

# Corporate Governance Statement

The board of directors of Superior Lake Resources Limited (Superior or company) is responsible for the corporate governance of the company and is committed to applying the ASX Corporate Governance Council Principles of Good Corporate Governance and Best Practice Recommendations (ASX Principles). The board guides and monitors the business and affairs of Superior on behalf of the shareholders by whom they are elected and to whom they are responsible.

In establishing this framework, the Board has considered and reports against the Corporate Governance Principles and Recommendations (3rd Edition) as published by the ASX Corporate Governance Council (ASX Corporate Governance Principles).

This Corporate Governance Statement has been approved by the Superior's Board and summarises the corporate governance practices and procedures.

The ASX Corporate Governance Principles are not prescriptive and if a company considers that a recommendation is inappropriate having regard to its particular circumstances, the company has the flexibility not to adopt it. Where Superior considered it was not appropriate to presently comply with a particular recommendation, the reasons are set out in the relevant section of this Corporate Governance Statement.

With the exception of the departures detailed in this Corporate Governance Statement, the corporate governance practices of the Company are compliant with the ASX Corporate Governance Principles (3rd Edition).

To ensure the board is well equipped to discharge its responsibilities it has established guidelines for the nomination and selection of directors and for the operation of the board.

Where the Company's corporate governance practices do not correlate with the practices recommended by the ASXCGC, the Company is working towards compliance however it does not consider that all the practices are appropriate for the Company due to the size and scale of Company operations.

## 1. Board of Directors of the Company

### 1.1. Role of the Board

The Board's role is to govern the Company rather than to manage it. It is the role of senior management to manage the Company in accordance with the direction and delegations of the Board and the responsibility of the Board to oversee the activities of management in carrying out these delegated duties.

In carrying out its governance role, the main task of the Board is to drive the performance of the Company. The Board must also ensure that the Company complies with all of its contractual, statutory and any other legal obligations, including the requirements of any regulatory body. The Board has the final responsibility for the successful operations of the Company.

To assist the Board carry out its functions, it has developed and approved a Board Charter which details the Board's role, powers, duties and functions to guide the Directors and its senior executives in the performance of their roles.

Other than as reserved to the Board in the Charter, responsibility for the management of the Company's business activities is delegated to the Company's executive Directors (and other key executives (if any)) who are accountable to the Board. The Charter and the delegation of Board authority are reviewed regularly.

### 1.2. Composition of the Board

To add value to the Company the Board has been formed so that it has effective composition, size and commitment to adequately discharge its responsibilities and duties given its current size and scale of operations. Directors are appointed based on the specific skills required by the Company and on their decision-making and judgement skills.

As at the date of this report, the Board is comprised of three (3) non-executive Directors.

The Company recognises the importance of non-executive Directors and the external perspective and advice that non-executive Directors can offer. The Board criteria adopted by the Company when assessing the independence of a director is in line with ASX Recommendations.

Name	Role	Non-executive	Independent	Date of Appointment
Mr Yunde Li	Non-Executive director	Yes	No	18 Sep 2009
Mr Keong Chan	Non-Executive director	Yes	Yes	15 Nov 2017
Mr Peter Williams	Non-Executive director	Yes	Yes	27 Feb 2018

All Directors bring to the Board the requisite skills which are complementary to those of the other Directors and enable them to

adequately discharge their responsibilities and bring independent judgements to bear on their decisions.

The following measures are in place to ensure the decision making process of the Board is subject to independent judgements:-

- The role of the Chair and the CEO are not exercised by the same individual.
- A standard item on each Board meeting agenda requires Directors to focus on and declare any conflicts of interest in addition to those already declared;
- Directors are permitted to seek the advice of independent experts at the Company's expense, subject to the approval of the Chairman;
- All Directors must act all times in the interest of the Company; and  
Directors meet as required independently of executive management

Before appointing a new Director, the Company will undertake appropriate checks such as a character reference, police clearance certificate, bankruptcy check and any other check it deems appropriate. Where a Director is to be re-elected or a candidate is put up for election to shareholders, all material information will be provided to shareholders for consideration.

To ensure that Directors clearly understand the requirements of their role, formal letters of appointment are provided to them.

To ensure that Executive Directors clearly understand the requirements of the role, service contracts and formal job descriptions are provided to them.

### **1.3. Responsibilities of the Board and Company Secretary**

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 Company. It is required to do all things that may be necessary to be done in order to carry out the objectives of the Company. On appointment to the Board, all new Directors are required to sign a formal letter of appointment setting out the key terms and conditions relevant to their position.

The principal functions and responsibilities of the Board together with full details of the Board's role and responsibilities are contained in the Board Charter, a copy of which is available in the corporate governance section of the Company's website.

#### **Company Secretary**

The Company Secretary is accountable directly to the Board, through the Chairman, on all matters to do with the proper functioning of the Board.

### **1.4. Code of Conduct and Other Board Policies**

#### **1.4.1. Code of Conduct**

The Board has adopted a Code of Conduct which details the Company's commitment to ethical and responsible decision making and corporate practices.

The Code of Conduct sets out the Company's principles, practices and standards of personal and corporate behaviour. The Company expects everyone who works for or with the Company to adopt in their daily business activities. The code covers matters such as compliance with laws regulations, responsibility to shareholders and the community, confidentiality, privacy, conflicts of interest and the protection and proper use of the Company's assets.

#### **1.4.2. Conflicts of Interest**

Directors must:

- (a) disclose to the Board actual or potential conflicts of interest that may or might reasonably be thought to exist between the interests of the Director and the interests of any other parties in carrying out the activities of the Company; and
- (b) if requested by the Board, within seven days or such further period as may be permitted, take such necessary and reasonable steps to remove any conflict of interest.

If a Director cannot or is unwilling to remove a conflict of interest then the Director must, as per the *Corporations Act 2001*, absent himself or herself from the room when discussion and/or voting occurs on matters about which the conflict relates.

#### **1.4.3. Commitments**

Each member of the Board is committed to spending sufficient time to enable them to carry out their duties as a Director of the Company.

#### **1.4.4. Confidentiality**

In accordance with legal requirements and agreed ethical standards, Directors and key executives of the Company have agreed to keep confidential, information received in the course of the exercise of their duties and will not disclose non-public information except where disclosure is authorised or legally mandated.

#### **1.4.5. Continuous Disclosure**

The Company is committed to ensuring that shareholders and the market are provided with full and timely information and that all stakeholders have equal opportunities to receive externally available information issued by the Company's Continuous Disclosure Policy reinforces the Company's commitment to continuous disclosure and outlines individual responsibilities, accountabilities and the processes to be followed for ensuring compliance.

A copy of the Continuous Disclosure Policy is available in the corporate governance section of the Company's website.

#### **1.4.6. Education and Induction**

It is the policy of the Company that all new Directors and senior executives undergo an induction process in which they are given a full briefing on the Company. Where possible this includes meetings with key executives, tours of the premises, an induction package and presentations. Information conveyed to new Directors and senior executives include:

- (a) details of the respective rights, duties, roles and responsibilities of a Director and senior executives of the Company;
- (b) formal policies on director appointment as well as conduct and contribution expectations;
- (c) formal policies on director interaction with each other, senior executives and other stakeholders;
- (d) access to a copy of the Board Charter and all corporate governance documents;
- (e) guidelines on how the Board processes function;
- (f) details of past, recent and likely future developments relating to the Board;
- (g) background information on and contact information for key people in the organisation;
- (h) an analysis of the Company (including the Company's financial position, operations and risk management policies);
- (i) a synopsis of the current strategic direction of the Company;
- (j) a copy of the Constitution of the Company;
- (k) meeting arrangements; and
- (l) details on the culture and values of the Company.

In order to achieve continuing improvement in Board performance, all Directors are encouraged to undergo continual professional development. These are paid for by the Company where appropriate. Specifically, Directors are provided with the resources and training to address skills gaps where they are identified.

#### **1.4.7. Independent Professional Advice**

The Board collectively and each Director has the right to seek independent professional advice at the Company's expense, up to specified limits, to assist them to carry out their responsibilities.

#### **1.4.8. Related Party Transactions**

Related party transactions include any financial transaction between a Director and the Company. Unless there is an exemption under the *Corporations Act* from the requirement to obtain shareholder approval for the related party transaction, the Board cannot approve the transaction.

#### **1.4.9. Shareholder Communication**

The Board recognizes that shareholders, as the ultimate owners of the Company, are entitled to receive timely and relevant, high quality information about their investment. Similarly, prospective new investors are entitled to be able to make informed investment decisions when considering the purchase of shares in the Company.

The Company respects the rights of its shareholders and to facilitate the effective exercise of those rights the Company is committed to:

- (a) communicating effectively with shareholders through releases to the market via ASX, information mailed to shareholders, information posted on the Company's website or sent directly to shareholders and stakeholders via email alerts, and the general meetings of the Company;
- (b) giving shareholders ready access to balanced and understandable information about the Company and corporate proposals;
- (c) making it easy for shareholders to participate in general meetings of the Company; and
- (d) requesting the external auditor to attend the annual general meeting and be available to answer shareholder questions about the conduct of the audit and the preparation and content of the auditor's report.

The Company also makes available a telephone number and email address for shareholders to make enquiries of the Company.

The Board is committed to monitoring ongoing developments that may enhance communications with shareholders, including technological developments, regulatory changes and the continuing development of "best practice" in the market, and to implementing changes to the Company's communication strategies whenever reasonable practicable to reflect any such development.

#### **1.4.10. Trading in Company Shares**

The Company's share trading policy applies to all Directors and employees of the Company and their associates (including spouses, children, family trusts and family companies), contractors, consultants, advisers and auditors of the Company.

This policy provides a brief summary of the law on insider trading and other relevant laws, sets out the restrictions on dealing in securities by people who work for, or are associated with the Company and is intended to assist in maintaining market confidence in the integrity of dealings in the Company's securities.

The policy stipulates that the only appropriate time for a Director or employee to deal in the Company's securities is when they are not in possession of price sensitive information that is not generally available to the market. As a general rule, any Director, employee, or contractor is not permitted to deal in Company securities in the two (2) week period prior to and forty eight (48) hours after the:

- a) date of the Company's Annual General Meeting;
- b) release of the quarterly results announcement to the Australian Securities Exchange (ASX);
- c) release of the half yearly results announcement to the ASX;
- d) release of the preliminary final results announcement to the ASX; or
- e) release of a disclosure document offering securities in the Company.

The Company may at its discretion vary this rule in relation to a particular period by general announcement to all employees either before or during the period. The Company may also impose any other restriction periods that the Board declares from time to time when it is considering matters which are subject to the exceptions to the continuous disclosure requirements set out in Listing Rule 3.1A.

Any dealing in Company securities by Directors is notified to the ASX within five business days of the dealing.

The Company does not condone short term or speculative trading in its securities by Directors or employees, nor does it permit Directors or employees to enter into any price protection arrangements with third parties to pledge such securities.

This policy is separate from and additional to the legal constraints imposed by common law, the Corporations Act, and the ASX Listing Rules.

A copy of the Company's Securities Trading Policy is available in the corporate governance section of the Company's website.

#### **1.4.11. Performance Review/Evaluation**

It is the policy of the Board to conduct an annual evaluation of its performance and that of its senior executives. The objective of this evaluation will be to provide best practice corporate governance to the Company.

During the year, performance evaluation of the Board was not undertaken.

The board recognises the importance of a formal performance evaluation but as because of the size and nature of the company, the board believes that a formal performance evaluation is not required at this point in time. As the company grows and develops it will continue to consider the efficiencies and merits of a formal performance evaluation of the board, its committees and individual directors.

#### **1.4.12. Attestations by CEO and CFO**

The Board receives regular reports on the Company's financial position and business operations from the Company's senior executives.

It is the Board's policy, that the CEO and the CFO (or their equivalents) make the attestations recommended by the ASX Corporate Governance Council as to the Company's financial condition prior to the Board signing the Annual Report.

The Board also requires the CEO and CFO to attest to the implementation and compliance to the Company's internal control and risk management policies and to ensure that these policies are being managed effectively.

Other specific policies have been developed to support the Code. These policies include:

- (a) Criminal Convictions;
- (b) Indigenous Affairs;
- (c) Environment; and
- (d) Diversity.

#### **1.4.13. Diversity**

The Board has adopted a Diversity Policy to encourage employee and Board diversity, including a broader pool of high quality employees, improving employee retention, accessing different perspectives and ideas and benefiting from all available talent.

Diversity includes, but is not limited to, gender, age, ethnicity and cultural background.

This Diversity Policy does not form part of an employee's contract of employment with the Company, nor gives rise to contractual obligations. However, to the extent that the Diversity Policy requires an employee to do or refrain from doing something and at all times subject to legal obligations, this Diversity Policy forms a direction of the Company with which an employee is expected to comply.

The Company's measureable objectives for achieving gender diversity are:

- (a) recruiting from a diverse pool of candidates for all positions, including senior management and the Board;
- (b) identifying specific factors to take account of in recruitment and selection processes to encourage gender diversity;
- (c) developing programs to develop a broader pool of skilled and experienced senior management and board candidates, including, workplace development programs, mentoring programs and targeted training and development; and
- (d) developing a culture which takes account of domestic responsibilities of employees.

During the financial year, the Company currently had 3 employees, 2 of whom are female. Further, there are no females on the Company's Board. If and when an opportunity to recruit at Board or Company level arises, the Company will consider such recruitment in accordance with its measurable objectives.

## **2. Board Committees**

### **2.1. Audit Committee**

Due to the size and scale of its operations (the Board only consists of four (4) members) the Company does not have a separate audit committee. It is the Board's view that an Audit Committee would not be a more efficient mechanism than the full Board for focusing the Company on specific issues and it cannot be justified based on a cost benefit analysis. As a consequence, the Company does not satisfy ASX Recommendation that requires the Committee to consist of non-executive directors, a majority of whom are independent. The Company will consider a separate committee as the need arises.

The functions and responsibilities of the Audit Committee undertaken by the Board are set out in the Audit Committee Charter and include:

- (a) overseeing the Company's system of financial reporting and safeguarding its integrity;
- (b) overseeing risk management and compliance systems and the internal control framework;
- (c) monitoring the activities and effectiveness of the internal audit function and the activities and performance of the external auditor and coordinating both operations; and
- (d) providing reports to the Board on all matters relevant to the Committees responsibilities

#### **2.1.1. Role**

The Audit Committee/Board is responsible for reviewing the integrity of the Company's financial reporting and overseeing the independence of the external auditors.

#### **2.1.2. Responsibilities**

The Audit Committee/Board reviews the audited annual and half-yearly financial statements and any reports which accompany published financial statements and recommends their approval to the members.

The Audit Committee/Board each year reviews the appointment of the external auditor, their independence, the audit fee, and any questions of resignation or dismissal.

The Audit Committee/Board is also responsible for establishing policies on risk oversight and management.

#### **2.1.3. Risk Management Policies**

The Board recognizes that risk management and internal compliance and control are key elements of good corporate governance.

The Audit Committee/Board is responsible for reviewing, approving and monitoring the Company's risk management strategy, policy and key risk parameters. It is also responsible for ensuring that management has developed and implemented a sound system of risk management and internal control.

The Company's Risk Management Policy sets out the manner in which the Company identifies, assesses, monitors and manages business risk. All high level strategies and new initiative risks are reviewed annually by the Board at its annual strategy and planning meeting.

In relation to risk management, monitoring the status of each risk and any necessary action plans relating to their treatment takes place on a regular basis by controlled self-assessment as well as by management's regular review of risk action plans, with respect to the effectiveness and suitability of each risk action plan.

Any action or recommendations by senior management, arising out of these review processes are approved by the Board and implemented by management.

## **2.2. Remuneration Committee**

### **2.2.1. Role**

The role of a Remuneration Committee is to assist the Board in fulfilling its responsibilities in respect of establishing appropriate remuneration levels and incentive policies and practices which:

- (a) enable the Company to attract, retain and reward talented Directors and employees; and
- (b) reward Directors and employees fairly and responsibly.

As the whole Board only consists of three (3) members, the Company does not have a Remuneration Committee because it would not be a more efficient mechanism than the full Board for focusing the Company on specific issues. As a consequence the Company does not satisfy ASX Recommendation in that it does not consist of a majority of independent directors. The Company will consider a separate committee as the need arises.

### **2.2.2. Responsibilities**

The responsibilities of the Remuneration Committee/Board include setting policies for senior officers' remuneration, setting the terms and conditions of employment for the CEO, reviewing and making recommendations to the Board on the Company's incentive schemes and superannuation arrangements, reviewing the remuneration of both executive and non-executive Directors and making recommendations on any proposed changes and undertaking reviews of the CEO performance, including, setting with the goals and reviewing progress in achieving those goals.

### **2.2.3. Senior Executive Remuneration Policy**

The Company is committed to remunerating its senior executives in a manner that is market-competitive and consistent with best practice as well as supporting the interests of shareholders. Consequently, under the Senior Executive Remuneration Policy the remuneration of senior executives may be comprised of the following:

- (a) fixed salary that is determined from a review of the market and reflects core performance requirements and expectations;
- (a) participation in any share/option scheme with thresholds approved by shareholders; and
- (b) statutory superannuation.

By remunerating senior executives through performance and long-term incentive plans in addition to their fixed remuneration the Company aims to align the interests of senior executives with those of shareholders and increase Company performance.

The value of shares and options were they to be granted to senior executives would be calculated using the Black and Scholes or Binomial Option Pricing model.

The Board may use its discretion with respect to the payment of bonuses, stock options and other incentive payments.

### **2.2.4. Non-executive Director Remuneration Policy**

Non-executive Directors are to be paid their fees out of the maximum aggregate amount approved by shareholders for the remuneration of non-executive Directors. Non-executive Directors do not receive performance based bonuses, but are able to participate in equity schemes of the Company.

Non-executive Directors are entitled to but not necessarily paid statutory superannuation.

### **2.2.5. Current Director Remuneration**

Full details regarding the remuneration of Directors, is included in the Directors' Report.

## **2.3. Nomination Committee**

### **2.3.1. Role**

The role of a Nomination Committee is to help achieve a structured Board that adds value to the Company by ensuring an appropriate mix of skills are present in Directors on the Board at all times.

As the whole Board only consists of three (3) members, the Company does not have a nomination committee because it would not be a more efficient mechanism than the full Board for focusing the Company on specific issues.

### **2.3.2. Responsibilities**

The responsibilities of a Nomination Committee would include devising criteria for Board membership, regularly reviewing the need for various skills and experience on the Board and identifying specific individuals for nomination as Directors for review by the Board. The Nomination Committee would also oversee management succession plans including the CEO and his direct reports and evaluate the Board's performance and make recommendations for the appointment and removal of Directors. Currently the Board as a whole performs this role.

### **2.3.3. Criteria for selection of Directors**

Directors are appointed based on the specific governance skills required by the Company. Given the size of the Company and the business that it operates, the Company aims at all times to have at least two Directors with experience appropriate to the Company's target market. In addition, Directors should have the relevant blend of personal experience in accounting and financial management and Director-level business experience.

## **2.4. Risk Committee**

Due to the size and scale of the Company, during the year the Board has not established a sub-committee to undertake the responsibilities normally undertaken by a Risk Committee.

The Board is responsible for ensuring that risks, as well as opportunities are identified on a timely basis and receive an appropriate and measured response, recognising however that no cost effective internal control system will preclude all errors and irregularities.

The Company currently is not subject to any material exposure to environmental and social sustainability risks. The principal areas of risk for the Company are in:-

- occupational health and safety and work related safety risks; and
- financial risk in the areas of maintaining sufficient funding for the continuation of operations and risks related to fraud, misappropriation and errors.

The Board will review the effectiveness of implementation of the risk management system and internal control system at least annually. When reviewing risk management policies and internal control system the Board should take into account the Company's legal obligations and should also consider the reasonable expectations of the Company's stakeholders, including security holders, employees, customers, suppliers, creditors, consumers and the community.

### **2.4.1 Internal Audit**

The Company does not currently have an internal audit function. Once the Company is at a size and scale that warrants an internal auditor or nears production status, the Board will be responsible for the appointment and overseeing of the internal auditor.

Superior has adopted a policy during financial audit to state to the board in writing to the best of their knowledge the integrity of the financial statement is founded on a sound system of risk management and internal compliance and control which operates efficiently and effectively in all material respects.