter 19 for defined terms 2 November 2015

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$
PRINCIPI	PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY		
8.1	The board of a listed entity should:  (a) have a remuneration committee 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 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.	[If the entity complies with paragraph (a):] the fact that we have a remuneration committee that complies with paragraphs (1) and (2):  □ in our Corporate Governance Statement OR □ at [insert location] and a copy of the charter of the committee: □ at [insert location] and the information referred to in paragraphs (4) and (5): □ in our Corporate Governance Statement OR □ at [insert location] [If the entity complies with paragraph (b):] the fact that we do not have a remuneration committee and the processes we employ for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive: □ in our Corporate Governance Statement OR □ at https://alicequeen.com.au/corporate-governance/	<ul> <li>         □ an explanation why that is so in our Corporate Governance Statement OR         □ we are an externally managed entity and this recommendation is therefore not applicable     </li> </ul>
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.	separately our remuneration policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives:  in our Corporate Governance Statement OR  in the Annual Report	<ul> <li>□ an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>□ we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>
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.	our policy on this issue or a summary of it:  ⊠ in our Corporate Governance Statement OR  □ at [insert location]	<ul> <li>□ an explanation why that is so in our Corporate Governance Statement OR</li> <li>□ we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable OR</li> <li>□ we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>

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## Appendix 4G Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$
ADDITIO	NAL DISCLOSURES APPLICABLE TO EXTERNALLY MANAGED	LISTED ENTITIES	
-	Alternative to Recommendation 1.1 for externally managed listed entities:  The responsible entity of an externally managed listed entity should disclose:  (a) the arrangements between the responsible entity and the listed entity for managing the affairs of the listed entity;  (b) the role and responsibility of the board of the responsible entity for overseeing those arrangements.	the information referred to in paragraphs (a) and (b):  in our Corporate Governance Statement OR  at [insert location]	an explanation why that is so in our Corporate Governance Statement
-	Alternative to Recommendations 8.1, 8.2 and 8.3 for externally managed listed entities:  An externally managed listed entity should clearly disclose the terms governing the remuneration of the manager.	the terms governing our remuneration as manager of the entity:  in our Corporate Governance Statement OR  at [insert location]	an explanation why that is so in our Corporate Governance Statement

<sup>+</sup> See chapter 19 for defined terms 2 November 2015

#### **ALICE QUEEN LIMITED (ACN 099 247 408)**

('Company')

#### **CORPORATE GOVERNANCE STATEMENT**

The Board of Directors of Alice Queen Limited ("Alice Queen" and/or "the Company") and its controlled entities ("the Group") is committed to achieving the best practice in corporate governance commensurate with the Company's size, its operations and the industry within which it operates.

This Corporate Governance Statement summarises the corporate governance practices adopted by the Board of Directors and the Company's compliance with the Corporate Governance Principles and Recommendations 3rd Edition (Recommendations) during the reporting period ended 30 June 2020.

The Principles and Recommendations are not mandatory. However, the Company is required to provide an annual statement disclosing the extent to which the Company has followed the Principles and Recommendations during the reporting period; identify the recommendations that have not been followed and provide reasons for any variance. If a recommendation has been followed for only part of a year, the entity must state the period during which it has been followed.

PRINCIPLE and RECOMMENDATION	REQUIREMENT	COMPLY	EXPLANATION
PRINCIPLE 1	Lay solid foundations for management and oversight		
Recommendation 1.1	A listed entity should disclose:  (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.	Yes	The Company has governance policies which set out the responsibilities of the Board. In general, the Board is responsible for, and has the authority to determine, all matters relating to the policies, practices, management and operations of the Group. The Board is also responsible for the overall corporate governance and management oversight of the Group, and recognises the need for the highest standards of behaviour and accountability in acting in the best interests of the Group as a whole.  The Board also ensures that the Group complies with all of its contractual, statutory and any other legal or regulatory obligations. The Board has the final responsibility for the successful operations of the Group.  Where the Board considers that particular expertise or information is required, which is not available from within their members, appropriate external advice may be taken and reviewed prior to a final decision being made by the Board. Without intending to limit the general role of the Board, the principal functions and responsibilities of the Board include the following:  • formulation and approval of the strategic direction, objectives and goals of the Group;  • the prudential control of the Group's finances and operations and monitoring the financial performance of the Group;  • the resourcing, review and monitoring of executive management;  • ensuring that adequate internal control systems and procedures exist and that compliance with these systems and procedures is maintained;  • the identification of significant business risks and ensuring that such risks are adequately managed;  • the timeliness, accuracy and effectiveness of communications and reporting to shareholders and the market; and  • the establishment and maintenance of appropriate ethical standards. Alice Queen has taken the appropriate measure to provide each Director with a copy of the Group's policies which spells out the rights, duties and responsibilities that they should follow.
Recommendation 1.2	<ul> <li>A listed entity should:         <ul> <li>(a) undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a director; and</li> <li>(b) provide security holders with all material information relevant to a decision on whether or not to elect or re-elect a director.</li> </ul> </li> </ul>	Yes	<ul> <li>(a) The Company has guidelines for the appointment of directors which requires the undertaking of appropriate checks before appointing a person, or putting forward to shareholders a candidate for election, as a Director.</li> <li>All material information relevant to a decision on whether or not to elect or re-elect a Director will be provided to shareholders in a notice of meeting pursuant to which resolutions to elect or re-elect a Director will be noted on.</li> <li>(b) Information on directors standing for election or re-election is provided to</li> </ul>

PRINCIPLE and RECOMMENDATION	REQUIREMENT	COMPLY	EXPLANATION
			Shareholders in the Notice of Meeting and includes biographical details as well as their relevant qualifications and experience and the skills they bring to the board; and details of any other material directorships currently held by the candidate.
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/No	The Company is in the process of updating written agreements with each of its Directors and senior executives. There is currently one director contract which remains under review and is expected to be finalised in the coming weeks
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 supports the proper function of the Board and the Chair liaises with the Company Secretary on matters of corporate governance.
Recommendation 1.5	A 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;  (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:	Yes:(a) & (b) No:(c)	The Company has adopted policies on diversity and is committed to providing a diversity inclusive workplace in which all employees, regardless of gender, age, ethnicity, religious or cultural background, sexual orientation or marital status, have the opportunity to participate fully and are valued for their individual skills and experience. The Company's policies on diversity provide a framework for the Company to achieve objectives that encompass gender equality. However, given the size of the Company, it does not propose to establish measureable gender diversity objectives in the foreseeable future as the Company will make all employment decisions on the basis of merit and setting specific objectives may potentially influence decision making to the
	<ul> <li>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</li> <li>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.</li> </ul>		detriment of the Company.  The Company's Diversity policy does not include measurable objectives for achieving gender diversity. However, the Company has one woman in a senior position being the Company Secretary and Chief Financial Officer. The Company will establish measurable objectives for achieving gender diversity when it has evolved to a point where it is appropriate to do so.  The Board shall, at least once per year, review the policy to determine its adequacy for current circumstances and amend accordingly.
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, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.	Yes Yes/No	<ul> <li>(a) The Company has established guidelines being Performance Evaluation Practices which disclose the process for periodically evaluating the performance of the board, individual directors and its senior executives. The Company has not yet established Board Committees. Performance reviews are carried out by the full Board.         The Company's Performance Evaluation Practices is available on the Company's website.     </li> <li>(b) A performance evaluation was undertaken of the Company's Managing</li> </ul>
			Director in September 2019.  All other current directors of the company were appointed on 3 February 2020. The Company expects to undertake a performance evaluation of these directors in February 2021.
Recommendation	A listed entity should:	Yes	(a) The Company has established guidelines being Performance Evaluation

PRINCIPLE and RECOMMENDATION	REQUIREMENT	COMPLY	EXPLANATION
1.7	<ul> <li>(a) have and disclose a process for periodically evaluating the performance of its senior executives; and</li> <li>(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.</li> </ul>		Practices which disclose the process for periodically evaluating the performance of the board, individual directors and its senior executives. The Company's Performance Evaluation Practices is available on the Company's website.  (b) During the reporting period, there was one senior executive and the Board undertook a review in line with his contract, in November 2019.
PRINCIPLE 2	Structure the board to 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	<ul> <li>(a) The Board, as a whole, currently serves as the Company's Nomination Committee. Given the current size of the Company and structure of the Board, the Board has not yet formed a separate Nomination Committee. However, the Company has adopted the Remuneration and Nomination Committee Charter as terms of reference which is available on the Company's website.</li> <li>(b) In addition to the above, the following information is provided: <ul> <li>the skills, experience and expertise of each of the Company's directors are set out in the Company's Director's Report and the Company's website;</li> <li>the Board Charter provides for the proper assessment of prospective directors; and</li> <li>Directors are appointed based on the specific skills required by the Company.</li> </ul> </li> </ul>
Recommendation 2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership.	No	The Remuneration and Nomination Committee Charter does not include a skills matrix. However, the full Board shall undertake an annual review of its size and composition to ensure an appropriate mix of expertise and experience. Where a vacancy exists for whatever reason, or where it is considered that the Board would benefit from the services of a new director with particular skills, the Board will select appropriate candidates with relevant qualifications, skills and experience.
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, association or relationship of the type described in Box 2.3 of the Recommendations 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	No	During the period from 1 July 2019 to 3 February 2020, the Board comprised of three Directors of which two non-executive directors, Phillip Harman and Andrew Muir satisfy the test of independence as defined in the ASX guidelines.  During the period from 3 February 2020 to 30 June 2020, the Board comprised of four Directors of which one non-executive director, Anthony McIntosh satisfy the test of independence as defined in the ASX guidelines.

PRINCIPLE and RECOMMENDATION	REQUIREMENT	COMPLY	EXPLANATION
	(c) the length of service of each director.		Patrick Gowans, Anthony McIntosh, and Dale McCabe were appointed to the Board on 3 February 2020.
			During the period 3 February 2020 to 30 June 2020 Patrick Gowans served as the Non-Executive Chairman of the Company and may not satisfy the guidelines for independence as set out in the ASX Corporate Governance Recommendations as he is a non-controlling director and shareholder of QR Lawyers who provide legal services to the Alice Queen Group.
			Whilst the Board recognises the importance of independence in decision-making, the Board is confident that Mr Gowans will be able to add significant value and assist the executive team in driving return on shareholder value.
			During the period 1 July 2019 to 30 June 2020 Andrew Buxton served as Managing Director of the Company. Mr Buxton is also a substantial shareholder of the Company and does not satisfy the test of independence as defined in the ASX guidelines.
			During the period 3 February 2020 to 30 June 2020 Dale McCabe served as an Executive Director of the Company and does not satisfy the test of independence as defined in the ASX guidelines.
			Whilst the Board recognises the importance of independence in decision-making, the Board considered it appropriate that these executive directors are members of the Board as these directors made significant contributions to the Company in the formation and development of Alice Queen Holding Pty Ltd and the acquisition of Alice Queen Limited (formerly Callabonna Resources Limited) which resulted in the ASX-listing of its minerals exploration business.
Recommendation 2.4	A majority of the board of a listed entity should be independent directors.	No	During the period from 3 February 2020 to 30 June 2020, the Board comprised of four Directors of which:
			one non-executive director, Anthony McIntosh satisfies the test of independence as defined in the ASX guidelines; and
			two directors, Andrew Buxton and Dale McCabe were executive directors and do not satisfy the test of independence as defined in the ASX guidelines.
			Patrick Gowans served as Non-Executive Chairman of the Company and may not therefore satisfy the guidelines for independence as set out in the ASX Corporate Governance Recommendations as he is a non-controlling director and shareholder of QR Lawyers who provide legal services to the Alice Queen Group
			Andrew Buxton is not independent as he served as the Managing Director and was also a substantial shareholder of the Company during the reporting period.
			Dale McCabe is not independent as he served as an Executive Director of the Company since 3 February 2020.

PRINCIPLE and RECOMMENDATION	REQUIREMENT	COMPLY	EXPLANATION
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.	No	During the period 1 July 2019 to 3 February 2020, Phillip Harman served as Non-Executive Chairman.  During the period 3 February 2020 to 30 June 2020 Patrick Gowans served as the Non-Executive Chairman of the Company and may not satisfy the guidelines for independence as set out in the ASX Corporate Governance Recommendations guidelines as he is a non-controlling director and shareholder of QR Lawyers who provide legal services to the Alice Queen Group.  During the period from 1 July 2019 to 30 June 2020, Andrew Buxton served as Managing Director and CEO of the Company.
Recommendation 2.6	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	The Company has a policy to provide each new Director or Officer with a copy of the Company's Corporate Governance Policies and Board Charters and each new Director is encouraged to discuss queries regarding these documents or the governance of the Company with the Managing Director at the time of appointment. Each Director has access to Board papers and all relevant documentation and are encouraged to attend such education and training programs as may be relevant to their ongoing professional development.  In addition, each Director has the right to seek independent professional advice at any time at the Company's expense, if required. Prior approval of the Chairman is required, but such approval is not unreasonably withheld. A copy of the advice received by the Director is made available to all other members of the Board.
PRINCIPLE 3	Act ethically and responsibly:		
Recommendation 3.1	A listed entity should:  (a) have a code of conduct for its directors, senior executives and employees; and  (b) disclose that code or a summary of it.	Yes	The Group has established a formal code of conduct that guides compliance with all levels of legal and other obligations to stakeholders. The Code is focused on ensuring that all Directors, executives, and employees act with the utmost integrity and objectivity in carrying out their duties and responsibilities, striving at all times to enhance the reputation and performance of the Group. The code of conduct outlines:  • the practices necessary to maintain confidence in the Group's integrity;  • the practices necessary to take into account legal obligations and reasonable expectations of stakeholders; and  • the responsibility and accountability of individuals for reporting and investigating reports of unethical practices.  The Code of Conduct is available on the Company's website.

PRINCIPLE and RECOMMENDATION	REQUIREMENT	COMPLY	EXPLANATION
PRINCIPLE 4	Safeguard integrity in corporate reporting:		
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,  (iii) and disclose:  (iv) the charter of the committee;  (v) the relevant qualifications and experience of the members of the committee; and  (vi) 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.	No	Given the current size and structure of the Board, the Board has not yet formed a separate audit committee. Instead the function is conducted by the entire Board but in accordance with the principles set out in the Company's audit and risk policies which will include reviewing the performance and effectiveness of the external auditors and internal review procedures and the rotation of external audit engagement partners. The Company will make arrangements for its external auditor to attend its AGM to answer questions from shareholders relevant to the audit.
Recommendation 4.2	The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.	Yes	The Company complies with this recommendation.  Before the Board approves the entity's financial statement for a financial period, the Managing Director and CFO declare that, in their opinion, 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.  The Directors have been given the declaration required by Section 295A of the Corporations Act 2001 from the Managing Director and Chief Financial Officer for the financial year ended 30 June 2020.
Recommendation 4.3	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 requires that its external auditor attend each AGM and is available to answer questions from security holders relevant to the audit.
PRINCIPLE 5	Make timely and balanced disclosure:		
Recommendation 5.1	A listed entity should:  (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.	Yes	(a) The Company has a Continuous Disclosure Policy and Shareholder Communication Policy, which set out the corporate governance measures adopted by the Company to ensure that market releases are presented in a clear and factual way, ensure that shareholders have equal and timely access to material information concerning the Company and to

PRINCIPLE and RECOMMENDATION	REQUIREMENT	COMPLY	EXPLANATION
			communicate effectively with shareholders.  (b) The Company's Continuous Disclosure Policy and Shareholder Communication Policy are available on the Company's website.
PRINCIPLE 6	Respect the rights of security holder		
Recommendation 6.1	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 on the Company's website.
Recommendation 6.2	A listed entity should design and implement an investor relations program to facilitate effective two-way communication with investors.	Yes	The Board recognises its duty to ensure that its shareholders are informed of all major developments affecting the Group's state of affairs and has adopted a Shareholder Communication Policy which aims to promote and facilitate two-way communication with investors. The Policy provides that information will be communicated to Shareholders and the market through:
			• the Annual Report which is distributed to shareholders (usually with the Notice of Annual General Meeting);
			the Annual General Meeting and other general meetings called to obtain shareholder approvals as appropriate;
			the half yearly Directors' and financial reports;
			quarterly activities and cash flow reports; and
			• other announcements released to the ASX as required under the continuous disclosure requirements of the ASX Listing Rules and other information that may be mailed to shareholders.
			The Group actively promotes two-way communication with shareholders through a variety of measures, including the use of the Group's website and email. The Group's reports and ASX announcements are made available on the Group's website, www.alicequeen.com.au and on the ASX website, www.asx.com.au, under ASX code 'AQX'. The Group also maintains an email list for the distribution of the Group's announcements via email and provides the option for shareholders to receive the Annual Report and each Notice of General Meeting by email.
Recommendation 6.3	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 which includes the ability at each meeting for shareholders to ask questions of the Board and management.
			The Shareholder Communication Policy contains the relevant policies and procedures and is available on the Company's website.
Recommendation 6.4	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	Shareholders have been given the option to receive information from the share registry electronically or by post. The registry maintains a database of investors who wish to receive information updates about the Company electronically.

PRINCIPLE and RECOMMENDATION	REQUIREMENT	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;  (ii) is chaired by an independent director  (iii) and disclose:  (iv) the charter of the committee;  (v) the members of the committee; and  (vi) 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.	No	The Board is responsible for the identification, monitoring and management of significant business risks and the implementation of appropriate levels of internal control, recognising however that no cost-effective internal control system will preclude all errors and irregularities. The Board regularly reviews and monitors areas of significant business risk and meets with management at least quarterly to formally review. Due to the size of the Company and because the full Board has the oversight function of risk management and internal control systems, the Company has not established a separate Risk Committee but has written policy on risks oversight management. Further, all Directors have the right to seek independent legal and other professional advice at the Company's expense concerning any aspect of the Company's operations or undertakings in order to fulfil their duties and responsibilities as Directors, subject to prior consultation with the Chairman.
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  (b) disclose, in relation to each reporting period, whether such a review has taken place.	Yes	Corporate risks are managed by the Board as a whole. The Board reviews systems of external and internal controls and areas of significant operational, financial and property risk and ensures arrangements are in place to contain such risks to acceptable levels.  The Group ensures that appropriate insurance policies are kept current to cover potential risks and maintaining Directors' and officers' professional indemnity insurance.
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 risk management and internal control processes.	No	The Group does not have an internal audit department or an internal auditor. The Company does not consider that its size warrants the need or the cost of appointing an internal auditor.  However, the Company has established an Audit and Risk Committee Charter as formal terms of reference. Accordingly, until the Audit and Risk Committee is established, the Board will carry out the duties of the Audit and Risk Committee in accordance with the terms of reference that have been adopted. The Board meets on a regular basis to discuss matters normally captured under the terms of reference of an audit committee, being Company risk, controls and general specific financial matters, as detailed in the Risk Management and Internal Compliance and Control Policy.  The Risk Management and Internal Compliance and Control Policy is available on the Company's website.
Recommendation	A listed entity should disclose whether it has any material exposure to economic,	Yes	The Company, given the nature of its operations in minerals exploration, has a

PRINCIPLE and RECOMMENDATION	REQUIREMENT	COMPLY	EXPLANATION
7.4	environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks.		material exposure to environmental risks which it manages through the appointment of appropriate consultants and advisors to assist with its permits and operations.
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;  (ii) is chaired by an independent director,  (iii) and disclose:  (iv) the charter of the committee;  (v) the members of the committee; and  (vi) 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.	No	Given the current size of the Company, the Board has not yet formed a separate Remuneration Committee. The Board undertakes this role with the assistance of any external advice which may be required from time to time.  The Board does not consider that any efficiencies or other benefits would be gained from establishing a separate Remuneration Committee. Accordingly, until the Remuneration Committee is established, the Board will carry out the duties of the Remuneration Committee in accordance with the terms of Remuneration Committee Charter that has been adopted.
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 and ensure that the different roles and responsibilities of non-executive directors compared to executive directors and other senior executives are reflected in the level and composition of their remuneration.	Yes	Detailed commentary on the remuneration of key management personnel is set out in the Remuneration Report contained within the Company's Annual report. The Company follows the practice of disclosing the amount of remuneration and all monetary and non-monetary components for each key management personnel during the reporting period.
Recommendation 8.3	A listed entity which has an equity-based remuneration scheme should: 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 disclose that policy or a summary of it.	Yes	The Company has adopted an equity-based remuneration scheme. the Company has a Securities Trading Policy which governs trading in the Company's securities and applies to all Directors, employees and contractors. The Securities Trading Policy does not specifically prohibit participants from entering into transactions which limit the economic risk of participating in the Company's equity-based incentive scheme, however, does limit trading in the Company's securities for short term benefit. The Company's Securities Trading Policy is available on the Company's website.