

Corporate Governance Statement

FOR THE YEAR ENDED 30 JUNE 2021

MADER GROUP LIMITED ABN 51 159 340 397

MADER GROUP LIMITED ACN 159 340 397 (Company)

CORPORATE GOVERNANCE STATEMENT

This Corporate Governance Statement (**Statement**) is current as at 23 August 2021 and has been approved by the Board of the Company on that date.

This Corporate Governance Statement discloses the extent to which the Company followed the recommendations set by the ASX Corporate Governance Council in the Corporate Governance Principles and Recommendations (4th Edition) (**Recommendations**) throughout the financial year commencing on 1 July 2021 and to the date of this Corporate Governance Statement.

The Recommendations are not prescriptive, however the Recommendations that have not been followed have been identified and reasons provided for not following them along with what (if any) alternative governance practices the Company adopted in lieu of the Recommendation. With the exception of the departures detailed in this Statement, the corporate governance practices of the Company during the reporting period were in accordance with the Recommendations.

The Company's governance-related documents can be found on the Company's website www.madergroup.com.au/investor-centre/corporate-governance

		COMPLY	EXPLANATION
Principle	e 1: Lay solid foundations for management and	d oversight	
Recomm (a)	A listed entity should have and disclose a board charter which sets out the respective roles and responsibilities of the Board, the Chair and management, and includes a	YES	The Company has adopted a Board Charter that sets out the specific roles and responsibilities of the Board, the Chair and management and those matters expressly reserved to the Board and those delegated to management.
	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 Chair, CEO and Company Secretary, the establishment, operation and management of Board Committees, setting and overseeing the implementation of the strategic objectives, approving budgets and major capital expenditure including new investments and acquisitions, and monitoring financial performance, records and information, details of the Board's relationship with management, the responsibilities of management, details of the Board's performance review and details of the Board's disclosure policy. A copy of the Company's Board Charter is available
	nendation 1.2 entity should: undertake appropriate checks before appointing a director or senior executive or putting someone forward for election as a Director; and provide security holders with all material information in its possession relevant to a decision on whether or not to elect or reelect a Director.	YES	on the Company's website. (a) The Company has adopted a Procedures for Selection and Appointment of Directors Policy to ensure that appropriate checks are undertaken before appointing a person as a Director. (b) Pursuant to the Procedures for Selection and Appointment of Directors, the Company will ensure all material information relevant to a decision on whether or not to elect or re-elect a Director is provided to security holders. A copy of the Company's Procedures for Selection and Appointment of Directors Policy is available on the Company's website.
A listed each Di	nendation 1.3 entity should have a written agreement with rector and senior executive setting out the f their appointment.	YES	The Company has written agreements with each of its current Directors and senior executives.
The Cor	mendation 1.4 mpany Secretary of a listed entity should be able directly to the Board, through the Chair, atters to do with the proper functioning of the	YES	The Board Charter outlines the roles, responsibilities 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.

		COMPLY		EXPLANATION
A listed et (a) (b) (c) (c)	endation 1.5 entity should: have and disclose a diversity policy; through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and disclose in relation to each reporting period: (i) the measurable objectives set for that period to achieve gender diversity; (ii) the entity's progress towards achieving those objectives; and (iii) either: (A) the respective proportions of men and women on the Board, in senior executive positions and across the whole workforce (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 Act, the entity's most recent "Gender Equality Act. It was in the S&P / ASX 300 Index at the cement of the reporting period, the ble objective for achieving gender diversity in osition of its board should be to have not less of of its directors of each gender within a period.	PARTIALLY	(a) (b)	The Company has adopted a Diversity Policy which provides a framework for the Company to establish, achieve and measure diversity objectives, including in respect of gender diversity. The Diversity Policy is available on the Company's website. The Diversity Policy allows the Board to set measurable gender diversity objectives, if considered appropriate, and to continually monitor both the objectives if any have been set and the Company's progress in achieving them. Given the current small composition of the Board and Company's employee base and operations, the Board has not set measurable gender diversity objectives. The Board will re-consider this matter as the business grows. The respective proportions of women on the Board, in senior executive positions and across the whole organisation are: Board – 0% Senior Management – 0% Other Employees – 7%
)))	endation 1.6 entity should: have and disclose a process for periodically evaluating the performance of the Board, its committees and individual Directors; and disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	YES	(a)	The Company's Remuneration and Nomination Committee 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 Performance Evaluation Policy which is available on the Company's website.

	COMPLY		EXPLANATION
		N C p d C p B w p	The Company's Remuneration and domination Committee requires the company to disclose whether or not performance evaluations were conducted during the relevant reporting period. The company undertook a formal performance evaluation in respect of the coard for the financial year in accordance with the above process. A formal performance review was not undertaken for individual directors other than the Managing Director.
A listed entity should: (a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and (b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	YES	N e C C a p P A T th C C P C C (b) A p a th P p	he Company's Remuneration and domination Committee is responsible for valuating the performance of the ompany's senior executives on an innual basis. A senior executive, for these urposes, means Key Management ersonnel (as defined in the Corporations act) other than a non-executive Director. The applicable process for undertaking these evaluations is set out in the company's Performance Evaluation ractices policy, which is available on the company's website. In evaluation of senior executives took lace in the financial year and was in accordance with the process outlined in the Company's Performance Evaluation ractices policy. The Managing Director's erformance objectives are aligned with the Company's performance objectives
Principle 2: Structure the Board to be effective and ada	l value	a q T a; a tł	nd are set by the Board based on ualitative and quantitative measures. he Managing Director's performance gainst these objectives is reviewed nnually by the Board and is reflected in the Managing Director's remuneration tructure.
Recommendation 2.1	PARTIALLY	(a) T	he Board has established a
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	· · · · · · · · · · · · · · · · · · ·	R C C N C m a B C c	emuneration and Nomination committee, membership of which currently comprises the full Board. The company's Remuneration and committee is chaired by Mr raig Burton and although its membership does not currently comprise majority of independent Directors, the coard has formed the view that the current membership of the Committee is ppropriate for the Company at its current stage. The Board will continue to eview this on an ongoing basis.

		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		The Board has adopted a Remuneration and Nomination Committee Charter which describes the role, composition, functions and responsibilities of the Committee and is disclosed on the Company's website.
	if it does not have a nomination committee, disclose that fact and the processes it employs to address Board succession issues and to ensure that the Board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.		Details of the members, number of and Director attendance at Remuneration and Nomination Committee meetings during the Reporting Period are set out in a table in the Directors' Report in the Company's 2021 Annual Report.
A listed en	endation 2.2 ntity should have and disclose a Board skills etting out the mix of skills that the Board has or is looking to achieve in its hip.	YES	The Company has sought to have a Board which brings a mix of skills to the Company's leadership. The Board has established a formal board skills matrix which identifies a mix of skills the Board should collectively hold across its membership including leadership, ASX, industry, financial, strategic, risk management, legal and compliance, OH&S, ESG, investor relations, marketing, people & culture and IT experience. Any gaps identified in the collective skills of the Board will be regularly reviewed by the Board as a whole, with the Board proposing new candidates for directorships having regard to the desired skills and experience required by the Company as well as the proposed candidates' diversity of background. The Board undertakes an evaluation of the Board skills matrix on an annual basis to ensure that the Directors collectively have the skills and experience needed to execute the Company's business strategy and to identify any gaps in the skills and experience of the Board. The Board will then assess all future candidates for Board positions and the performance of its current membership on this basis. Full details as to each Director and senior

	COMPLY	EXPLANATION
Recommendation 2.3 A listed entity should disclose: (a) the names of the Directors considered by the Board to be independent Directors; (b) if a Director has an interest, position or relationship of the type described in Box 2.3 of the ASX Corporate Governance Principles and Recommendations (4th Edition), but the Board is of the opinion that it does not compromise the independence of the Director, the nature of the interest, position or relationship in question and an explanation of why the Board is of that opinion; and (c) the length of service of each Director	YES	(a) The Board Charter requires the disclosure of the names of Directors considered by the Board to be independent. The Company discloses those Directors it considers to be independent in its Annual Report and on the Company's website. The Board considers there is currently one independent Director, Mr Jim Walker. The Company does not consider Messrs Luke Mader and Craig Burton to be independent because they are each a significant shareholder of the Company (either directly or through controlled entities). Mr Mader is also an executive Director and founder of the Company. Messrs Justin Nuich and Patrick Conway are not considered to be independent as they are both executive Directors' of the Company, with Mr Nuich also being the Chief Executive Officer. (b) Not applicable. (c) The length of service of each Director, as at the end of each financial year is: James (Jim) Walker – appointed 01/01/19 Patrick Conway – appointed 08/11/18 Luke Mader – appointed 04/07/12
Recommendation 2.4 A majority of the Board of a listed entity should be independent Directors.	NO	Craig Burton – appointed 06/07/12 The Board does not comprise a majority of independent Directors. The current Board is comprised of four non-independent Directors and one independent non-executive Director as outlined in Recommendation 2.3 above. The Board considers the industry, operations and technical experience the executive Directors Messrs Nuich, Mader and Conway and the commercial experience non-executive Director Mr Burton brings will assist the Company in meeting its corporate objectives and the Board composition is suitable at the Company's current stage, despite these Directors not being considered independent. This will be reviewed as the Company develops.
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.	YES	The Board Charter provides that, where practical, the Chair of the Board should be an independent Director and should not be the CEO/Managing Director. The current Chair of the Company is independent Director, Mr Jim Walker who is not the CEO/Managing Director.
Recommendation 2.6	YES	In accordance with the Company's Board Induction and Professional Development Policy, when appointed to the Board, a new director will receive an induction appropriate to their

	COMPLY	EXPLANATION
A listed entity should have a program for inducting new Directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as Directors		experience. Directors are also entitled to undertake appropriate professional development opportunities to develop and maintain the skills and knowledge needed to perform their roles as Directors effectively.
effectively.		The Company has a program for inducting new Directors and providing appropriate professional development opportunities for Directors to develop and maintain the skills and knowledge needed to perform their role as Directors effectively.
Principle 3: Instil a culture of acting lawfully, ethically	and responsibl	y
Recommendation 3.1 A listed entity should articulate and disclose its values.	YES	The Company is committed to conducting all of its business activities fairly, honestly with a high level of integrity, and in compliance with all applicable laws, rules and regulations. The Board, management and employees are dedicated to high ethical standards and recognise and support the Company's commitment to compliance with these standards.
		The Company's values are set out in its Code of Conduct and are available on the Company's website.
Recommendation 3.2 A listed entity should: (a) have and disclose a code of conduct for its Directors, senior executives and employees; and (b) ensure that the Board or a committee of the Board is informed of any material breaches of that code.	YES	 (a) The Company has a Corporate Code of Conduct which applies to the Company's Directors, senior executives and employees. (b) The Company's Corporate Code of Conduct is available on the Company's website. Any material breaches of the Code of Conduct are required to be reported to the Board by the Company Secretary and/or a senior executive.
Recommendation 3.3 A listed entity should: (a) have and disclose a whistleblower policy; and (b) ensure that the Board or a committee of the Board is informed of any material incidents reported under that policy.	YES	The Company has a Whistleblower Protection Policy which is available on the Company's website. In accordance with the Whistleblower Protection Policy, the Company Secretary will provide general reports providing a summary of any incidents to the Board and/or the Audit and Risk Committee.
Recommendation 3.4 A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the Board or committee of the Board is informed of any material breaches of that policy.	YES	 (a) The Company has an Anti-Bribery and Anti-Corruption Policy which is available on the Company's website. (b) Material breaches of the policy will be reported to the Board.

			COMPLY	EXPLANATION
Princip	ole 4: Safeg	guard the integrity of corporate repor	ts	
Recom	if it do disclose employ safegua reportina auditor	ted entity should: n audit committee which: has at least three members, all of whom are non-executive Directors and a majority of whom are independent Directors; and is chaired by an independent Director, who is not the Chair of the Board,	PARTIALLY	(a) The Board has established an Audit and Risk Committee, membership of which currently comprises the full Board. The Company's Audit and Risk Committee is chaired by Executive Director, Mr Patrick Conway. Mr Conway is not considered an independent Director as he holds an executive role. Although membership of the Committee does not currently comprise a majority of independent Directors, the Board has formed the view that the current membership of the Committee is appropriate for the Company at its current stage. The Board will continue to review this on an ongoing basis. The Board has adopted an Audit and Risk Committee Charter which describes the role, composition, functions and responsibilities of the Committee and is disclosed on the Company's website. Details of the relevant qualifications and experience of the members and number of and Director attendance at Audit and Risk Committee meetings during the Reporting Period are set out in the Directors' Report in the Company's 2021 Annual Report.
The Bo the en- receive financi mainta with th true a perfor been f manag effecti	tity's finance from its (ial records ained and the appropriand fair vinance of the formed on gement and vely.	ted entity should, before it approves cial statements for a financial period, CEO and CFO a declaration that the of the entity have been properly that the financial statements comply interaction and give a new of the financial position and the entity and that the opinion has the basis of a sound system of risk d internal control which is operating	YES	The Company's Audit and Risk Committee Charter requires the CEO and CFO (or, if none, the person(s) fulfilling those functions) to provide a sign off on these terms. The Board ensures that before it approved the entity's financial statements for a financial period it receives declarations that the financial records of the entity have been properly maintained and that the financial statement comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operation effectively. The Company undertakes the following process to verify the integrity of the information in periodic
integri the m	ty of any pe	ould disclose its process to verify the eriodic corporate report it releases to is not audited or reviewed by an		corporate reports (to the extent that the information contained in the reports are not audited or reviewed by an external auditor):

	COMPLY	EXPLANATION
		 (i) All periodic corporate reports are initially prepared by the Company's accounting team; (ii) Draft periodic corporate reports are initially reviewed by the Managing Director; (iii) Following Managing Director review, the
		Company's other Directors review the draft periodic corporate reports and are able to interrogate the accounting team and Managing Director on the content of periodic corporate reports;
		(iv) The Board receives declarations that the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively;
		Pursuant to the Board Charter, all Directors have the ability to seek external advice on the content of periodic corporate reports if considered necessary.
Principle 5: Make timely and balanced disclosure		
Recommendation 5.1 A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	YES	The Company has a Continuous Disclosure Policy, which is available on the Company's website.
Recommendation 5.2 A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	YES	Pursuant to the Company's Continuous Disclosure Policy, all members of the Board receive material market announcements promptly after they have been made.
Recommendation 5.3 A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.	YES	All substantive investor or analyst presentations will be released on the ASX Market Announcement Platform ahead of such presentations.
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 on the Company's website.
Recommendation 6.2 A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	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 is available on the Company's website.

		COMPLY	EXPLANATION
A liste	nmendation 6.3 ed entity should disclose how it facilitates and trages participation at meetings of security rs.	YES	Shareholders are encouraged to participate at all general meetings and AGMs of the Company via its Notice of Meeting made available to all shareholders.
A list	nmendation 6.4 ed entity should ensure that all substantive attions at a meeting of security holders are ed by a poll rather than by a show of hands.	YES	All substantive resolutions at securityholder meetings will be decided by a poll rather than a show of hands.
A liste	nmendation 6.5 and entity should give security holders the option eceive communications from, and send nunications to, the entity and its security registry onically.	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
Dringi	nlo 7. Bosognico and manago viele		Company Secretary at first instance.
	ple 7: Recognise and manage risk nmendation 7.1	PARTIALLY	(a) The Board has established an Audit and Risk Committee, membership of which
(a) (b)	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 (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 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.		currently comprises the full Board. The Company's Audit and Risk Committee is chaired by Executive Director, Mr Patrick Conway. Mr Conway is not considered an independent Director as he holds an executive role. Although membership of the Committee does not currently comprise a majority of independent Directors, the Board has formed the view that the current membership of the Committee is appropriate for the Company at its current stage. The Board will continue to review this on an ongoing basis. Details of the relevant qualifications and experience of the members and number of and Director attendance at Audit and Risk Committee meetings during the Reporting Period are set out in the Directors' Report in the Company's 2021 Annual Report. The Board has adopted an Audit and Risk Committee Charter which describes the role, composition, functions and responsibilities of the Committee and is disclosed on the Company's website.

		COMPLY	EXPLANATION
	review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the Board; and disclose in relation to each reporting period, whether such a review has taken place.	YES	 (a) The Audit and Risk Committee Charter requires that the Audit and Risk Committee (or, in its absence, the Board) should, at least annually, satisfy itself that the Company's risk management framework continues to be sound and that the Company is operating with due regard to the risk appetite set by the Board. (a) The Company's Audit and Risk Committee Charter requires the Company to disclose at least annually whether such a review of the Company's risk management framework has taken place. The Board review the Company's risk management framework at least annually to satisfy itself that it continues to be sound, to determine whether there have been any changes in the material business risks the Company faces and to ensure that the Company is operating within the risk appetite set by the Board. The Board carried out these reviews during the Reporting Period.
7 (0)	entity should disclose: if it has an internal audit function, how the function is structured and what role it performs; or 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 governance, risk management and internal control processes.	YES	 (a) The Audit and Risk Committee Charter provides for the Audit and Risk Committee to monitor and periodically review the need for an internal audit function, as well as assessing the performance and objectivity of any internal audit procedures that may be in place. (b) The Company does not have an internal audit function. The Board considers the processes employed pursuant to the Audit and Risk Committee Charter and Risk Management Policy are sufficient for evaluating and continually improving the effectiveness of its risk management and internal control processes given the size and complexity of the current business.
A listed material	endation 7.4 entity should disclose whether it has any exposure to environmental or social risks does, how it manages or intends to manage ks.	YES	The Audit and Risk Committee Charter requires the Audit and Risk Committee (or, in its absence, the Board) to assist management to determine whether the Company has any potential or apparent exposure to environmental or social risks and, if it does, put in place management systems, practices and procedures to manage those risks. The Company's Audit and Risk Committee Charter requires the Company to disclose whether it has any potential or apparent exposure to environmental or social risks and, if it does, put in place management systems, practices and procedures to manage those risks.

		COMPLY	EXPLANATION
			The Company reported no material exposure to environmental or social risks in its 2021 Annual Report.
Principle 8: Re	munerate fairly and responsibly		
Recommendat	tion 8.1	PARTIALLY	(a) The Board has established a
L	listed entity should:		Remuneration and Nomination Committee, membership of which
(i) (ii) and (iii) (iv) (v) (b) if if com proc and Directensus	has at least three members, a majority of whom are independent Directors; and is chaired by an independent Director, disclose: the charter of the committee; the members of the committee; and as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or those meetings; or the does not have a remuneration mittee, disclose that fact and the resses it employs for setting the level composition of remuneration for ctors and senior executives and uring that such remuneration is repriate and not excessive.		Committee, membership of which currently comprises the full Board. The Company's Remuneration and Nomination Committee is chaired by Mr Craig Burton and although its membership does not currently comprise a majority of independent Directors, the Board has formed the view that the current membership of the Committee is appropriate for the Company at its current stage. The Board will continue to review this on an ongoing basis. The Board has adopted a Remuneration and Nomination Committee Charter which describes the role, composition, functions and responsibilities of the Committee and is disclosed on the Company's website. Details of the members, number of and Director attendance at Remuneration and Nomination Committee meetings during the Reporting Period are set out in a table in the Directors' Report in the Company's
and practices executive Di	regarding the remuneration of non- rectors and the remuneration of	YES	2021 Annual Report. The Company's Remuneration and Nomination Committee Charter requires the Board to disclose its policies and practices regarding the remuneration of Directors and senior executives, which is disclosed in the remuneration report
	ctors and other senior executives.		contained in the Company's Annual Report.
remuneration (a) have pern (whe othe part	atity which has an equity-based scheme should: e a policy on whether participants are nitted to enter into transactions ether through the use of derivatives or erwise) which limit the economic risk of icipating in the scheme; and ose that policy or a summary of it.	YES	The Company does not currently have an equity-based remuneration scheme. However the Securities Trading Policy prohibits key management personnel from entering into arrangements which limit the economic risk of participating in the such schemes.

	COMPLY	EXPLANATION
Additional recommendations that apply only in certain	n cases	
Recommendation 9.1 A listed entity with a director who does not speak the language in which board or security holder meetings are held or key corporate documents are written should disclose the processes it has in place to ensure the director understands and can contribute to the discussions at those meetings and understands and can discharge their obligations in relation to those documents.	N/A	
Recommendation 9.2 A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.	N/A	
Recommendation 9.3 A listed entity established outside Australia, and an externally managed 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.	N/A	