



CORPORATE GOVERNANCE STATEMENT

FOR THE 12 MONTHS ENDED 30 SEPTEMBER 2018

CORPORATE GOVERNANCE STATEMENT

Our approach to Corporate Governance

The Board of Aristocrat Leisure Limited (Company) is committed to maintaining high standards of effective corporate governance arrangements to help create, protect and enhance shareholder value and ensure the future sustainability of the Company.

The Company's strong governance framework provides a solid structure for effective and responsible decision making and setting a culture of integrity, transparency and accountability that flows throughout the Company.

Corporate governance framework



Compliance with ASX Corporate Governance Principles

The Company confirms it has followed the ASX Corporate Governance Council Principles and Recommendations 3rd Edition (ASX Principles) during the 2018 financial year. This Corporate Governance Statement sets out key features of our governance framework and compliance with the ASX Principles are set out below.

The Company is also actively reviewing the implications and application of the consultation draft of the 4th edition ASX Principles recently released.

The information in this statement is current as at 29 November 2018 and has been approved by the Board.

Aristocrat's 2018 Areas of Governance Focus

During the year, the Board and its Committees undertook key governance initiatives. These included:

- A review covering Board effectiveness and director performance.
- A targeted corporate governance review to benchmark Aristocrat's corporate governance processes and practices in a range of areas against market practice and emerging best practice.
- Reviewing and implementing enhanced processes to protect Aristocrat's business from cyber-threats and cyber-attacks, and to comply with newly enacted data protection legislation.
- Implementing updated best practice crisis management frameworks and policies.

The outcomes of these initiatives will assist in ensuring that the Company (as a large, global organisation listed on the ASX) has strong corporate governance arrangements in place, while at the same time maintaining the Board's strong strategic focus.

1. THE BOARD

1.1. The role of the Board

The Board's primary role is to oversee management of the business operations of the Company on behalf of the shareholders.

The primary responsibilities reserved for the Board include the:

- Review, monitor and approval of Group strategy;
- Management of performance, with specific responsibility for the monitoring of Group performance and overall conduct;
- Selection, appointment, remuneration and performance evaluation of the Chief Executive Officer (CEO), as well as succession planning;
- Evaluation of the principal risks of the Group and continued monitoring of appropriate risk management and reporting systems;
- Establishment and monitoring of policies to ensure compliance with the legal and regulatory regimes to which the Group is subject and to ensure the highest standards of corporate conduct; and
- Promotion of open and proper communication between the Group and stakeholders.

The roles and responsibilities of the Board are set out in the Board Charter.



A copy of the Board Charter is available in the Governance section of the Company's website www.aristocrat.com

1.2 CEO and delegation to management

The Board has authorised the CEO to oversee the day-to-day business and operations, within the limits of specific authorities set out in the delegations approved by the Board. The CEO has, in turn, approved sub-delegations of authority that apply to management.

The CEO is accountable to the Board for the authority that is delegated by the Board. The Board monitors the decisions and actions of the CEO and the Group's progress on achieving the short, medium and long-term objectives as set by the Board.

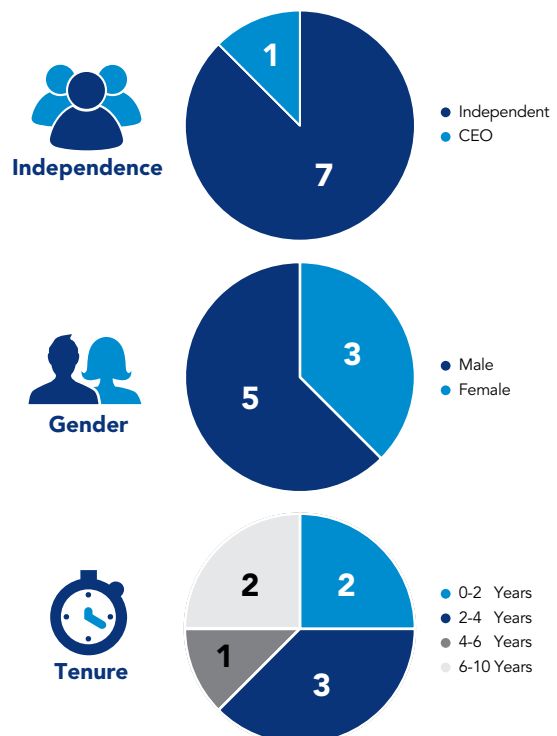
1.3. Board composition and skills set

As at 30 September 2018, the Board comprised seven independent Non-Executive Directors and the CEO/ Managing Director.

The names of the Directors and their respective qualifications, experience and responsibilities are set out in the Directors' Report within the Annual Report.

The Board's approach to its composition and renewal is determined using the following principles:

- **Skills and experience:** A relevant blend of skills, expertise and experience to enable it to deal with current and emerging opportunities and issues, and to effectively review and challenge the performance of management. As an organisation with diverse global operations, the Board considers it important that it has members with experience in the major jurisdictions in which the Group operates, as well as having members with global business experience.
- **Independence:** The Board considers that all of its Non-Executive Directors, including the Chair, were independent during the year and continues to be independent.
- **Diversity:** The Board has a diversity objective that includes geographical, gender and skill diversity to effectively discharge its responsibilities.
- **Tenure profile:** The Board balances the length of service of each of its Non-Executive Directors so that it is appropriately balanced and Board succession and renewal planning is managed over the medium to longer term.












1.4. Board skills and experience

The Board seeks to have an appropriate and diverse mix of skills, experience, expertise and diversity (including geographical, gender and skills diversity) to effectively discharge its responsibilities, appropriately monitor risk management and add value to the Group.

The Board has identified the following areas as strategic priorities for the Group to drive sustained shareholder value:

- Financial performance and sustainable profitability by continued growth of the Group's recurring revenue base and driving continued momentum in various markets.
- Execution of strategic priorities, including developing and delivering on a sustainable strategic framework for the business.
- Driving and improving cost efficiency as a proportion of revenue.
- Product quality and delivery, product innovation, great game content and customer satisfaction.
- Driving a high performing culture through development, retention and succession planning across all management levels and for key creative talent.

Having regard to these strategic priorities, the following table sets out the mix of skills and experience the Board considers necessary or desirable and the extent to which they are represented on the current Board:

Skills and experience	Number of the 8 Directors with that skill
 Executive leadership Significant experience at a senior executive level	7
 Capital management and corporate Senior experience in capital management strategies and corporate finance	4
 Global business experience International business experience	6
 Risk management Senior experience in risk management	4
 Financial reporting and management Senior experience in financial management, reporting and audit	3
 Corporate governance, legal and regulatory Commitment to the highest standards of corporate governance and legal compliance, including experience with an organisation that is subject to rigorous governance and regulatory standards	8
 Digital technology Senior experience in technology, especially in digital, software or computer industries and oversight of implementation of major technology projects	5*
 Gaming Senior executive or Board level experience in the gaming industry, including an in-depth knowledge of product and markets	4
 Remuneration and people Board remuneration committee membership or management experience in people management and remuneration policy	8

*Other Directors on the Board have broader technology experience which is also valuable.

Any skills that are not directly represented are augmented through management and external advisors.

1.5. Director Independence

All Directors, whether independent or not, are expected to bring an impartial judgement to bear on Board decisions and are subject to the Board's policy regarding management of conflicts of interest, as well as common law and Corporations Act requirements.

Each year, the Board assesses whether each of the Non-Executive Directors are independent. In making such an assessment, consideration is given to whether the Non-Executive Director satisfies Aristocrat's criteria for independence. Those criteria are set out in the Board Charter.

[During the 2018 financial year, the Board reviewed each Non-Executive Director's independence and concluded that each Non-Executive Director is independent.](#)

The Board considers Pat Ramsey to be an independent Non-Executive Director, notwithstanding his previous employment with Aristocrat. Mr Ramsey was employed by Aristocrat for approximately 9 months in the role of Chief Digital Officer prior to his appointment as a Non-Executive Director effective 1 October 2016. The Board considers that the short length of his employment, the position he held within Aristocrat, and the fact that it has been over 2 years since Mr Ramsey held his executive role, means that his independence is not compromised, and the Board is confident that he brings objective and independent judgement to the Board's deliberations.

Details, including the term of office, qualifications, experience and information on other directorships held by each member of the Board can be found in the Directors' Report within the Annual Report.

1.6. Non-Executive Director selection and succession planning

The Board adopts a structured and rigorous approach to Board succession planning. This process is continuous and the Board regularly evaluates and reviews its succession planning process to ensure the progressive and orderly renewal of Board membership.

Before a candidate is nominated by the Board, the candidate must confirm that they will have sufficient time to meet their obligations to the Company and that they expect to meet all gaming regulatory approval conditions.

The Company undertakes comprehensive background and reference checks on candidates including employment, character reference, criminal history, bankruptcy and disqualified company director and officer checks. In addition, gaming regulators conduct detailed suitability investigations on Non-Executive Director candidates and their families, requiring them to disclose historical and current personal and financial information and submit to interviews. Non-Executive Directors are required to be licenced in over 50 gaming jurisdictions.

An election of directors is held each year. Any new Non-Executive Director nominated during the year is known as a Director (Elect) and will stand for election by shareholders at the subsequent AGM. Shareholders are asked to approve the appointment of the Director (Elect) subject to the receipt of all necessary regulatory pre-approvals. Until the receipt of all necessary regulatory pre-approvals, a Director (Elect) may attend all meetings of the Company but will have no entitlement to vote on any resolutions proposed at any meeting of the Board or any committee.

The Company has appropriate procedures in place to ensure that material information relevant to a decision to elect or re-elect a Non-Executive Director (including whether Directors support the election or re-election), is disclosed in the notice of meeting provided to shareholders. Non-Executive Director candidates are also invited to address the meeting and provide details of the relevant qualifications, experience and skills they bring to the Board.

The Board has continued to implement and deliver on its renewal plan by nominating Mr Neil Chatfield to the Board on 12 December 2017.

1.7. Appointment terms

New Non-Executive Directors receive a letter of appointment and a deed of access and indemnity. The letter of appointment outlines the Company's expectations of Non-Executive Directors with respect to their participation, time commitment and compliance with the Company's policies and regulatory requirements.

Each senior executive enters into a service contract which sets out the material terms of employment, including a description of position and duties, reporting lines, remuneration arrangements and termination rights and entitlements. Key contract details of those senior executives who are KMP¹ are summarised in the Remuneration Report within the Annual Report.

1.8. Induction and ongoing professional development opportunities

New Non-Executive Directors joining the Board participate in a comprehensive induction program (which includes meeting with the Chair and senior executives) and are provided with the Director's Handbook. Given the geographic diversity of the Board and Group operations, induction for US based Non-Executive Directors include specific sessions targeted to Australian corporate governance and where appropriate, the program also includes site visits to some of the Group's key jurisdictions.

Recognising the importance of providing continuing education, Non-Executive Directors take part in a range of training and continuing education programs which are conducted by internal and external experts. Topics covered include cyber security, risk appetite and management, digital disruption and technology.

¹"KMP" means Key Management Personnel, being those persons having authority and responsibility for planning, directing and controlling the activities of the Group, directly or indirectly, during the relevant reporting period.

Non-Executive Directors also receive regular business briefings at Board meetings on each area of the Group's business, in particular regarding performance, key issues, risks and strategies for growth. In addition, Non-Executive Directors have unfettered access to members of the Executive Steering Committee (ESC) and are encouraged to meet with the ESC to further their knowledge and understanding of the Group's businesses.

All Aristocrat Directors become members of the Australian Institute of Company Directors (AICD) and are encouraged to further their knowledge through participation in seminars hosted by the AICD and other forums sponsored by professional, industry, governance and Government bodies.

Non-Executive Directors are also encouraged and given the opportunity to broaden their knowledge of the business by visiting offices in different locations.

1.9. Access to information and independent advice

Directors are entitled to the following:

- Unrestricted access to employees and records, subject to law.
- Independent professional advice at the Company's expense, where reasonable and necessary to fulfil their duties and subject to prior consultation with the Chairman, and for the Chairman, with the Chair of the Audit Committee.

1.10. The role of the Company Secretary

The Company Secretary is accountable directly to the Board, through the Chairman, for the proper functioning of the Board and facilitating the Company's corporate governance processes. Each Director is entitled to access the advice and services of the Company Secretary.

In accordance with the Company's Constitution, the appointment or removal of the Company Secretary is a matter for the Board as a whole. Details of the Company Secretary are set out in the Director's Report within the Annual Report.

1.11. Director shareholding requirements

Non-Executive Directors have agreed to a minimum shareholding policy under which they will acquire (within a five year period) a minimum shareholding equivalent in value to their annual base fee.

2. BOARD COMMITTEES

The Board has four principal Committees that assist in carrying out its responsibilities. These are the:

- Audit Committee;
- Human Resources and Remuneration Committee;
- Regulatory and Compliance Committee; and
- Strategic Risk Committee.

The composition of each Committee and the number of meetings held and attended by each member of the Committee during the year, can be found in the Directors' Report within the Annual Report.

Further sub-committees of the Board may be convened to confer on particular issues from time to time.



A copy of each Committee Charter is available in the Governance section of the Company's website www.aristocrat.com

2.1. Audit Committee

The Audit Committee comprises at least three independent Non-Executive Directors and is chaired by an independent Non-Executive Director who is not the chair of the Board.

All members of the Audit Committee are financially literate, and the committee possesses sufficient financial expertise and knowledge of the industry in which the Group operates.

Members of the Group's internal and external audit firms attend Audit Committee meetings by invitation, together with the internal Group Risk and Audit Manager and relevant senior executives.

The Audit Committee reviews and makes formal recommendations to the Board in relation to the adequacy of accounting and (operating alongside the Strategic Risk Committee) risk management procedures, financial reporting, systems of internal control and management of material business risks and internal and external audit functions. The Audit Committee Charter includes a more detailed description of the duties and responsibilities of the committee.

The Audit Committee is a direct link for providing the views of internal and external auditors to the Board, when necessary, independent of management influence. Time is allocated for detailed questioning of the material presented by each of the external and internal auditors.

Selection of auditor

The Audit Committee is responsible for overseeing the external auditor selection process. This process includes assessing each of the submissions received and making a formal recommendation to the Board on the appointment (or removal) of the external auditor.

As part of that selection process, the Audit Committee assesses each of the submissions received on overall audit approach and methodology, independence, relevant industry experience, experience and qualifications of key audit staff and cost.

The Audit Committee is also responsible for reviewing the relationship with the external auditor and evaluating the performance and overall effectiveness of external audit services annually.

Auditor independence

The Group's policy on auditor independence restricts the types of non-audit services that can be provided by either the internal or the external auditors. In addition, any non-audit services which are to be provided by the internal or the external auditors need to be pre-approved by the Chair of the Audit Committee.

The Audit Committee requires the external auditor to confirm annually that it has complied with all professional regulations or guidance issued by the Australian accounting profession relating to auditor independence and reviews the independence of the auditors four times a year. The Group requires the lead external audit partner to rotate every five years.

Attendance of auditor at AGMs

The external auditor attends the AGM and is available to answer questions from shareholders on:

- Conduct of the audit;
- Preparation and content of the auditor's report;
- Accounting policies adopted by the Group in relation to the preparation of the financial report; and
- Independence of the auditor in relation to the conduct of the audit.

2.2. Human Resources and Remuneration Committee

The Human Resources and Remuneration Committee comprises at least three independent Non-Executive Directors and is chaired by an independent Non-Executive Director.

As well as providing an overview of people issues, particularly talent management, succession and development planning for senior management and diversity, the committee advises the Board on remuneration policies and practices, evaluates the performance of the CEO against pre-agreed goals, and makes recommendations to the Board on remuneration of the CEO and the senior management team.

The committee regularly obtains and considers advice from remuneration consultants appointed by the Board.

While the Board does not have a designated nomination committee, the Human Resources and Remuneration Committee assists the Board as necessary to take on the role of nominations and governance, including in respect of the following functions:

- Determining the appropriate size and composition of the Board;
- Determining the appropriate criteria (necessary and desirable skills and experience) for appointment of Directors;
- Recommendations for the appointment, re-election and removal of Directors;
- Ensuring there are appropriate induction and professional development programs for Directors; and
- Overseeing succession plans for the CEO and other senior management.

This structure is working efficiently and effectively to ensure there is adequate governance in relation to the elements set out above, however the Board continues to assess this on an ongoing basis.

2.3. Regulatory and Compliance Committee

The Regulatory and Compliance Committee comprises at least three independent Non-Executive Directors and one member of management who is primarily responsible for Group gaming compliance.

The committee assists the Board to fulfil its corporate governance and oversight responsibilities relating to the compliance by the Group with gaming laws and regulations, and policies, and codes and conditions associated with maintenance of the Group's gaming licences.

2.4. Strategic Risk Committee

The Strategic Risk Committee comprises of at least four members, the majority of whom are independent Non-Executive Directors and is chaired by an independent Non-Executive Director who is not also the chair of the Board.

The Strategic Risk Committee was established given the increased scale, complexity and breadth of the Group's business. The committee assists the Board by monitoring key identified strategic (enterprise-wide) risks and overseeing the Group's risk management strategy in connection with these identified risks. This facilitates an integrated, enterprise-wide approach to identifying and managing key risks and a strong focus on specific critical strategic risks.

3. PERFORMANCE EVALUATION & REMUNERATION

3.1. Board performance evaluation process

The Board (with assistance, where necessary or appropriate, from external consultants) regularly carries out a review of the performance of the Board, its committees, and each Director.

The review assesses, amongst other things:

- The effectiveness of the Board and each committee in meeting the requirements of their Charters;
- Whether the Board and each committee has members with the appropriate mix of skills and experience to properly perform their functions;
- The contribution made by each Director at meetings and in carrying out their responsibilities as Directors generally, including preparing for meetings; and
- Whether the content, format and timeliness of agendas, papers and presentations provided to the Board and each committee are adequate for them to properly perform their functions.

[A Board review was undertaken in the 2018 financial year covering the effectiveness of the Board and its Committees, as well as Non-Executive Director performance.](#)

The Board establishes the procedures and oversees the assessment program. The results and any action plans following the assessment are documented, together with specific performance goals that are agreed by the Board.

Directors are encouraged to raise any issues of concern regarding the performance of any other Director with the Chairman, or if the concern relates to the Chairman, with the Chair of the Audit Committee.

3.2. Senior executive performance evaluation process

Each year the Board sets financial, operational, management and individual targets for the CEO. The CEO (in consultation with the Board), in turn sets targets for his direct reports. Performance against these targets is assessed periodically throughout the year and a formal performance evaluation for senior management is completed for the year end. Further details are set out in the Remuneration Report contained within the Annual Report.

Performance evaluations of the CEO and his direct reports took place in the 2018 financial year in accordance with the processes described above.

3.3. Remuneration

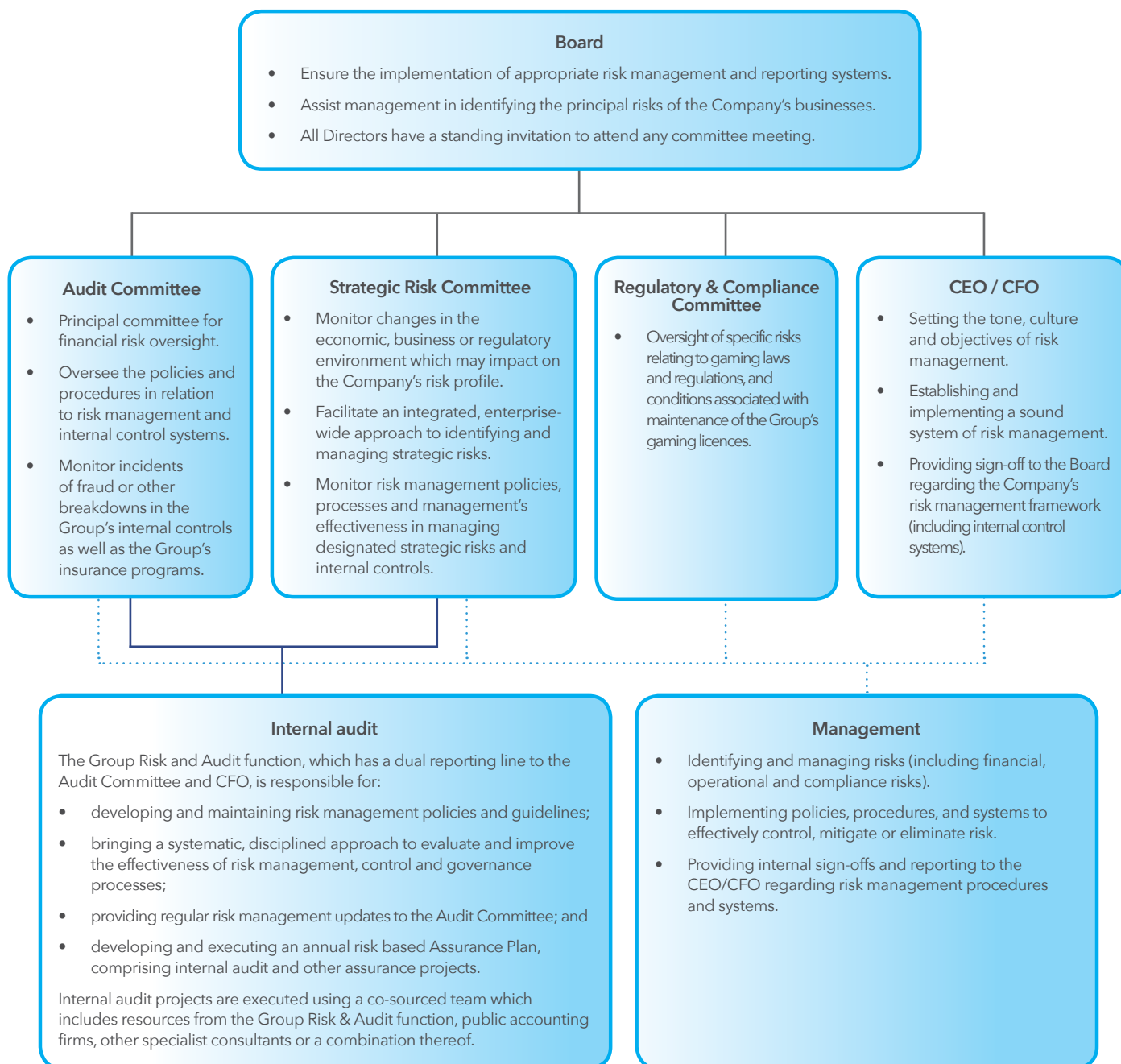
Details of the principles and amounts of remuneration of Directors and senior executives who are KMP are set out in the Remuneration Report contained within the Annual Report, which also includes disclosures on equity-based remuneration provided by the Group.

4. RISK FRAMEWORK

4.1. Risk identification and management

The Board recognises the importance of an effective framework of risk oversight, risk management and internal control for good corporate governance.

The Group has established a formal risk management framework, which is based on ISO3100 Risk Management and the ASX Principles. This framework is supported by the Group's Code of Conduct and risk management policy. The policy defines 'Extreme' and 'Very High' business risks which, once identified, are also captured on the global risk register. Extreme and Very High business risks are regularly reported to the Board via the Audit Committee along with treatment plans and controls. Any Extreme or Very High Strategic risk, which would prevent a material part of the strategy from being executed, is reported to (and considered by) the Strategic Risk Committee.



Certain specific risks are covered by insurance and the Board has also approved policies for hedging of interest rates and foreign exchange rates.

The Audit Committee (with input from the Strategic Risk Committee) reviews the Group's risk management framework at least annually to satisfy itself that it continues to be sound. The Group's risk management framework was reviewed during the 2018 financial year.

4.2. Business and sustainability risks

The Company monitors its exposure to risks, including economic, environmental and social sustainability risks. Material business risks are described in the Operating and Financial Review section of the Annual Report, which also outlines the Group's activities, performance during the year, financial position and main business strategies.

During the 2018 financial year, the Company undertook an assessment, involving consideration of risk, as well as stakeholder interest and overall materiality, to identify Aristocrat's priority sustainability themes.

Following this assessment, the Board has endorsed the following four areas of work as priority for 2018:

- Responsible Gaming
- Employee relations
- Diversity & Inclusion
- Corporate Governance/Cyber Security

This is a program of continuous improvement and development, which will include the following in 2019:

- Energy & Environment
- Community & Society
- Ethical Sourcing

By adopting and focusing on the above key areas, Aristocrat reinforces its "licence to operate" and strengthens its ability to deliver the best long term outcomes for its shareholders.

Disclosures against the priority areas of work are available on the Company's website, which will be updated periodically to reflect progress made in regard to those priority areas of work.

4.3. Chief Executive Officer and Chief Financial Officer declaration

Before approving the 2018 half year and full year financial statements, the Board obtained written assurance from the CEO and CFO that the declarations provided under section 295A of the Corporations Act (and for the purposes of Recommendation 4.2 of the ASX Principles) are founded on a sound system of risk management and internal control and that the system is operating effectively in all material respects in relation to financial reporting and material business risks.



The Company's approach to corporate social responsibility, including the progress and status of Aristocrat's CSR actions, can be found on the Company's website www.aristocrat.com

5. DIVERSITY

The Group recognises its legal and ethical obligations and is committed to promoting and achieving broader diversity across the Group and has prioritised this as part of its sustainability strategy.



The Company's broader approach to diversity as part of its sustainability strategy can be found on the Company's website www.aristocrat.com

The Group employs more than 6,100 people around the world including in Australia, the United States, New Zealand, the United Kingdom, Israel, India, Argentina, Mexico, Hong Kong and Macau.



The Company's approach to diversity is outlined in its Diversity Policy which is available in the Governance section of the Company's website www.aristocrat.com

The Board is responsible for approving measurable objectives in accordance with the Diversity Policy and, with the assistance of the Human Resources and Remuneration Committee, for annually assessing those objectives and the progress against them.

The Board review and renewal process has been specifically focused on increasing the Board's gender diversity.

The following diversity-related measurable objectives supporting gender diversity have been endorsed by the Board:

- Increase the number of women in the 'Leadership Group', comprising the Board, Senior Executive Roles¹ and Senior Management Roles²; and
- Increase in the proportion of female hires and promotions.

The following information is provided about the proportion of women across the Group as at 30 September 2018:

Category

Board Non-Executive Directors



Board Committee Chair



Senior Executive Roles¹



Leadership Group³



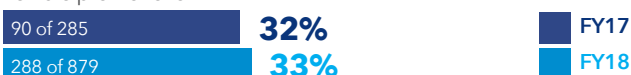
Group



Female new hires



Female promotions



A Diversity & Inclusion Steering Committee, which represents a diverse group with cross organisation coverage at a senior management level has been established to promote diversity and inclusiveness in the workplace, and to provide input from across the organisation to assist it to formulate policy, strategy and objectives. Its specific responsibilities include:

- Monitoring the profile of the Company's workforce to demonstrate trends, clarify areas to improve and highlight areas of success;
- Communicating diversity initiatives undertaken and the benefits gained; and
- Improving:
 - Awareness/understanding of differences to increase acceptance and create a better work environment;
 - Working relationships between employees to drive better results.

¹Senior Executive Roles comprise of the CEO and his direct reports.

²Senior Management Roles include direct reports to those in Senior Executive Roles.

³Leadership Group comprises the Board, Senior Executive Roles and those in Senior Management Roles.

6. GOVERNANCE POLICIES

Detail of Aristocrat's corporate governance policies are summarised in the table below.

Global Employee Handbook and Code of Conduct

The Code applies to all employees and directors, and provides an ethical and behavioural framework for the way business is conducted and contains a set of general business ethics including (but not limited to):

- To act honestly and fairly in all dealings and to conduct business with strict professional courtesy and integrity;
- To abide and comply with all applicable laws and regulations; and
- To report suspected corrupt or unethical conduct.

Whistleblower Policy

Encourages, supports and promotes honest and ethical behaviour by providing a framework for the escalation of 'reportable conduct'. This includes conduct that is any one or more of the following: dishonest, fraudulent, corrupt, illegal, in breach of local laws, unethical, an unsafe work practice or a repeated breach of Company policy or procedure (including breaches of the Code).

Share Trading Policy

Ensures compliance with insider trading laws and protects Aristocrat's reputation in relation to trading in securities by its directors and employees. It reflects the Corporations Act prohibition on hedging of unvested performance share rights and vested securities that are subject to disposal restrictions at all times, irrespective of trading windows.

Continuous Disclosures Policy

Governs the reporting of market sensitive information and includes processes to manage confidentiality, engagements with the media and investment community. Appoints a management disclosure committee which in practice comprises the CEO, CFO and the Corporate General Counsel & Company Secretary. The committee has responsibility for reviewing proposed disclosures and making decisions in relation to what information can be or should be disclosed to the market.

Diversity Policy

Designed to promote a diverse and inclusive workplace, reflective of the diverse cultures and communities in which Aristocrat operates around the world. See section 5 of this Corporate Governance Statement on diversity disclosures.

Anti-Bribery and Anti-Corruption Policy

This policy is designed to bring awareness to all employees, directors, officers, contractors and consultants that certain types of payments may constitute corruption, an illegal benefit or an act of bribery and that any such payments are prohibited. Aristocrat applies a "zero tolerance" approach to acts of bribery and corruption.

Dealing with Government Employees and Political Parties

As a part of Aristocrat's commitment to high ethical standards, employees are encouraged to demonstrate care that their actions, regardless of intent or motive, do not place government employees or members of Political Groups in a situation whereby they may be in breach of their employment regulations or duties. Contributions to Political Parties and Politicians of any kind are strictly prohibited.

Conflict of Interest Policy

The conflicts of interest policy explains conflicts of interest and helps employees understand how to identify and manage conflicts.



The Global Employee Handbook and Code of Conduct, Share Trading Policy, Continuous Disclosures Policy and Diversity Policy are available in the Governance section of the Company's website, www.aristocrat.com

7. COMMUNICATIONS WITH SHAREHOLDERS

The Company keeps investors informed of its corporate governance, financial performance and prospects via its website, www.aristocrat.com.

The names and biographical information for each of the Non-Executive Directors and members of the senior leadership team is set out on the website. Investors can access copies of announcements to the ASX, notices of meetings, annual reports, business reviews, investor presentations and financial statement via the 'Investors' tab.

The 'Governance' tab sets out the key corporate governance policies and other corporate governance materials referred to in this document.

7.1. Investor relations programs

The Company conducts regular briefings including interim and full year results announcements, investor days, site visits and attends regional and industry specific tradeshows in order to facilitate effective two-way communication with investors and other financial markets participants.

Access to executive and operational management is provided at these events, and separate one-on-one or group meetings are provided when requested and in compliance with governance parameters set by the Company.

The Company's objective is to provide best practice disclosure and comply with all applicable laws and Group policies. Therefore all discussions with analysts are conducted by or with the prior approval of the CEO, or CFO or the Head of Investor Relations, and are limited to an explanation of previously published material and general discussion of non-price sensitive information.

Unless authorised by the CFO or Head of Investor Relations, meetings with analysts will not be held between the end of the half-year or full-year and the date on which those results are announced.

7.2. Facilitate participation at meetings of security holders

The Company is committed to facilitating shareholder participation in shareholder meetings, and to respectfully and quickly dealing with shareholder inquiries.

The Company uses technology to facilitate the participation of shareholders in meetings including live webcasting of meetings. Online proxy voting facilities allow shareholders to vote ahead of the meeting without having to attend in person.

Shareholders are encouraged to participate in general meetings and are given an opportunity to submit questions in advance and ask questions of the Company and its auditor at the AGM.

7.3. Facilitate electronic communications

The Company encourages investors to receive communications from and send communications to, the Company and the share registry electronically.

The Company emails shareholders (who have elected to receive electronic communications) when important information becomes available such as dividend statements, notices of meeting, voting forms and annual reports. Electronic communication allows the Company to communicate with shareholders faster and reduce its use of paper.