

A.B.N. 11 009 341 539

Corporate Governance Statement

The Board of Directors of Tribune Resources Limited (**Tribune or the Company**) ABN 11 009 341 539 is responsible for:

- the corporate governance of the Company; and
- guiding and monitoring the Company's business on behalf of its shareholders.

The Company and its Board continue to be fully committed to achieving and demonstrating the highest standards of accountability and transparency in their reporting and see the continued development of the Company's corporate governance policies and practices as fundamental to the Company's successful growth.

To the extent applicable, in light of the Company's operational size and complexity, the Board has adopted the *Corporate Governance Principles and Recommendations (Fourth Edition)* as published by ASX Corporate Governance Council (**Recommendations**). However, the Board also recognises that full adoption of the Recommendations may not be practical or provide the optimal result given the particular circumstances of the Company.

The Company's Charters and Policies are available from the Company's website at https://tribune.com.au/corporate-governance-and-information/

Any references to various Charters or Policies within the statement below, are references to those published on the Company's website. Information published on the Company's website includes a copy of this corporate governance statement.

This Corporate Governance Statement was approved by the Board of Directors and is current as at 30 September 2021.

Rec	commendation	Comply	Comment
	inciple 1: Lay solid foundations for management and oversight isted entity should clearly delineate the respective roles and responsibili	ities of its bo	oard and management and regularly review their performance.
1.1	A listed entity should have and disclose a board charter setting out: (a) the respective roles and responsibilities of its board and management; and (b) those matters expressly reserved to the board and those delegated to management.	Yes	The Company's Constitution and Board Charter provides that the business of the Company will be managed by the Board. The respective roles and responsibilities of the Board and management are defined under the Board Charter. There is a clear delineation between those matters expressly reserved to the Board and those delegated to management.
1.2	A listed entity should: (a) undertake appropriate checks before appointing a director or senior executive or putting someone forward for election as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	Yes	The process for the selection, appointment and re-appointment of Directors is set out in the Remuneration and Nomination Committee Charter. The Company undertakes appropriate checks before appointing a Director or senior executive, or putting someone forward for election as a Director. Under the Remuneration and Nomination Committee Charter, shareholders are required to be provided with all material information in the Committee's possession relevant to a decision on whether or not to elect or re-elect a Director.
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 Remuneration and Nomination Committee Charter requires that each Board member and each senior executive must enter into a written agreement with the Company setting out the terms and conditions of their appointment. The Company has written agreements in place with each Director and senior executive setting out the terms of their appointment.
1.4	The company secretary of a listed entity should be accountable director to the board, through the chair, on all matters to do with the proper functioning of the board.	Yes	The Company Secretary is accountable to the Board through the Chairman. The Company Secretary provides advice to the Board on corporate governance matters, the application of the Company's Constitution, the ASX Listing Rules and other applicable laws. When requested by the Board, the Company Secretary will facilitate the flow of information of the Board, between the Board and senior executives. The role of the Company Secretary is outlined in the Board Charter.
1.5	 A listed entity should: (a) have a and disclose a diversity policy; (b) 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 (c) disclose in relation to each reporting period: (1) the measurable objectives set out for that period to achieve gender diversity; (2) the entity's progress towards achieving those 	No	 The Company's Diversity Policy provides a framework for the Company to achieve: (a) a diverse and skilled workforce, leading to continuous improvement in service delivery and achievement of corporate goals: (b) a workplace culture characterised by inclusive practices and behaviours for the benefit of all staff; (c) improved employment and career development opportunities for women; (d) a work environment that values and utilises the contributions of employees with diverse backgrounds, experiences and perspectives through improved awareness of the benefits of workforce diversity and successful management diversity; and

R	ecommendatio	n	Comply	Comment
	(3)	objectives; and either: (A) the respective proportions of men and women on the board, in senior executive positions and across the whole organisation (including how the entity has defined "senior executive" for these purposes); or (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 and published under that Act.		 (e) awareness in all staff of their rights and responsibilities with regards to fairness, equity and respect for all aspects of diversity. (collectively, the Objectives). The Board is responsible for developing measurable objectives and strategies to meet the objectives of the Diversity Policy (Measurable Objectives) and monitoring the progress of the Measurable Objectives through the monitoring, evaluation and reporting mechanisms listed below. The Board may also set Measurable Objectives for achieving gender diversity and monitor their achievement. The Board will conduct all Board appointment processes in a manner that promotes gender diversity, including establishing a structured approach for identifying a pool of candidates, using external experts where necessary. The Company's diversity strategies include: (a) recruiting from a diverse pool of candidates for all positions, including senior management and the Board; (b) reviewing succession plans to ensure an appropriate focus on diversity; (c) identifying specific factors to take account of in recruitment and selection processes to encourage diversity; (d) 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; (e) developing a culture which takes account of domestic responsibilities of employees; and (f) any other strategies the Board develops from time to time. The Board supports achieving gender diversity and has integrated it as part of its recruitment process across the Company. However, the Board has not yet established Measurable Objectives for achieving gender diversity due to the Company's level of operations. The proportion of women employees (not including contract or temporary staff), in
				senior executive positions and women on the Board as at 30 June 2021 is as follows:
				Whole Organisation (Excluding NEDs) Proportion of Women 3 out of 7 (43%)
				Snr Executive Positions (MD) 0 out of 1 (0%)
)				Non-Executive Directors 0 out of 2 (0%)
)				Senior Executive's are those executives noted as Key Management Personnel as disclosed within the Annual Report. No entity within the consolidated entity is a 'relevant employer' for the purposes of the Workplace Gender Equality Act 2012 and therefore no Gender Equality Indicators to be disclosed.

Rec	Recommendation		Comment
1.6	 A listed entity should: (a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and (b) disclose, in relation to each reporting period whether a performance evaluation was undertaken in accordance with that process during or in respect of that period. 	Yes	The Board, in accordance with the Remuneration and Nomination Committee Charter and the Performance Evaluation Policy is responsible for the performance evaluation of individual Directors on an annual basis. To assist in this process, an independent adviser may be used. The Company will disclose, in relation to each reporting period, whether a performance evaluation was undertaken. A performance evaluation of the individual Directors was not conducted during the reporting period.
1.7	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 was undertaken in accordance with that process during or in respect of that period.	Yes	The Board, in accordance with the Remuneration and Nomination Committee Charter and the Performance Evaluation Policy is responsible for the performance evaluation of senior executives on an annual basis. The Company will disclose in relation to each reporting period, whether a performance evaluation of the senior executive team was undertaken. Currently, the only senior executive of the Company is the Managing Director and as disclosed in 1.6 above there was no assessment during the reporting period.

Re	commendation	Comply	Comment	
The	inciple 2: Structure the Board to be effective add value board of a listed entity should be of an appropriate size and collectively charge its duties effectively and to add value.	have the skills	s, commitment and knowledge of the entity and the industry in which it operates, to enable it to	
2.1	The board of a listed entity should: (a) have a nomination committee which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.	Yes	The Board has not established a Nomination Committee. The Board considers that the current Board is a cost effective and practical method of managing the nomination functions of the Company. Accordingly, the duties of the Nomination Committee, as set out in the Remuneration and Nomination Committee Charter, are currently undertaken by the full Board. Each year the Board will review the necessity or ability to establish a separate Nomination Committee and, if appropriate, delegate certain responsibilities to such Committee. The directors are satisfied that the composition and structure of the Board is appropriate for the size of the Company and the nature of its operations. The membership of the Board, its activities and composition, along with the balance of skills and attributes of its members is subject to review.	
2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership.	No	The Company has not developed a Board Skills Matrix setting out the mix of skills that the Board currently has and is looking to achieve in its membership. The directors are satisfied that the composition and structure of the Board meets the needs of the Company's operations and a review will be undertaken should the nature of those operations change.	
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 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	Yes	The Board may determine that a director is independent notwithstanding the existence of an interest, position, association or relationship of the kind identified in the examples listed under Recommendation 2.3 of the ASX Principles and Recommendations. The Company has no independent directors. Mr Anthony Billis is not considered independent by virtue of his position as Managing Director. Gordon Sklenka and Otakar Demis are not considered independent as they are directors of Rand Mining Limited, which was a substantial shareholder of the Company during the past three years. However, it is noted that Mr Sklenka does not hold any shares in either the Company or Rand Mining Limited. The details of the Directors' and their length of service is as	

	Rec	ommendation	Comply	Comment
		(c) the length of service of each director.		follows: Anthony Billis Managing Director (appointed 22 January 2003) Otakar Demis Non-Executive Chairman (appointed 26 July 1990) Gordon Sklenka Non-Executive Director (appointed 16 August 2004)
3	2.4	A majority of the board of a listed entity should be independent directors.	No	The Company has no independent directors. Mr Anthony Billis is not considered independent by virtue of his position as Managing Director. Gordon Sklenka and Otakar Demis are not considered independent as they are directors of Rand Mining Limited, which was a substantial shareholder of the Company during the past three years. The directors are satisfied that the composition and structure of the Board is appropriate for the size of the Company and the nature of its operations.
	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 Chairman of the Board, Otakar Demis, is not an independent Director for the reasons set out in 2.3 and 2.4 above.
	2.6	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 effectively.	Yes	An induction program is in place and new Directors are encouraged to engage in professional development activities to develop and maintain the skills and knowledge needed to perform their role as Directors effectively. Directors are able to access director development programs and CPD events to ensure that directors, where required, can enhance their skills and remain abreast of important developments.

Rec	commendation	Comply	Comment
Pri	nciple 3: Instil a culture of acting lawfully, ethically and respon	sibly	
A lis	sted entity should instil and continually reinforce a culture across the	organisation	of acting lawfully, ethically and responsibly.
3.1	A listed entity should articulate and disclose its values.	Yes	The Company outlines its values within its Code of Conduct Policy which are for staff to act honestly, in good faith and in the best interests of the Company at all times. It is the Company's expectation that all staff will: a) act in accordance with the Company's statement of values and in the best interests of the Company; b) act honestly and with high standards of personal integrity; c) comply with all laws and regulations that apply to the Company and its operations; d) act lawfully, ethically and responsibly; e) treat fellow staff members with respect and not engage in bullying, harassment or discrimination; f) deal with customers and suppliers fairly; g) disclose and deal appropriately with any conflicts between their personal interests and their duties as a director, senior executive or employee; h) not take advantage of the property or information of the entity or its customers for personal gain or to cause detriment to the entity or its customers; i) not take advantage of their position or the opportunities arising therefrom for personal gain; and j) report breaches of this Code to the appropriate person or body within the Company.
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	The Code of Conduct (Code) applies all Directors, senior executives and employees and is reviewed and updated as necessary to ensure it reflects the highest standards of behaviour and professionalism and the practices necessary to maintain confidence in the Company's integrity and to take into account legal obligations and the reasonable expectations of stakeholders. Material breaches of this Code must be reported to the Company Secretary who then reports the matter to the Board.
3.3	A listed entity should: (a) have and disclose a whistleblower policy; and (b) ensure that the board or committee of the board is informed of any material incidents reported under that policy.	Yes	The Company has adopted a Whistleblower Policy which is available on the Company's website. The Policy includes that the Board will be informed of any material incidents reported under the Policy as appropriate.

Recommendation		Comply	Comment
3.4	A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and	Yes	The Company has adopted an Anti-Bribery and Corruption Policy which includes that the Board will be informed of any material breaches of that Policy as appropriate.
	(b) ensure that the board or committee of the board is informed of any material breaches of that policy		

Red	commendat	ion	Comply	Comment
	-	Reguard the integrity of corporate reports nould have appropriate processes to verify the integrity of	its corporat	e reports.
4.1	(a) have (1) (2) and (3) (4) (5) (b) if it and inclined of t	fa listed entity should: we an 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. I disclose 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 I does not have and audit committee, disclose that fact the processes it employs that independently verify I safeguard the integrity of its corporate reporting, luding the processes for the appointment and removal the external auditor and the rotation of the audit gagement partner.	Yes	The Board believes the Company is not currently of a sufficient size, nor its financial affairs of such complexity to justify the formation of a separate Audit Committee. The full Board undertakes the functions normally associated with an Audit Committee, as defined in the Audit and Risk Management Charter (Charter). Each year the Board will review the necessity or ability to establish a separate Audit Committee and, if appropriate, delegate certain responsibilities to such Committee. The Charter outlines the process for the appointment and removal of the external auditor and the rotation of the audit engagement partner.
4.2	financial s and CFO a of the enti- financial s standards and perfor formed on	of a listed entity should, before it approves the entity's tatements for a financial period, receive from its CEO declaration that, in their opinion, the financial records ty have been properly maintained and that the tatements comply with the appropriate accounting and give a true and fair view of the financial position mance of the entity and that the opinion has been the basis of a sound system of risk management and ontrol which is operating effectively.	Yes	The Board, before it approves the entity's financial statements for a financial period, receives from its CEO and CFO a declaration provided in accordance with Section 295A of the Corporations Act that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.
4.3	A listed en	ntity should disclose its process to verify the integrity iodic corporate report it releases to the market that is d or reviewed by an external auditor.	Yes	 In reviewing the quarterly cashflow reports and prior to the lodgement with the ASX, the following process has been adopted: cash transactions for the quarter are provided by the accountant to the Chief Financial Officer; cash transactions are matched against the bank statements; and consolidated quarterly figures are compiled and verified by the CFO and CEO. A declaration is then provided by the CEO and CFO to the Board noting compliance with section 286 of the Corporations Act 2001, the appropriate accounting standards and with Listing Rule 19.11A.

Re	commendation	Comply	Comment				
Al	Principle 5: Make timely and balanced disclosure A listed entity should make timely and balanced disclosure of all matters concerning it that a reasonable person would expect to have a material effect on the price or value of its securities						
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 in place a Continuous Disclosure Policy which outlines the policy surrounding information disclosure and the relevant procedures. The focus of these procedures is on continuous disclosure compliance and improving access to information for investors. The Company Secretary is responsible for managing the Policy. Under the terms of the Continuous Disclosure Policy, the Chairman, Managing Director and Company Secretary are primarily responsible for making decisions about what information will be disclosed to the ASX. Approval is sought from the Board on all significant matters. Employees must inform the Managing Director, Chairman or Company Secretary of any potentially material price or value sensitive information as soon as they become aware of it. Price sensitive information is publicly released through ASX before it is disclosed to shareholders and market participants. Distribution of other information to shareholders and market participants is also managed through disclosure to the ASX. Information is posted on the Company's website after the ASX confirms an announcement has been made, with the aim of making the information readily accessible to the widest audience.				
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	Yes	All material market announcements are circulated to and reviewed by all members of the Board. All announcements are clearly noted as to the authorising officer and in general, all announcements are authorised for release by the Board.				
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	The Company's Continuous Disclosure Policy provides that any new and substantive investor or analyst presentation will be released on the ASX market announcements platform ahead of the presentation.				

Rec	commendation	Comply	Comment
	nciple 6: Respect the rights of security holders	'	
A li	sted entity should provide its security holders with appropriate infor	mation and fo	acilities to allow them to exercise their rights as security holders effectively
6.1	A listed entity should provide information about itself and its governance to investors via its website.	Yes	The Company's full corporate governance practices and policies are set out on the on the Company's website.
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	Yes	The Board of the Company aims to ensure that the shareholders are informed of all major developments affecting the Company's state of affairs and to facilitate two-way communication with investors.
			The Company's Shareholder Communications Policy sets out that information is communicated and the manner by which it is communicated to shareholders, namely through:
			(a) the Annual Report which is delivered by the manner requested by a Member and which is also placed on the Company's website;
			(b) the half yearly report which is placed on the Company's website;
			(c) the quarterly reports which are placed on the Company's website;
			(d) disclosures and announcements made to the ASX, copies of which are placed or the Company's website;
			(e) notices and explanatory memoranda of Annual General Meetings (AGM) and General Meetings (GM), copies of which are placed on the Company's website;
			(f) any Chairman's address or Managing Director's address made at the AGM or a GM, copies of which are placed on the Company's website;
			(g) any analyst or media presentations which released to the ASX if required and placed on the Company's website; and
			(h) the auditor's lead engagement partner being present at the AGM to answer questions from shareholders about the conduct of the audit and the preparation and content of the auditor's report.
6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	Yes	Shareholders are encouraged to attend and participate in general meetings. Accordingly, meetings are held during normal business hours using appropriate technology to facilitate the meeting and at a location considered to be most convenient for the greatest possible number of shareholders to attend.

Rec	Recommendation		Comment
6.4	A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	Yes	The Company's Shareholder Communication Policy provides that all substantive resolutions at shareholder meetings will be decided by a poll rather than a show of hands.
6.5	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 Company's register is maintained by a professional security registry, Advanced Share Registry (Advanced). Shareholders are able to communicate with the Company and Advanced via email and can register to receive communications and shareholder materials from the Company via its security registry electronically.

Rec	ommendation	Comply	Comment
Principle 7: Recognise and manage risk A listed entity should establish a sound risk management framework and			review the effectiveness of that framework.
7.1	The board of a listed entity should: (a) have a committee or committees to oversee risk, each of which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a risk committee or committees that satisfy (a), disclose that fact and the processes it employs for overseeing the entity's risk management framework.	Yes	The Board believes the Company is not currently of a sufficient size, nor its financial affairs of such complexity to justify the formation of a separate Risk Committee. The full Board undertakes the functions normally associated with a Risk Committee, as defined in the Audit and Risk Management Charter (Charter). Each year the Board will review the necessity or ability to establish a separate Risk Committee and, if appropriate, delegate certain responsibilities to such Committee.
7.2	 The board or a committee of the board should: (a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and (b) disclose, in relation to each reporting period, whether such a review has taken place. 	Yes	The Company has identified key risks within the business. In the ordinary course of business, management monitors and manages those risks. The responsibility for undertaking and assessing risk management and internal control effectiveness is delegated to management. Management is required to assess risk management and associated internal compliance and control procedures and report back to the Board quarterly. Key operational and financial risks are presented to and reviewed by the Board at regular intervals.
7.3	 A listed entity should disclose: (a) if it has an internal audit function, how the function is structured and what role it performs; or (b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes. 	Yes	The Company does not have an internal audit function. Management, in conjunction with the Board, oversees the Company's risk management systems, practices and procedures to ensure effective risk identification and management and compliance with internal guidelines and external requirements. The Board, in conjunction with the CFO discusses risk management and control procedures on a quarterly basis.
7.4	A listed entity should disclose whether it has any material exposure to economic, environmental or social risks and, if it does, how it manages or intends to manage those risks.	Yes	Refer to the Company's Annual Report for disclosures relating to the Company's material business risks (including any material exposure to economic, environmental or social sustainability risks). Refer to commentary at Recommendations 7.1 and 7.2 for information on the Company's risk management framework.

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	ecommendation inciple 8: Remunerate fairly and responsibly	Comply	Comment
Al			quality directors and design its executive remuneration to attract, retain and motivate high urity holders and with the entity's values and risk appetite.
8.1	The board of a listed entity should: (a) have a remuneration committee which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.	Yes	The Board believes the Company is not currently of a sufficient size, nor its financial affairs of such complexity to justify the formation of a separate Remuneration Committee. Accordingly, the duties of a Remuneration Committee are currently undertaken by the full Board. Each year the Board will review the necessity or ability to establish a separate Remuneration Committee and, if appropriate, delegate certain responsibilities to such Committee. The Board has adopted a Remuneration and Nomination Committee Charter which it follows when considering matters that would usually be considered by a Remuneration Committee. The Board reviews the level and composition of remuneration fort directors and senior executives on an annual basis in accordance with its Performance Evaluation Policy to ensure that remuneration is reasonable and performance objectives are being met.
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.	Yes	The Company discloses in the Remuneration Report contained within its Annual Report details of its remuneration policies and practices and the remuneration paid to non-executive directors, executive directors and other key management personnel. The maximum aggregate annual remuneration payable to non-executive directors is set by shareholders in general meeting in accordance with the Company's Constitution.
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	The Company's Securities Trading Policy prohibits Directors and other key management personnel from entering into any transaction which would have the effect of hedging or otherwise transferring to any other person the risk of any fluctuation in the value of any unvested entitlement in the Company's securities.