

## **CORPORATE GOVERNANCE STATEMENT**

Pantoro Limited (**ASX:PNR**) (**Pantoro** or the **Company**) has adopted comprehensive Corporate Governance systems through a variety of Charters, Policies and Procedures which the Company makes available on its website at http://www.pantoro.com.au/

In August 2020, Pantoro made changes to its Board of Directors and in line with the Company's previously established policies and the growing size of its operations, it formed Board Committees for the first time. This Corporate Governance Statement is current as of 25 September 2020 and approved by the Board of Directors.

Pantoro seeks to align its practices with the fourth edition of the ASX Corporate Governance Principles and Recommendations (ASX Principles). As of the date of this statement, the Company complies with all the ASX Principles. For the period ending 30 June 2020 the Company did not comply with all ASX Principles, and where not this is detailed below.

The table below summarises the Company's compliance with the ASX Principles:

RECOMMENDATIONS (4TH EDITION)	EXPLANATION			
Principle 1: lay solid foundations for	Principle 1: lay solid foundations for management and oversight			
Recommendation 1.1  A listed entity should have and disclose a board charter setting out:	The Company has adopted a Board Charter that sets out the specific roles and responsibilities of the Board, the Chair and management and includes a description of those matters expressly reserved to the Board and those delegated to management.  The Board Charter sets out the role and specific responsibilities of the Board, requirements as to			
(a) the respective roles and responsibilities of its board and management; and	the Board's composition, the roles and responsibilities of individual Directors, the Chairman and Managing Director, as well as the roles and responsibilities of Executive Directors, Non-Executive Directors and management, details of the Board's relationship with management, details of the			
(b) those matters expressly reserved to the board and those delegated to management.	Board's performance review, and details of the Directors' right to seek independent advice.  The Company complied with this recommendation for the entirety of the period ending 30 June 2020.			
Recommendation 1.2 A listed entity should:  (a) undertake appropriate checks	(a) The Company has guidelines for the appointment and selection of the Board in its Nomination Charter. The Statement of Selection, Appointment and Re-Election of Directors Charter requires the Board to ensure appropriate checks are undertaken before appointing a Director (including a review of qualifications, capabilities, ability to serve, conflicts of interest and other relevant factors).			
before appointing a person, or putting forward to security holders a candidate for election, as a Director; and	(b) All material information relevant to a decision on whether or not to elect or re-elect a Director will be provided to security holders in the Notice of Meeting containing the resolution to elect or re-elect a Director.			
(b) provide security holders with all material information relevant to a decision on whether or not to elect or re-elect a Director.	The Company complied with this recommendation for the entirety of the period ending 30 June 2020.			
Recommendation 1.3	The Company has written agreements with each of its Directors and Senior Executives.			
A listed entity should have a written agreement with each Director and senior executive setting out the terms of their appointment.	The Company complied with this recommendation for the entirety of the period ending 30 June 2020.			

RECOMMENDATIONS	EXPLANATION	
(4TH EDITION)		
Recommendation 1.4	The Board Charter sets out that the Company Secretary is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board.	
The company secretary of a listed entity should be accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board.	The Company complied with this recommendation for the entirety of the period ending 30 June 2020.	
	() TI C	
Recommendation 1.5  A listed entity should:	(a) The Company has adopted a Diversity Policy which provides a framework for the Company to establish and achieve measurable diversity objectives, including in respect of gender diversity. The Diversity Policy allows the Board to set measurable gender diversity objectives	
(a) have and disclose a diversity policy;	and to assess annually both the objectives if any have been set and the Company's progress in achieving them.	
(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	<ul> <li>(b) The Diversity Policy is available on the Company's website.</li> <li>(c)         <ul> <li>(i) After the end of the period ending 30 June 2020 the Board set a measurable diversity target objective of 20% of the Directors, Senior Management and Workforce. The Board has set a three year target of 30% across all categories.</li> </ul> </li> </ul>	
(c) disclose in relation to each reporting period:	(ii) the respective proportions of men and women on the Board, in senior executive positions and across the whole organisation are:	
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:  • 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  • 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.	Directors 20% Senior Executives 20% Workforce 11% Senior Executives are defined as direct reports to an Executive Director.	
Recommendation 1.6  A listed entity should:  (a) have and disclose a process for periodically evaluating the performance of the Board, its committees and individual Directors; and  (b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.	<ul> <li>(a) The Board is responsible for evaluating the performance of the Board, its committees and individual Directors on an annual basis. The process for this is set out in the Company's Board Performance Evaluation Policy, which is available on the Company's website.</li> <li>(b) The Company completed performance evaluations in respect of the Board this financial year in accordance with the above process.</li> <li>The Company complied with this recommendation for the entirety of the period ending 30 June 2020.</li> </ul>	

#### **RECOMMENDATIONS EXPLANATION** (4TH EDITION) Recommendation 1.7 The Board is responsible for evaluating the performance of the Company's senior executives on an annual basis. The Remuneration Committee of the Board is responsible for evaluating the remuneration of the Company's senior executives on an annual basis. A senior executive, A listed entity should: for these purposes, means key management personnel (as defined in the Corporations Act) (a) have and disclose a process other than a non executive Director. The applicable processes for these evaluations can be for periodically evaluating found in the Company's Board Performance Evaluation Policy and Remuneration Charter the performance of its senior which are both available on the Company's website. executives; and The Company completed performance evaluations in respect of senior executives for the disclose, in relation to each financial year in accordance with the above process. reporting period, whether a performance evaluation was The Company complied with this recommendation for the entirety of the period ending 30 June undertaken in the reporting 2020. period in accordance with that process. Principle 2: Structure the Board to add value Recommendation 2.1 The Company does not have a Nomination Committee. The Company does not have a Nomination Committee as the Board considers the Company The Board of a listed entity should: will not currently benefit from its establishment. In accordance with the Company's have a nomination committee Board Charter, the Board carries out the duties that would ordinarily be carried out by the Nomination Committee under the Nomination Charter, including the following processes to address succession issues and to ensure the Board has the appropriate balance of skills, has at least three members, experience, independence and knowledge of the entity to enable it to discharge its duties a majority of whom are and responsibilities effectively: independent Directors; and devoting time at least annually to discuss Board succession issues and updating the is chaired by an independent Company's Board skills matrix; and Director, all Board members being involved in the Company's nomination process, to the and disclose: maximum extent permitted under the Corporations Act and ASX Listing Rules. (iii) the charter of the committee; The Company complied with this recommendation for the entirety of the period ending 30 June (iv) the members of the 2020. committee; and (v) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a nomination committee, disclose that fact and the processes it employs to address Board succession issues and to ensure that the Board has the appropriate balance of skills, experience, independence and knowledge of the entity to enable it to discharge its duties and responsibilities effectively. Recommendation 2.2 The Company discloses a Board Skills Matrix on its website.

The Board Skill Matrix was completed after reporting period ending 30 June 2020.

A listed entity should have and

disclose a Board skill matrix setting out the mix of skills and diversity that the Board currently has or is looking to achieve in its membership.

RECOMMEI (4TH EDITIO		EXPLANATION
Recommendation 2.3		(a) The Board Charter requires the disclosure of the names of Directors considered by the Board to be independent. The Company will disclose those Directors it considers to be
A listed entity should disclose:	independent in its Annual Report and on its ASX website.	
consid	mes of the Directors ered by the Board to be endent Directors;	(b) The Company will disclose in its Annual Report and ASX website any instances where this applies and an explanation of the Board's opinion why the relevant Director is still considered to be independent.
(b) if a Director has an interest, position, association or relationship of the type described in Box 2.3 of the ASX Corporate Governance Principles and Recommendation (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, association or relationship in question and an explanation of why the Board is of that opinion; and		(c) The Company's Annual Report will disclose the length of service of each Director, as at the end of each financial year.  The Company complied with this recommendation for the entirety of the period ending 30 June 2020.
Directo		
Recommen		The Board currently comprises a total of five directors, of whom three are considered to be independent.
A majority of the Board of a listed entity should be independent Directors.		Mr Edwards is a Non-Executive Director of the Company as well as a Director of EMK Lawyers. The Company contracts with EMK Lawyers on as as required basis to provide legal advice. Despite this, the Board of Directors considers that Mr Edwards is independent due to the Company using a number of different firms for legal services; there being no on-going obligation or agreement to use EMK Lawyers for legal services; and any services rendered by EMK Lawyers are not material to the Company or EMK Lawyers.
Recommen	dation 2.5	The Chairman of the Company is an independent Director.
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.		The Company complied with this recommendation for the entirety of the period ending 30 June 2020.
Recommendation 2.6  A listed entity should have a program for inducting new Directors and providing appropriate professional development opportunities for continuing Directors to develop and maintain the skills and knowledge needed to perform their role as a Director effectively.		In accordance with the Company's Nomination Charter and Board Charter, the Board is responsible for the approval and review of induction and continuing professional development programs and procedures for Directors to ensure that they can effectively discharge their responsibilities.  The Company complied with this recommendation for the entirety of the period ending 30 June 2020.
Principle 3	: Act ethically and respons	bly
Recommen	dation 3.2	The values of the Company are disclosed on the Company's website in its Core Values statement.
A listed enti	ity should articulate and values.	The Core Values statement was formed after reporting period ending 30 June 2020.
Recommen	dation 3.2	(a) The Company's Employee Code of Conduct applies to the Company's Directors, senior
A listed enti	ity should:	executives and employees.
Directo	code of conduct for its ors, senior executives and yees; and	The company also has a Directors and Executive Officers Code of Conduct which sets ethical standards for the Board and Executive Officers.  (b) The Company's Employee Code of Conduct and the Directors and Executive Officers Code of Conduct are available on the Company's website.
commi	that the board or a ttee of the board is ed of any material es of that code.	Conduct are available on the Company's website.  The Company complied with this recommendation for the entirety of the period ending 30 June 2020.

	OMMENDATIONS H EDITION)	EXPLANATION
Reco	ommendation 3.3	(a) The Company has a whistleblower policy which is available on the Company's website.
A lis	ted entity should:	(b) The Company's whistleblower policy requires that the Board or a Committee of the Board is informed of any material incidents reported under the policy.
(a)	have and disclose a whistleblower policy; and	The Company's Whistleblower Policy was adopted in December 2019.
(b)	ensure that the board or a committee of the board is informed of any material incidents reported under that policy.	
Reco	ommendation 3.4	(a) The Company has an anti-bribery and corruption policy which is available on the Company's website.
A lis	ted entity should:	
(a)	have and disclose an anti-bribery and corruption policy; and	(b) The Company's anti-bribery and corruption policy requires that the Board or a Committee of the Board is informed of any material breaches reported under the policy.
(b)	ensure that the board or committee of the board is informed of any material breaches of that policy.	The Company's Whistleblower Policy was adopted in December 2019.
Prin	nciple 4: Safeguard integrity in fin	ancial reporting
Reco	ommendation 4.1	(a) The Company has an Audit Committee (being the Audit & Risk Committee) which has three
The	Board of a listed entity should:	members all of whom are non-executive Directors and a majority of which are independent Directors. The Audit & Risk Committee is chaired by an independent director.
(a)	have an audit committee which:	(b) The Audit & Risk Committee Charter is disclosed on the Company's website. The relevant
(	<ul> <li>(i) has at least three members, all of whom are non-executive Directors and a majority of whom are independent Directors; and</li> </ul>	
(	(ii) is chaired by an independent Director, who is not the Chair of the Board,	
	and disclose:	
(	(iii) the charter of the committee;	
(	<ul><li>(iv) the relevant qualifications and experience of the members of the committee; and</li></ul>	
(	(v) 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	
(b)	if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its financial reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.	

RECOMMENDATIONS (4TH EDITION)	EXPLANATION
Recommendation 4.2	The Company obtains a Managing Director and CFO sign off on these terms for each of its
The Board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration 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.	financial statements in each financial year.  The Company complied with this recommendation for the entirety of the period ending 30 June 2020.
Recommendation 4.3	Perodic corporate reports (including Quarterly Reports) are prepared and reviewed by the Company's senior executives and technical staff before distribution to the Company's Directors.
A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.	The senior executives, technical staff and Directors all undertake reviews of the reports before release to market.  The Company complied with this recommendation for the entirety of the period ending 30 June 2020.
Principle 5: Make timely and balance	d disclosure
Recommendation 5.1	(a) The ASX Disclosure Policy provides details the Company's disclosure requirements as
A listed entity should have and disclose a written policy for complying	required by the ASX Listing Rules and other relevant legislation.  (b) The ASX Disclosure Policy is available on the Company website.
with its continuous disclosure	The Company complied with this recommendation for the entirety of the period ending 30 June
obligations under Listing Rules 3.1	2020.
Recommendation 5.2	The Company Secretary is tasked with ensuring all Directors receive copies of any material market announcement prompty after they have been made.
A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	The Company complied with this recommendation for the entirety of the period ending 30 June 2020.
Recommendation 5.3	The Company releases any investor and analyst presentation to market if it contains substantive or new information in accordance with the ASX Disclosure Policy.
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.	The Company complied with this recommendation for the entirety of the period ending 30 June 2020.
Principle 6: Respect the rights of secu	urity holders
Recommendation 6.1	Information about the Company and its governance is available in the Corporate Governance Charters, Policies and Procedures which can be found on the Company's website.
A listed entity should provide information about itself and its governance to investors via its website.	The Company complied with this recommendation for the entirety of the period ending 30 June 2020.
Recommendation 6.2	The Company has adopted a Shareholder Communication Policy which aims to promote and facilitate effective two-way communication with investors. The Policy outlines a range of ways in
A listed entity should have an investor relations program that facilitates	which information is communicated to shareholders and is available on the Company's website.
effective two-way communication with investors.	The Company complied with this recommendation for the entirety of the period ending 30 June 2020.
Recommendation 6.3 A listed entity should disclose	Shareholders are encouraged to participate at all general meetings and AGMs of the Company.  Upon the despatch of any notice of meeting to Shareholders, the Company Secretary shall send
how it facilitates and encourages participation at meetings of security holders.	out material stating that all Shareholders are encouraged to participate at the meeting.  The Company complied with this recommendation for the entirety of the period ending 30 June 2020.
Recommendation 6.4	The Company will ensure that all substantive resolutions at a meeting of security holders are
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.	decided via a poll.  At the last meeting of securityholders (the 2019 AGM) resolutions were decided via a show of
	hands rather than a poll. At the 2020 AGM the Board has set a policy to conduct all business via a poll.

RECOMMENDATIONS (4TH EDITION)	EXPLANATION	
Recommendation 6.5 A listed entity should give security holders the option to receive	The Shareholder Communication Policy 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	
communications from, and send communications to, the entity and its	are made available to the Company's website on which all information provided to the ASX is immediately posted.	
security registry electronically.	Shareholders queries should be referred to the Company Secretary at first instance.	
	The Company complied with this recommendation for the entirety of the period ending 30 June 2020.	
Principle 7: Recognise and manage ri	sk	
Recommendation 7.1	(a) The Company has a Risk Committee being the Audit & Risk Committee which has three	
The Board of a listed entity should:	members all of whom are non-executive Directors and a majority of which are independent Directors. The Audit & Risk Committee is chaired by an independent director.	
(a) have a committee or committees to oversee risk, each of which:	The Audit & Risk Committee Charter is disclosed on the Company's website. The relevant qualifications and experience of the members of the Audit & Risk Committee are disclosed	
(i) has at least three members, a majority of whom are independent Directors; and	on the Company's website and in the Annual Report. The Audit & Risk Committee was formed in 2020. The Company will disclose the number of meetings and individual attendances in its Annual Report.	
(ii) is chaired by an independent Director,	The Audit & Risk Committee was formed after reporting period ending 30 June 2020.	
and disclose:		
(iii) the charter of the committee;		
(iv) the members of the committee; and		
(v) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or		
(b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the process it employs for overseeing the entity's risk management framework.		
Recommendation 7.2	(a) The Audit & Risk Committee Charter requires that the Committee should, at least annually,	
The Board or a committee of the Board should:	satisfy itself that the Company's risk management framework continues to be sound.  (b) A review was undertaken when the Company formed the Audit & Risk Committee in 2020.	
(a) review the entity's risk management framework with management at least annually to satisfy itself that it continues to be sound; and	The Company complied with this recommendation for the entirety of the period ending 30 June 2020.	
(b) disclose in relation to each reporting period, whether such a review has taken place.		

# RECOMMENDATIONS (4TH EDITION)

### **EXPLANATION**

Recommendation 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 risk management and internal control processes.
- (a) The Audit & Risk Committee Charter provides for the Committee to monitor the need for an internal audit function. The Company does not currently have an internal audit function due to its size. The monitoring function is structured as follows:
  - (i) The Audit & Risk Committee shall discuss with management and the external auditors the adequacy and effectiveness of the accounting and financial controls, including the Company's policies and procedures to assess, monitor, and manage business risk, and legal and ethical compliance programs (eg the Company's Codes of Conduct).
  - (ii) Any opinion obtained from the external auditors on the Company's choice of accounting policies or methods should include an opinion on the appropriateness and not just the acceptability of that choice or method.
  - (iii) The Audit & Risk Committee shall periodically meet separately with management and the external auditors to discuss issues and concerns warranting committee attention, including but not limited to their assessments of the effectiveness of internal controls and the process for improvement.
  - (iv) The Audit & Risk Committee shall receive regular reports from the external auditor on the critical policies and practices of the Company, and all alternative treatments of financial information, within generally accepted accounting principles, that have been discussed with management.

The Company complied with this recommendation for the entirety of the period ending 30 June 2020.

#### Recommendation 7.4

A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.

The Audit & Risk Committee assesses whether the Company has any material exposure to environmental and social risks and, if it does, how it manages or intends to manage those risks.

Although not prescribed under the Company's Corporate Governance Charters, Polices and Procedures, the Company will disclose whether it has any material exposure to economic, environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks. The Company will disclose this information in its Annual Report and on its ASX website as part of its continuous disclosure obligations.

The Company complied with this recommendation for the entirety of the period ending 30 June 2020.

## Principle 8: Remunerate fairly and responsibly

Recommendation 8.1

The Board of a listed entity should:

- (a) have a remuneration committee which:
  - (i) has at least three members, a majority of whom are independent Directors; and
  - (ii) is chaired by an independent Director, and disclose:
  - (iii) the charter of the committee;
  - (iv) the members of the committee; and
  - (v) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or
- (b) if it does not have a 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.

- a) The Company does not have a Remuneration Committee.
- (b) The Company does not have a Remuneration Committee as the Board considers the Company will not currently benefit from its establishment. In accordance with the Company's Board Charter, the Board carries out the duties that would ordinarily be carried out by the Remuneration Committee under the Remuneration Charter including the following processes to set the level and composition of remuneration for Directors and senior executives and ensuring that such remuneration is appropriate and not excessive the Board devotes time at the annual Board meeting to assess the level and composition of remuneration for Directors and senior executives.

The Company complied with this recommendation for the entirety of the period ending 30 June 2020.

RECOMMENDATIONS (4TH EDITION)	EXPLANATION
Recommendation 8.2  A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	Although not prescribed under the Company's Corporate Governance Charters, Polices and Procedures, the Board will disclose its policies and practices regarding the remuneration of Directors and senior executives, which is disclosed in the Company's Annual Report.  The Company complied with this recommendation for the entirety of the period ending 30 June 2020.
Recommendation 8.3  A listed entity which has an equity-based remuneration scheme should:  (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and	The Company has an equity based remuneration plan being the Pantoro Limited Long Term Incentive Plan under which options and performance rights may be granted. The Company requires through its Security Trading Policy that participants in the plan not enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme). The Security Trading Policy is available on the Company's website.  The Company adopted an updated Securities Trading Policy to include a prohibiton after the end of the period ending 30 June 2020.
(b) disclose that policy or a summary of it.	