

ABN 99 124 734 961 (Company)

## **CORPORATE GOVERNANCE STATEMENT 2020**

This Corporate Governance Statement is current as at 18 September 2020 and has been approved by the Board of the Company on that date.

The Directors of Red Emperor Resources NL (the Company) and its controlled entities (the Group) are committed to achieving and demonstrating robust corporate governance practices which are appropriate for the Group's size and stage of development and which facilitate the long-term performance and sustainability of the Company as well as protecting and enhancing the interests of its shareholders. The Board guides and monitors the business and affairs of the Group on behalf of the Company's shareholders by whom they are elected and to whom they are accountable. The Board regularly reviews its governance practices to ensure they remain consistent with the needs of the Group. In addition, the Group monitors developments in governance market practice, expectations and regulations.

The Group complies with the majority of the recommendations set out in the Australian Securities Exchange ("ASX") Corporate Governance Council's Corporate Governance Principles and Recommendations 3rd Edition (the "ASX Principles"). This statement incorporates the disclosures required by the ASX Principles under the headings of the eight core principles. All of these practices, unless otherwise stated, were in place for the entire 2020 financial year and remain in place.

The 4<sup>th</sup> edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations is effective for the first full financial year commencing on or after 1 January 2020. Accordingly, the Company will be reporting against the 4<sup>th</sup> edition for its financial year ended 30 June 2021.

The Group publishes its corporate governance policies, code of conduct and its Board and committee charters on its website at www. redemperorresources.com (Company Website). Additional information that is relevant to this corporate governance statement can also be found in the Group's annual report for the year ended 30 June 2020.

RECOMMENDATIONS (3RD EDITION)	COMPLY	EXPLANATION
Principle 1: Lay solid foundations for management and overs		
Recommendation 1.1  A listed entity should have and disclose a charter which sets out the respective roles and responsibilities of the Board, the Chair and management, and includes a description of those matters expressly reserved to the Board and those delegated to management.	YES	The Company has adopted a Board Charter that sets out the specific roles and responsibilities of the Board, the Chair and management and includes a description of those matters expressly reserved to the Board and those delegated to management.
		The Board Charter sets out the specific responsibilities of the Board, requirements as to the Board's composition, the roles and responsibilities of the Chairman and Company Secretary, the establishment, operation and management of Board Committees, Directors' access to Company records and information, details of the Board's relationship with management, details of the Board's performance review and details of the Board's disclosure policy.
		A copy of the Company's Board Charter, which is part of the Company's Corporate Governance Plan, is available on the Company's website.
Recommendation 1.2  A listed entity should:  (a) undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a Director; and  (b) provide security holders with all material information relevant to a decision on whether or not to elect or reelect a Director.	YES	(a) The Company has guidelines for the appointment and selection of the Board in its Corporate Governance Plan. The Company's Nomination Committee Charter (in the Company's Corporate Governance Plan) requires the Nomination Committee (or, in its absence, the Board) to ensure appropriate checks (including checks in respect of character, experience, education, criminal record and bankruptcy history (as appropriate)) are undertaken before appointing a person, or putting forward to security holders a candidate for election, as a Director.
		(b) Under the Nomination Committee Charter, all material information relevant to a decision on whether or not to elect or re-elect a Director must be provided to security holders in

RECOMMENDATIONS (3RD EDITION)	COMPLY	EXPLANATION
		the Notice of Meeting containing the resolution to elect or reelect a Director.
Recommendation 1.3  A listed entity should have a written agreement with each Director and senior executive setting out the terms of their appointment.	YES	The Company's Nomination Committee Charter requires the Nomination Committee (or, in its absence, the Board) to ensure that each Director and senior executive is a party to a written agreement with the Company which sets out the terms of that Director's or senior executive's appointment.  The Company has written agreements with each of its Directors and senior executives.
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 Board Charter outlines the roles, responsibility and accountability of the Company Secretary. In accordance with this, the Company Secretary is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board.
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:	PARTIALLY	<ul> <li>(a) The Company has adopted a Diversity Policy which provides a framework for the Company to establish and achieve measurable diversity objectives, including in respect of gender diversity. The Diversity Policy allows the Board to set measurable gender diversity objectives, if considered appropriate, and to assess annually both the objectives and the Company's progress in achieving them.</li> <li>(b) The Diversity Policy is available, as part of the Corporate Governance Plan, on the Company's website.</li> <li>(c)</li> </ul>
<ul> <li>(i) the measurable objectives for achieving gender diversity set by the Board in accordance with the entity's diversity policy and its progress towards achieving them; and</li> <li>(ii) either:</li> <li>(A) the respective proportions of men and women on the Board, in senior executive</li> </ul>		(i) The Board does not presently intend to set measurable gender diversity objectives because:  - the Board does not anticipate there will be a need to appoint any new Directors or senior executives due to the nature of the Company's existing and proposed activities and the Board's view that the existing Directors and senior executives have

RECOMMENDATIONS (3RD EDITION)	COMPLY	EXPLANATION
positions and across the whole organisation (including how the entity has defined "senior executive" for these purposes); or  (B) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in the Workplace Gender Equality Act.		sufficient skill and experience to carry out the Company's plans; and  if it becomes necessary to appoint any new Directors or senior executives, the Board considers that the application of a measurable gender diversity objective requiring a specified proportion of women on the Board and in senior executive roles would, given the small size of the Company and the Board, unduly limit the Company from applying the Diversity Policy as a whole and the Company's policy of appointing based on skills and merit: and  (ii) total proportion of men and women on the board, in senior positions (being Key Management Personal and decision makers of the Group) and across the whole organisation is listed below:  Category Male Women % of Women Board 3
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	NO	(a) The Company's Nomination Committee (or, in its absence, the Board) is responsible for evaluating the performance of the Board, its committees and individual Directors on an annual basis. It may do so with the aid of an independent advisor. The process for this is set out in the Company's Corporate Governance Plan, which is available on the Company's website.

RECOMMENDATIONS (3RD EDITION)	COMPLY	EXPLANATION	
(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.		(b) The Board will disclose, in relation to each reporting period, whether a performance evaluation was undertaken. A formal performance evaluation of each individual Director was not undertaken during FY2020.	
		It is envisaged that once the Company is of a sufficient size to establish a nomination committee, that committee will be responsible for arranging the performance evaluation of the Board, its committees and individual directors on behalf of the Board.	
Recommendation 1.7		(a) The Company's Nomination Committee (or, in its absence, the Board) is responsible for evaluating the performance of	
A listed entity should:	YES	the Company's senior executives on an annual basis. The	
(a) have and disclose a process for periodically evaluating the performance of its senior executives; and		Company's Remuneration Committee (or, in its absence, the Board) is responsible for evaluating the remuneration of the	
(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.			Company's senior executives on an annual basis. A senior executive, for these purposes, means key management personnel (as defined in the Corporations Act) other than a non-executive Director.
		The applicable processes for these evaluations can be found in the Company's Corporate Governance Plan, which is available on the Company's website.	
		(b) The Company's Corporate Governance Plan requires the Company to disclose whether or not performance evaluations were conducted during the relevant reporting period. The Company intends to complete performance evaluations in respect of the senior executives (if any) for each financial year in accordance with the applicable processes.	

RECOMMENDATIONS (3RD EDITION)	COMPLY	EXPLANATION			
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, experience, independence and knowledge of the entity to enable	YES	<ul> <li>(a) The Company does not have a Nomination Committee. The Company's Nomination Committee Charter provides for the creation of a Nomination Committee (if it is considered it will benefit the Company), with at least three members, a majority of whom are independent Directors, and which must be chaired by an independent Director.</li> <li>(b) The Company does not have a Nomination Committee as the Board considers the Company will not currently benefit from its establishment. In accordance with the Company's Board Charter, the Board carries out the duties that would ordinarily be carried out by the Nomination Committee under the Nomination Committee Charter, including the following processes to address succession issues and to ensure the Board has the appropriate balance of skills, experience, independence and knowledge of the entity to enable it to discharge its duties and responsibilities effectively:</li> <li>(i) devoting time at least annually to discuss Board succession issues and updating the Company's Board skills matrix; and</li> <li>(ii) all Board members being involved in the Company's nomination process, to the maximum extent permitted</li> </ul>			
it to discharge its duties and responsibilities effectively.		under the Corporations Act and ASX Listing Rules.			
Recommendation 2.2  A listed entity should have and disclose a Board skills matrix setting out the mix of skills and diversity that the Board currently has or is looking to achieve in its membership.	YES	Under the Nomination Committee Charter (in the Company's Corporate Governance Plan), the Nomination Committee (or, in its absence, the Board) is required to prepare a Board skills matrix setting out the mix of skills and diversity that the Board currently has (or is looking to achieve) and to review this at least annually against the Company's Board skills matrix to ensure the appropriate mix of skills and expertise is present to facilitate successful strategic direction.			

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		The Company's desired mix of skills and competend below. The Board considers its current composition at meets these required competencies.	
		Area	Competence
		Leadership	Business Leadership, Public Listed Company Experience
		Business and Finance	Business Strategy, Competitive Business Analysis, Corporate Financing, Financial Literacy, Mergers and Acquisitions, Risk Management, Tax - International
		Sustainability and Stakeholder Management	Community Relations, Corporate Governance, Health & Safety, Human Resources, Remuneration
		qualifications and	equires the disclosure of each Board member's expertise. Full details as to each Director and elevant skills and experience are available in hual Report.
Recommendation 2.3			ly comprised of one non-executive director (Mr
A listed entity should disclose:	or X d e e	Jason Bontempo) and two executive directors (Mr Greg Ban who acts as the Company's Managing Director and Aa	
(a) the names of the Directors considered by the Board to be independent Directors;		Bertolatti who acts	as the Company's CFO and Secretary).
(b) if a Director has an interest, position, association or relationship of the type described in Box 2.3 of the ASX Corporate Governance Principles and		August 2010. Mr Bo Company on 24 Jo	pointed as a director of the Company on 1 portempo was appointed as a director of the unuary 2011. Mr Bertolatti was appointed as a appany on 4 June 2018.
Recommendation (3rd Edition), 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		the Board is comprise practical, at least independent Direct	r provides that where practical, the majority of sed of non-executive Directors and that, where 50% of the Board will be independent. An tor is one who is independent of management business or other relationship, which could, or

RECOMMENDATIONS (3RD EDITION)	COMPLY	EXPLANATION
(c) the length of service of each Director		could reasonably be perceived to materially interfere with, the exercise of independent judgement.
		The Board will continue to assess the Company's needs as it grows in size and if appropriate, appoint additional non-executive and independent directors.
Recommendation 2.4  A majority of the Board of a listed entity should be independent Directors.	NO	Currently, independent directors do not form a majority of the Board as only Mr Jason Bontempo is considered an independent director. The Board will continue to assess the Company's needs as it grows in size and if appropriate, appoint additional non-executive and independent directors.
Recommendation 2.5  The Chair of the Board of a listed entity should be an independent Director and, in particular, should not be the same person as the CEO of the entity.	NO	The Company does not currently have an independent Chairman. The Managing Director assumes the role of Chairman at the Company's board and shareholder meetings. The Board will continue to assess the Company's needs as it grows in size and if appropriate, appoint an additional director to act as Chairman of the Company.
Recommendation 2.6  A listed entity should have a program for inducting new Directors and providing appropriate professional development opportunities for continuing Directors to develop and maintain the skills and knowledge needed to perform their role as a Director effectively.	YES	In accordance with the Company's Board Charter, the Nominations Committee (or, in its absence, the Board) is responsible for the approval and review of induction and continuing professional development programs and procedures for Directors to ensure that they can effectively discharge their responsibilities. The Company Secretary is responsible for facilitating inductions and professional development.
Principle 3: Act ethically and responsibly		
Recommendation 3.1 A listed entity should:	YES	(a) The Company's Corporate Code of Conduct applies to the Company's Directors, senior executives and employees.
<ul><li>(a) have a code of conduct for its Directors, senior executives and employees; and</li><li>(b) disclose that code or a summary of it.</li></ul>	120	(b) The Company's Corporate Code of Conduct (which forms part of the Company's Corporate Governance Plan) is available on the Company's website.

RECOMA	MENDATIONS (3RD EDITION)	COMPLY	EXPLANATION
Principle	4: Safeguard integrity in financial reporting		
The Board (a) have (i) (ii) and disconding (iv) (v)	the charter of the committee; the relevant qualifications and experience of the members of the committee; and 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 does not have an audit committee, disclose that and the processes it employs that independently and safeguard the integrity of its financial rting, including the processes for the appointment	NO	<ul> <li>(a) The Company does not have an Audit and Risk Committee. The Company's Corporate Governance Plan contains an Audit and Risk Committee Charter that provides for the creation of an Audit and Risk Committee (if it is considered it will benefit the Company), with at least three members, all of whom must be independent Directors, and which must be chaired by an independent Director who is not the Chair.</li> <li>(b) The Company does not have an Audit and Risk Committee as the Board considers the Company will not currently benefit from its establishment. In accordance with the Company's Board Charter, the Board carries out the duties that would ordinarily be carried out by the Audit and Risk Committee under the Audit and Risk Committee Charter including the following processes to independently verify and safeguard the integrity of its financial reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner:</li> <li>(i) the Board devotes time at annual Board meetings to fulfilling the roles and responsibilities associated with maintaining the Company's internal audit function and arrangements with external auditors; and</li> <li>(ii) all members of the Board are involved in the Company's audit function to ensure the proper maintenance of the</li> </ul>
the c	removal of the external auditor and the rotation of audit engagement partner.  nendation 4.2		entity and the integrity of all financial reporting.  The Company's Audit and Risk Committee Charter requires the
The Boa entity's f from its records that the	rd of a listed entity should, before it approves the inancial statements for a financial period, receive CEO and CFO a declaration that the financial of the entity have been properly maintained and financial statements comply with the appropriate ting standards and give a true and fair view of the	YES	CEO and CFO (or, if none, the person(s) fulfilling those functions) to provide a sign off on these terms.  The Company intends to obtain a sign off on these terms for each of its financial statements in each financial year.

RECOMMENDATIONS (3RD EDITION)	COMPLY	EXPLANATION	
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.			
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's Corporate Governance Plan provides that the Board must ensure the Company's external auditor attends its 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	<ul> <li>(a) The Board Charter provides details of the Company's disclosure policy. In addition, the Corporate Governance Plan details the Company's disclosure requirements as required by the ASX Listing Rules and other relevant legislation.</li> <li>(b) The Corporate Governance Plan, which incorporates the</li> </ul>	
		(b) The Corporate Governance Plan, which incorporates the Board Charter, is available on the Company website.	
Principle 6: Respect the rights of security holders			
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 in the Corporate Governance Plan which can be found on the Company's website.	
Recommendation 6.2	YES	The Company has adopted a Shareholder Communications Strategy which aims to promote and facilitate effective two-way communication with investors. The Strategy outlines a range of ways in which information is communicated to shareholders and	

RECOMMENDATIONS (3RD EDITION)	COMPLY	EXPLANATION
A listed entity should design and implement an investor relations program to facilitate effective two-way communication with investors.		is available on the Company's website as part of the Company's Corporate Governance Plan.
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. Upon the despatch of any notice of meeting to Shareholders, the Company Secretary shall send out material stating that all Shareholders are encouraged to participate at the meeting.
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	The Shareholder Communication Strategy provides that security holders can register with the Company to receive email notifications when an announcement is made by the Company to the ASX, including the release of the Annual Report, half yearly reports and quarterly reports. Links are made available to the Company's website on which all information provided to the ASX is immediately posted.
		Shareholders queries should be referred to the Company Secretary in the first instance.
Principle 7: Recognise and manage risk		
Recommendation 7.1  The Board of a listed entity should:  (a) have a committee or committees to oversee risk, each of which:  (i) has at least three members, a majority of whom are independent Directors; and	NO	(a) The Company does not have an Audit and Risk Committee. The Company's Corporate Governance Plan contains an Audit and Risk Committee Charter that provides for the creation of an Audit and Risk Committee (if it is considered it will benefit the Company), with at least three members, all of whom must be independent Directors, and which must be chaired by an independent Director.
(ii) is chaired by an independent Director, and disclose:		A copy of the Corporate Governance Plan is available on the Company's website.  (b) The Company does not have an Audit and Risk Committee as
(iii) the charter of the committee; (iv) the members of the committee; and		the Board considers the Company will not currently benefit from its establishment. In accordance with the Company's Board Charter, the Board carries out the duties that would

RECOMMENDATIONS (3RD EDITION)	COMPLY	EXPLANATION	
(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		ordinarily be carried out by the Audit and Risk Committee under the Audit and Risk Committee Charter including the following processes to oversee the entity's risk management framework:	
(b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the process it employs for overseeing the entity's risk management framework.		(i) the Board devotes time at quarterly Board meetings to fulfilling the roles and responsibilities associated with overseeing risk and maintaining the entity's risk management framework and associated internal compliance and control procedures; and	
		(ii) all members of the Board are involved in the Company's risk assessment function and ensure the proper maintenance of the entity and the integrity of all risk management initiatives.	
Recommendation 7.2		(a) The Audit and Risk Committee Charter requires that the Audit and Risk Committee (or, in its absence, the Board) should, at	
The Board or a committee of the Board should:  (a) review the entity's risk management framework with	NO	least annually, satisfy itself that the Company's risk	
management at least annually to satisfy itself that it continues to be sound; and		management framework continues to be sound.  (b) The Company's Corporate Governance Plan requires the Company to disclose at least annually whether such a review	
(b) disclose in relation to each reporting period, whether such a review has taken place.		of the company's risk management framework has taken place. A risk review was not undertaken during the 2020 financial year.	
Recommendation 7.3		(a) The Audit and Risk Committee Charter provides for the Audit	
A listed entity should disclose:	YES	and Risk Committee to monitor the need for an internal audit function.	
(a) if it has an internal audit function, how the function is structured and what role it performs; or			(b) The Company does not have an internal audit function. Due to its small size, lack of complexity and given that it is in a
(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.		project exploration phase of its lifecycle, the Company does not currently have an in-house internal audit function. Instead reports and reviews into the effectiveness of internal controls are commissioned as required using internal and external specialist resources.	

RECOMMENDATIONS (3RD EDITION)	COMPLY	EXPLANATION
		It is expected that the requirement for an internal audit function will be considered by the Board in the future.
Recommendation 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.	YES	The Audit and Risk Committee Charter requires the Audit and Risk Committee (or, in its absence, the Board) to assist management in determining whether the Company has any material exposure to economic, environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks.
		The Company's Corporate Governance Plan requires the Company to 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. The Company will disclose this information in its Annual Report and on its ASX website as part of its continuous disclosure obligations.
Principle 8: Remunerate fairly and responsibly		
Recommendation 8.1		The full Board is responsible for the determination of the remuneration of directors and senior executives and ensuring that
The Board of a listed entity should:	PARTIALLY	such remuneration is appropriate and not excessive.
(a) have a remuneration committee which:		
(i) has at least three members, a majority of whom are independent Directors; and		Where considered necessary, the Board may engage a remuneration consultant to assist with setting and reviewing the Company's executive and non-executive remuneration policies
(ii) is chaired by an independent Director,		to ensure the Company attracts and retains executives and
and disclose:		Directors who will create value for shareholders.
(iii) the charter of the committee;		As the Company grows in size, it is planned that the Company will
(iv) the members of the committee; and		establish a separate remuneration committee with its own
(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		remuneration committee charter.
(b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the		

RECOMMENDATIONS (3RD EDITION)	COMPLY	EXPLANATION
level and composition of remuneration for Directors and senior executives and ensuring that such remuneration is appropriate and not excessive.		
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	The Company's policies and practices regarding the remuneration of executive and non-executive directors and other senior executives are disclosed in the Annual Report.
Recommendation 8.3  A listed entity which has an equity-based remuneration scheme should:  (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and  (b) disclose that policy or a summary of it.	YES	(a) The Company has established a Securities Trading Policy which outlines, among other things, when Directors, senior management and other employees of the Company may deal in the Company's securities. This policy also prohibits key management personnel from entering into certain hedging arrangements of the nature referred to in Recommendation 8.3. For further details, refer to the Securities Trading Policy, contained within the Corporate Governance Plan which is available on the Company Website.