

Appendix 4G

Key to Disclosures

Corporate Governance Council Principles and Recommendations

Name of entity

Austin Engineering Limited

ABN/ARBN

80 078 480 136

Financial year ended:

30 June 2021

Our corporate governance statement¹ for the period above can be found at:²

- These pages of our annual report:
- This URL on our website: <https://www.austineng.com/corporate-governance/>

The Corporate Governance Statement is accurate and up to date as at 25 August 2021 and has been approved by the board.

The annexure includes a key to where our corporate governance disclosures can be located.³

Date: 25 August 2021

Name of authorised officer authorising lodgement: Katina Nadebaum

¹ "Corporate governance statement" is defined in Listing Rule 19.12 to mean the statement referred to in Listing Rule 4.10.3 which discloses the extent to which an entity has followed the recommendations set by the ASX Corporate Governance Council during a particular reporting period.

Listing Rule 4.10.3 requires an entity that is included in the official list as an ASX Listing to include in its annual report either a corporate governance statement that meets the requirements of that rule or the URL of the page on its website where such a statement is located. The corporate governance statement must disclose the extent to which the entity has followed the recommendations set by the ASX Corporate Governance Council during the reporting period. If the entity has not followed a recommendation for any part of the reporting period, its corporate governance statement must separately identify that recommendation and the period during which it was not followed and state its reasons for not following the recommendation and what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

Under Listing Rule 4.7.4, if an entity chooses to include its corporate governance statement on its website rather than in its annual report, it must lodge a copy of the corporate governance statement with ASX at the same time as it lodges its annual report with ASX. The corporate governance statement must be current as at the effective date specified in that statement for the purposes of Listing Rule 4.10.3.

Under Listing Rule 4.7.3, an entity must also lodge with ASX a completed Appendix 4G at the same time as it lodges its annual report with ASX. The Appendix 4G serves a dual purpose. It acts as a key designed to assist readers to locate the governance disclosures made by a listed entity under Listing Rule 4.10.3 and under the ASX Corporate Governance Council's recommendations. It also acts as a verification tool for listed entities to confirm that they have met the disclosure requirements of Listing Rule 4.10.3.

The Appendix 4G is not a substitute for, and is not to be confused with, the entity's corporate governance statement. They serve different purposes and an entity must produce each of them separately.

² Tick whichever option is correct and then complete the page number(s) of the annual report, or the URL of the web page, where your corporate governance statement can be found. You can, if you wish, delete the option which is not applicable.

³ Throughout this form, where you are given two or more options to select, you can, if you wish, delete any option which is not applicable and just retain the option that is applicable. If you select an option that includes "OR" at the end of the selection and you delete the other options, you can also, if you wish, delete the "OR" at the end of the selection.

See notes 4 and 5 below for further instructions on how to complete this form.

ANNEXURE – KEY TO CORPORATE GOVERNANCE DISCLOSURES

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT			
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.	<input checked="" type="checkbox"/> and we have disclosed a copy of our board charter on our website at: https://www.austineng.com/corporate-governance/	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
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.	<input checked="" type="checkbox"/> Disclosed in our Corporate Governance Statement, section 1.2	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	<input checked="" type="checkbox"/> Disclosed in our Corporate Governance Statement, section 1.3	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.4	The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	<input checked="" type="checkbox"/> Disclosed in our Corporate Governance Statement, section 1.4	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable

⁴ Tick the box in this column only if you have followed the relevant recommendation **in full** for the **whole** of the period above. Where the recommendation has a disclosure obligation attached, you must insert the location where that disclosure has been made, where indicated by the line with “*insert location*” underneath. If the disclosure in question has been made in your corporate governance statement, you need only insert “our corporate governance statement”. If the disclosure has been made in your annual report, you should insert the page number(s) of your annual report (eg “pages 10-12 of our annual report”). If the disclosure has been made on your website, you should insert the URL of the web page where the disclosure has been made or can be accessed (eg “www.entityname.com.au/corporate-governance/charters/”).

⁵ If you have followed all of the Council’s recommendations **in full** for the **whole** of the period above, you can, if you wish, delete this column from the form and re-format it.

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation	Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
<p>1.5 A listed entity should:</p> <p>(a) have and disclose a diversity policy;</p> <p>(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</p> <p>(c) disclose in relation to each reporting period:</p> <p>(1) the measurable objectives set for that period to achieve gender diversity;</p> <p>(2) the entity's progress towards achieving those objectives; and</p> <p>(3) either:</p> <p>(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</p> <p>(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.</p> <p>If the entity was in the S&P / ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.</p>	<p><input checked="" type="checkbox"/> and we have disclosed a copy of our diversity policy on our website at: https://www.austineng.com/corporate-governance/</p> <p>and we have disclosed the information referred to in paragraph (c) at: in our Corporate Governance Statement, section 1.5 and if we were included in the S&P / ASX 300 Index at the commencement of the reporting period our measurable objective for achieving gender diversity in the composition of its board of not less than 30% of its directors of each gender within a specified period.</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement OR</p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
<p>1.6 A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and</p> <p>(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.</p>	<p><input checked="" type="checkbox"/> and we have disclosed the evaluation process referred to in paragraph (a) at: in our Corporate Government Statement, section 1.6 and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: in our Corporate Governance Statement, section 1.6</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement OR</p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

Key to Disclosures Corporate Governance Council Principles and Recommendations

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1.7	<p>A listed entity should:</p> <p>(a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and</p> <p>(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.</p>	<p><input checked="" type="checkbox"/> and we have disclosed the evaluation process referred to in paragraph (a) at: in our Corporate Governance Statement, section 1.7</p> <p>and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: in our Corporate Governance Statement, section 1.7</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement OR</p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation	Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 2 - STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE		
2.1 The board of a listed entity should: <ul style="list-style-type: none"> (a) have a nomination committee which: <ul style="list-style-type: none"> (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: <ul style="list-style-type: none"> (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. 	<input checked="" type="checkbox"/> The entity complies with paragraph (a) and we have disclosed a copy of the charter of the committee at: https://www.austineng.com/corporate-governance/ and the information referred to in paragraphs (4) and (5) at: in our Corporate Governance Statement, section 2.1 and in the Directors' Report on pages 25 to 39 of the Company's 2021 Annual Report	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
2.2 A listed entity should have and disclose a board skills matrix setting out the mix of skills that the board currently has or is looking to achieve in its membership.	<input checked="" type="checkbox"/> and we have disclosed our board skills matrix at: in our Corporate Governance Statement, section 2.2	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
2.3 A listed entity should disclose: <ul style="list-style-type: none"> (a) the names of the directors considered by the board to be independent directors; (b) if a director has an interest, position, affiliation 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 or relationship in question and an explanation of why the board is of that opinion; and (c) the length of service of each director. 	<input checked="" type="checkbox"/> and we have disclosed the names of the directors considered by the board to be independent directors at: in our Corporate Governance Statement, section 2.3 and, where applicable, the information referred to in paragraph (b) at: in our Corporate Governance Statement, section 2.3 and the length of service of each director at: in our Corporate Governance Statement, section 2.3	<input type="checkbox"/> set out in our Corporate Governance Statement

Key to Disclosures Corporate Governance Council Principles and Recommendations

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2.4	A majority of the board of a listed entity should be independent directors.	<input checked="" type="checkbox"/> Disclosed in our Corporate Governance Statement, section 2.4 and section 2.3	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
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.	<input checked="" type="checkbox"/> Disclosed in our Corporate Governance Statement, section 2.5	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
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.	<input checked="" type="checkbox"/> Disclosed in our Corporate Governance Statement, section 2.6	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
PRINCIPLE 3 – INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY			
3.1	A listed entity should articulate and disclose its values.	<input checked="" type="checkbox"/> and we have disclosed our values at: page 16 of the Company's 2021 Annual Report	<input type="checkbox"/> set out in our Corporate Governance Statement
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.	<input checked="" type="checkbox"/> and we have disclosed our code of conduct at: https://www.austineng.com/corporate-governance/ Disclosed in our Corporate Governance Statement, section 3.2	<input type="checkbox"/> set out in our Corporate Governance Statement
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.	<input checked="" type="checkbox"/> and we have disclosed our whistle-blower policy at: https://www.austineng.com/corporate-governance/ Disclosed in our Corporate Governance Statement, section 3.3	<input type="checkbox"/> set out in our Corporate Governance Statement
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.	<input checked="" type="checkbox"/> and we have disclosed our anti-bribery and corruption policy at: https://www.austineng.com/corporate-governance/ Disclosed in our Corporate Governance Statement, section 3.4	<input type="checkbox"/> set out in our Corporate Governance Statement

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PRINCIPLE 4 – SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS			
4.1	<p>The board of a listed entity should:</p> <p>(a) have an audit committee which:</p> <p>(1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, who is not the chair of the board,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the relevant qualifications and experience of the members of the committee; and</p> <p>(5) 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</p> <p>(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 corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.</p>	<p><input checked="" type="checkbox"/> The entity complies with paragraph (a) and we have disclosed a copy of the charter of the committee at: https://www.austineng.com/corporate-governance/</p> <p>and the information referred to in paragraphs (4) and (5) at: in the Directors' Report at pages 25 to 39 of the Company's 2021 Annual Report</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>
4.2	<p>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, 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.</p>	<p><input checked="" type="checkbox"/> Disclosed in our Corporate Governance Statement, section 4.2</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>
4.3	<p>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.</p>	<p><input checked="" type="checkbox"/> Disclosed in our Corporate Governance Statement, section 4.3</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>

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PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE			
5.1	A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	<input checked="" type="checkbox"/> and we have disclosed our continuous disclosure compliance policy at: https://www.austineng.com/corporate-governance/	<input type="checkbox"/> set out in our Corporate Governance Statement
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	<input checked="" type="checkbox"/> Disclosed in our Corporate Governance Statement, section 5.2	<input type="checkbox"/> set out in our Corporate Governance Statement
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.	<input checked="" type="checkbox"/> Disclosed in our Corporate Governance Statement, section 5.3	<input type="checkbox"/> set out in our Corporate Governance Statement
PRINCIPLE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS			
6.1	A listed entity should provide information about itself and its governance to investors via its website.	<input checked="" type="checkbox"/> and we have disclosed information about us and our governance on our website at: https://www.austineng.com/corporate-governance/	<input type="checkbox"/> set out in our Corporate Governance Statement
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	<input checked="" type="checkbox"/> Disclosed in our Corporate Governance Statement, section 6.2	<input type="checkbox"/> set out in our Corporate Governance Statement
6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	<input checked="" type="checkbox"/> and we have disclosed how we facilitate and encourage participation at meetings of security holders at: in our Corporate Governance Statement, sections 6.2 and 6.3	<input type="checkbox"/> set out in our Corporate Governance Statement
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.	<input checked="" type="checkbox"/> Disclosed in our Corporate Governance Statement, section 6.4	<input type="checkbox"/> set out in our Corporate Governance Statement
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.	<input checked="" type="checkbox"/> Disclosed in our Corporate Governance Statement, section 6.5	<input type="checkbox"/> set out in our Corporate Governance Statement

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PRINCIPLE 7 – RECOGNISE AND MANAGE RISK			
7.1	<p>The board of a listed entity should:</p> <p>(a) have a committee or committees to oversee risk, each of which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(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</p> <p>(b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.</p>	<p><input checked="" type="checkbox"/> <i>The entity complies with paragraph (a)</i> and we have disclosed a copy of the charter of the committee at: https://www.austineng.com/corporate-governance/ and the information referred to in paragraphs (4) and (5) at: in our Corporate Governance Statement, section 7.1 and in the Directors' Report at pages 25 to 39 of the Company's 2021 Annual Report</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>
7.2	<p>The board or a committee of the board should:</p> <p>(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</p> <p>(b) disclose, in relation to each reporting period, whether such a review has taken place.</p>	<p><input checked="" type="checkbox"/> and we have disclosed whether a review of the entity's risk management framework was undertaken during the reporting period at: in our Corporate Governance Statement, section 7.2</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>
7.3	<p>A listed entity should disclose:</p> <p>(a) if it has an internal audit function, how the function is structured and what role it performs; or</p> <p>(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.</p>	<p><input checked="" type="checkbox"/> <i>The entity complies with paragraph (a)</i> and we have disclosed how our internal audit function is structured and what role it performs at: in our Corporate Governance Statement, section 7.3</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>

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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.	<input checked="" type="checkbox"/> and we have disclosed whether we have any material exposure to environmental and social risks at: in our Corporate Governance Statement, section 7.4 and at pages 21 to 23 of the Company's 2021 Annual Report. and, if we do, how we manage or intend to manage those risks at: pages 21 to 23 of the Company's 2021 Annual Report.	<input type="checkbox"/> set out in our Corporate Governance Statement

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PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY			
8.1	<p>The board of a listed entity should:</p> <p>(a) have a remuneration committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(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</p> <p>(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.</p>	<p><input checked="" type="checkbox"/> The entity complies with paragraph (a) and we have disclosed a copy of the charter of the committee at: https://www.austineng.com/corporate-governance/</p> <p>and the information referred to in paragraphs (4) and (5) at: in our Corporate Governance Statement, section 8.1 and in the Directors' Report on pages 25 to 39 of the Company's 2021 Annual Report</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement OR</p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
8.2	<p>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.</p>	<p><input checked="" type="checkbox"/> and we have disclosed separately our remuneration policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives at: in our Corporate Governance Statement, section 8.2 and in the Remuneration Report on pages 29 to 37 of the Company's 2021 Annual Report.</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement OR</p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
8.3	<p>A listed entity which has an equity-based remuneration scheme should:</p> <p>(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</p> <p>(b) disclose that policy or a summary of it.</p>	<p><input checked="" type="checkbox"/> and we have disclosed our policy on this issue or a summary of it at: https://www.austineng.com/corporate-governance/ (See Share Trading Policy)</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement OR</p> <p><input type="checkbox"/> we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable OR</p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

Key to Disclosures Corporate Governance Council Principles and Recommendations

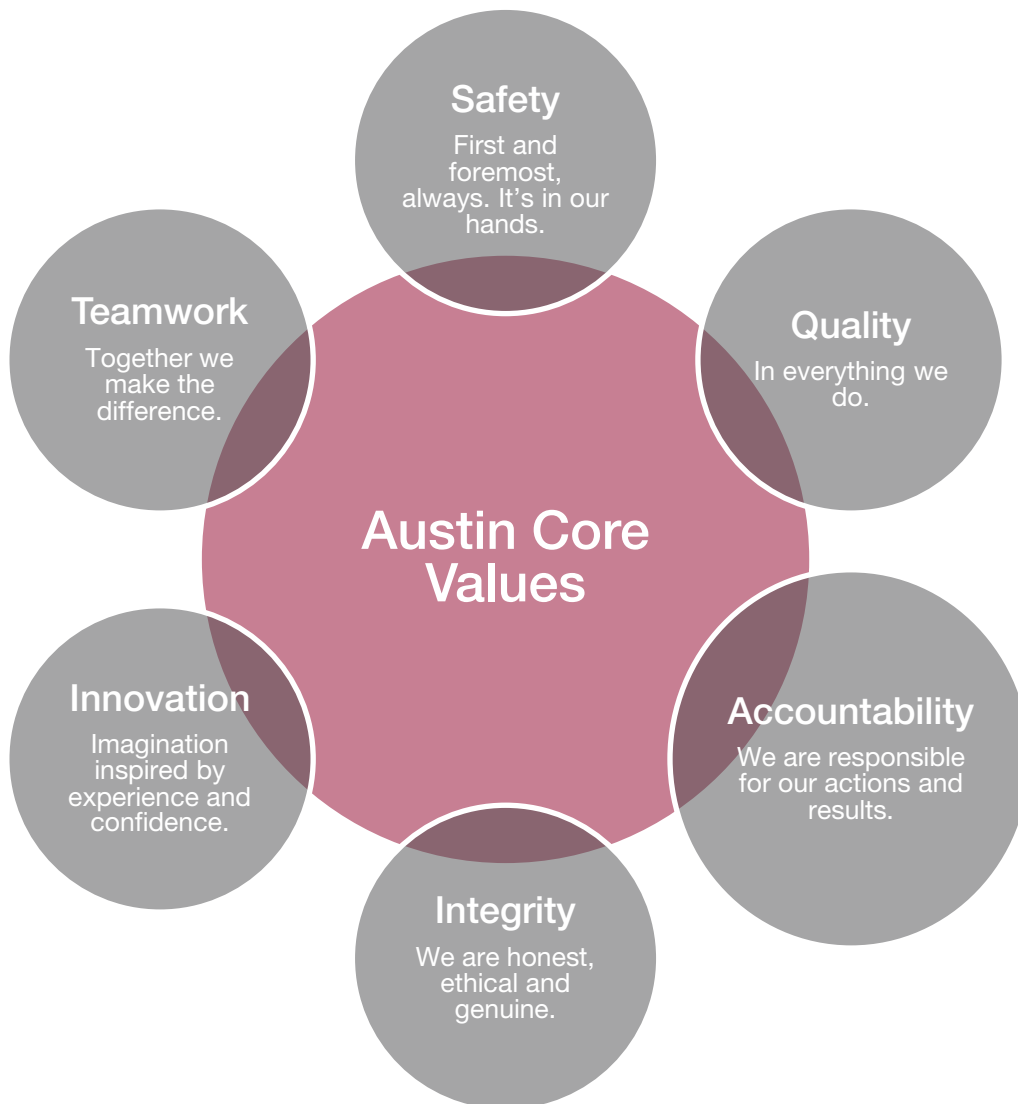
Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
ADDITIONAL RECOMMENDATIONS THAT APPLY ONLY IN CERTAIN CASES			
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.	<input type="checkbox"/> and we have disclosed information about the processes in place at:	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input checked="" type="checkbox"/> we do not have a director in this position and this recommendation is therefore not applicable OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
9.2	A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.	<input type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input checked="" type="checkbox"/> we are established in Australia and this recommendation is therefore not applicable OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
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.	<input type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input checked="" type="checkbox"/> we are established in Australia and not an externally managed listed entity and this recommendation is therefore not applicable <input type="checkbox"/> we are an externally managed entity that does not hold an AGM and this recommendation is therefore not applicable
ADDITIONAL DISCLOSURES APPLICABLE TO EXTERNALLY MANAGED LISTED ENTITIES			
-	<p><i>Alternative to Recommendation 1.1 for externally managed listed entities:</i></p> <p>The responsible entity of an externally managed listed entity should disclose:</p> <p>(a) the arrangements between the responsible entity and the listed entity for managing the affairs of the listed entity; and</p> <p>(b) the role and responsibility of the board of the responsible entity for overseeing those arrangements.</p>	<input type="checkbox"/> and we have disclosed the information referred to in paragraphs (a) and (b) at: <i>[insert location]</i>	<input type="checkbox"/> set out in our Corporate Governance Statement

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
-	<p><i>Alternative to Recommendations 8.1, 8.2 and 8.3 for externally managed listed entities:</i></p> <p>An externally managed listed entity should clearly disclose the terms governing the remuneration of the manager.</p>	<p><input type="checkbox"/> and we have disclosed the terms governing our remuneration as manager of the entity at:</p> <p>.....</p> <p>[insert location]</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>

2021 Corporate Governance Statement

Austin Engineering Limited (“the Company” or “Austin”) is committed to ensuring that its obligations and responsibilities to its various stakeholders are fulfilled through appropriate corporate governance practices. These practices are designed to enhance the Company’s sustainable long-term performance and value creation for all stakeholders. The Company’s corporate governance framework is designed to foster a culture of compliance built around the Austin Core Values of:



Throughout the reporting period ended 30 June 2021, the Directors believe that the Company’s governance arrangements have been consistent with the fourth edition of the ASX Corporate Governance Council’s Corporate Governance Principles and Recommendations. This Statement reports against the requirements of the fourth edition, is current as at 25 August 2021 and has been approved by the Board of Directors of the Company (“the Board”).

Copies of the Company’s corporate governance charters and policies are available on its website <https://www.austineng.com/corporate-governance>.

Principle 1: Lay solid foundations for management and oversight

A listed entity should clearly delineate the respective roles and responsibilities of its board and management and regularly review their performance.

Recommendation 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.*

The Board has adopted a Board Charter which details the Board's role, powers, duties and functions. Other than as specifically reserved to the Board in the Board Charter, responsibility for the management of Austin's business activities is delegated to the Chief Executive Officer ("CEO") who is accountable to the Board. The Board Charter and the delegation of Board authority to the CEO are reviewed regularly.

The responsibilities of the Board as a whole, the CEO and the Chair are set out in more detail in the Company's Board Charter.

Recommendation 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.*

The Board manages its succession planning with the assistance of the Nomination & Remuneration Committee ("Committee"), reviewing its size, composition, diversity and effectiveness as a whole and the mix of existing and desired competencies across members. This Committee operates under the Nomination & Remuneration Committee Charter.

In considering overall Board balance, the Committee will give due consideration to the value of a diversity of backgrounds and experiences among the members. Except for any Managing Director, Directors appointed by the Board are subject to shareholder election at the next AGM.

Austin undertakes appropriate background and screening checks prior to nominating a Director for election by shareholders, and provides to shareholders all material information in its possession concerning the Director standing for election or re-election in the explanatory notes accompanying the notice of meeting. This information includes:

- biographical details of the candidate, including the candidate's relevant qualifications, experience, directorships and the skills he or she brings to the Board;
- in the case of a candidate standing for election as a Director for the first time:
 - any information of concern revealed by the checks the Company has conducted in respect of the candidate;
 - details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect the candidate's capacity to bring an independent judgement to bear on issues before the Board and to act in the best interests of the Company and its shareholders generally; and
 - whether the Board considers that the candidate will, if elected, qualify as an independent director; and
- in the case of a candidate standing for re-election as a Director:
 - the term of office currently served by the Director;
 - whether the Board considers the director to be an independent director; and
- a statement by the Board as to whether it supports the election or re-election of the candidate.

Recommendation 1.3

A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.

All Non-executive Directors have signed a formal letter of appointment setting out the key terms and conditions of their appointment, including duties, rights and responsibilities, the time commitment envisaged and the Board's expectations regarding their involvement with committee work.

All senior executives have signed an employment agreement setting out the terms of their employment.

Recommendation 1.4

The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.

Details of the company secretary of Austin are set out in the Directors' Report. The company secretary is accountable to the Board through the Chair, and are responsible for the coordination of all Board business, including agendas, Board papers, minutes, communication with regulatory bodies and ASX, and all statutory and other filings. All Directors have access to advice from the company secretary on all matters to do with the proper functioning of the Board.

The decision to appoint or remove a company secretary is made or approved by the Board.

Recommendation 1.5

A listed entity should:

- (a) *have 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 for that period to achieve gender diversity;*
 - (2) *the entity's progress toward achieving those objectives; and*
 - (3) *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 Indicators", as defined in and published under that Act.*

If the entity was in the S&P/ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.

Austin recognises the benefits of having a diverse workforce and seeks to create an inclusive workplace environment where the diverse experiences, perspectives and backgrounds of people are valued and utilised. The Company's Diversity Policy is available on its website and supports the Board to set and report against measurable diversity targets, including targets in relation to gender diversity.

The following table outlines the Company's measurable objectives in relation to diversity and the progress made towards achieving those objectives at 30 June 2021:

Group	Actual 2020	Actual 2021	Target
Women Directors	0%	0%	20%
Percentage of women in senior management positions*	23%	23.8%	30%
Percentage of women employees across the organisation	11%	10%	50%

* For the purpose of this target, senior executive positions are defined as those with senior management responsibilities in either corporate or operational areas.

A significant proportion of Austin's wider operations centre around medium to heavy engineering activities in workshop environments that require trade qualifications such as boiler making, welding and fabrication. Participating rates of women in these trades are low. Austin's policy is to provide opportunities for women wherever possible through internal promotion and external recruitment across all levels but ensure that equal employment treatment is to be given without regard to gender.

The Company is a 'relevant employer' under the *Workplace Gender Equality Act 2012* (Cth) and discloses its "Gender Equality Indicators" to the Workplace Gender Equality Agency ("WGEA") annually. The Company's "Gender Equality Indicators" are available for access on Austin's website.

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 for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.*

Under the Nomination & Remuneration Committee Charter, the Nomination & Remuneration Committee is responsible for the development and implementation of processes for evaluating the performance of the Board, its Committees and individual Directors.

The Board at least every two years has undertaken an internal or external evaluation of its effectiveness as a whole, and the effectiveness of its committees, against a broad range of good practice criteria. The review of the Board's committees includes an assessment of the performance of each Board committee against the relevant Board Committee Charter in order to identify areas where improvements can be made. An internal evaluation was undertaken during the financial year ended 30 June 2021, and an internal evaluation will be undertaken on an annual basis. The internal review process involves each Director completing a performance evaluation survey, the results of which are reviewed by the Nomination & Remuneration Committee.

The Company is of the view that the internal review process is an efficient and effective way of reviewing the performance of the Board and its committees, and for this reason an internal review was conducted during the reporting period, as it has been in previous years. During the reporting period, evaluations of the performance of individual Directors were also carried out in accordance with this process.

Recommendation 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 has been undertaken in accordance with that process during or in respect of that period.*

Under the Nomination & Remuneration Committee Charter, the Board undertakes a review of the Chief Executive Officer's performance on at least an annual basis.

The performance of other senior executives is evaluated by the Chief Executive Officer through performance reviews undertaken on an annual basis.

During the reporting period, performance evaluations for senior executives took place in accordance with the process agreed by the Board and disclosed in the Nomination & Remuneration Committee Charter.

Principle 2: Structure the Board to be effective and add value

The board of a listed entity should be of an appropriate size and collectively have the skills, commitment and knowledge of the entity and the industry in which it operates, to enable it to discharge its duties effectively and to add value.

Recommendation 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.*

The Board has established a Nomination & Remuneration Committee. The Nomination & Remuneration Committee operates under a Nomination & Remuneration Committee Charter, which is disclosed on the Company's website.

During the reporting period, the Nomination & Remuneration Committee was comprised of the following Directors:

Name	Role	Independent	Status
Jim Walker	Non-executive Chair	Yes	Member for the whole period
Chris Indermaur (Chair of the Nomination & Remuneration Committee)	Non-executive Director	Yes	Member for the whole period
Sy van Dyk	Non-executive Director	Yes	Member for the whole period

Prior members during this reporting period

David Singleton	Chief Executive Officer and Managing Director	Yes, until 17 May 2021 ²	Retired 25 June 2021 ¹
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¹ Mr Singleton (formerly a Non-executive Director of the Company) resigned as a member of the Nomination & Remuneration Committee on 25 June 2021 at which time he was appointed as interim Chief Executive Officer of the Company.

² Mr Singleton (formerly a Non-executive Director of the Company) agreed to lead a strategic review on 17 May 2021. The Board considers that he ceased to be an Independent Non-executive Director at that time.

Mr Chris Indermaur is the Chair of this Committee and is an independent, Non-executive Director. Details of the number of meetings of the Nomination & Remuneration Committee held during the reporting period and members' attendance at those meetings is set out in the 2021 Annual Report (as part of the Directors' Report).

Recommendation 2.2

A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership.

The relevant skills, experience and expertise held by each Director in office at the date of the annual report is included in the Directors' Report in the 2021 Annual Report.

The skills and experience required of the Board and its Committees is detailed in the Austin Board Skills Matrix which is summarised below. The objective of the matrix is to align the skills and experience on the Board with the Group's strategic objectives. The Nomination & Remuneration Committee assists the Board with the regular review of the qualifications, skills, competencies, experience, independence and diversity represented on the Board and its Committees. Where gaps are identified, the Committee is responsible for identifying whether training or development is required or recommending changes to the Board in relation to its structure, size, and operation.

The Board has determined that all Directors should be sufficiently familiar with Austin’s core business that they can contribute to the development of strategy and assess the performance of management. In addition, as a group, the Board must have skills and experience in the following areas or satisfy the criteria below. The composition of the Board will seek to promote a diverse group of Directors (to discourage “group think” and other cognitive biases, and promote innovative behaviours), with overlap in the skills that they bring to the role and a united focus on pursuing the best interests of Austin and its stakeholders.

Corporate governance expertise	Knowledge, experience and commitment to the highest standards of governance and an ability to assess the effectiveness of senior management
Strategy skills	Skills in developing and implementing successful business strategy, including appropriately overseeing management on the delivery of agreed strategic planning objectives
Executive leadership experience	Successful career with experience at a very senior executive level
Financial acumen	Senior executive or equivalent experience in financial accounting and reporting, corporate finance and internal financial controls, including an ability to probe the adequacies of financial and risk controls
Relevant industry experience	Senior executive experience in the manufacturing sector, including in-depth knowledge of the group's strategy, markets, competitors, operational issues and technology
Health, safety and environmental management skills	Experience related to workplace health and safety, environmental and social responsibility, and community
Remuneration management skills	Relevant experience in relation to remuneration setting, including incentive programs and pensions/superannuation and the legislation and contractual framework governing remuneration

The Board considers that the Non-executive Directors collectively bring an appropriate range of skills, knowledge and experience to direct the Company.

Recommendation 2.3

A listed entity should disclose:

- the names of the directors considered by the board to be independent directors;
- if a director has an interest, position, association or relationship of the type described in Box 2.3 (Factors relevant to assessing the independence of a director) but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, association or relationship in question and an explanation of why the board is of that opinion; and
- the length of service of each director.

As at 30 June 2021, the Board consisted of:

Name	Role	Independent	Length of service
David Singleton	Chief Executive Officer and Managing Director	Yes, until 17 May 2021 ¹	Non-executive Director since 5 April 2019; appointed as interim CEO on 25 June 2021; and appointed as CEO and Managing Director on 14 July 2021 – present
Jim Walker	Non-executive Chair	Yes	8 July 2016 – present
Chris Indermaur	Non-executive Director	Yes	8 July 2016 – present
Sy van Dyk	Non-executive Director	Yes	19 February 2018 – present

¹ Mr Singleton (formerly a Non-executive Director of the Company) agreed to lead a strategic review on 17 May 2021. The Board considers that he ceased to be an Independent Non-executive Director at that time.

Mr Peter Forsyth retired from his position as CEO and Managing Director with effect from 25 June 2021.

The Board assesses the independence of the directors in accordance with the definition of independence set out in the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th edition).

In addition, the Board keeps a record of any Director's other directorships or offices currently held on another Company's Board, or any matter or relationship that could, or could reasonably be perceived to, impact the Director's independence. This matter is considered during each Board meeting as a standing agenda item.

Recommendation 2.4

A majority of the board of a listed entity should be independent directors.

As set out in the table above, the majority of Directors are independent.

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.

The Board has determined that the Company's Chair, Mr Jim Walker is an independent director.

The roles of Chair of the Board and Chief Executive Officer are held by different individuals. Mr Jim Walker does not perform the role of Chief Executive Officer/Managing Director of the Company – the role was previously performed by Mr Peter Forsyth until 25 June 2021, and since then has been performed by Mr David Singleton.

Recommendation 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.

Induction training is provided to all new Directors. It includes, among other things:

- comprehensive meetings with the Chief Executive Officer, executives and management, including detailed introductions to Austin's business, industry and key risks and opportunities;
- an introduction to Austin's regulatory environment (including legal duties and accounting matters);
- the provision of Austin policies and strategic plans; and
- the opportunity to visit the sites of the Company's primary operations.

The induction program is designed to equip new Directors with information so that they can quickly participate actively and fully in the Company's decision-making processes.

All Directors are expected to maintain the skills required to discharge their obligations to the Company. Directors are encouraged to undertake continuing professional education and where this involves industry seminars and approved education courses, this is paid for by the Company where appropriate.

Principle 3: Instil a culture of acting lawfully, ethically and responsibly

A listed entity should instil and continually reinforce a culture across the organisation of acting lawfully, ethically and responsibly.

Recommendation 3.1

A listed entity should articulate and disclose its values.

The Company has established and disclosed its Core Values. These are set out in its Code of Conduct (see below, and available in the 2021 Annual Report. The Core Values apply to all Directors, managers and employees of the Company.

The senior executives are charged with the responsibility of inculcating those values across the organisation.

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.*

Austin has established and disclosed on its website a Code of Conduct which outlines its commitment to appropriate and ethical corporate practices and reflects the high ethical standards of conduct necessary to maintain confidence in the Company's integrity. The Code of Conduct is reviewed as necessary to ensure it reflects the high ethical standards of conduct necessary to maintain confidence in the Company's integrity.

Compliance with the Code is monitored by senior management, and the Board is notified of any material breaches.

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.*

The Company has established and disclosed on its website its Whistleblower Policy in accordance with this recommendation. The Whistleblower Policy applies to all Directors, managers and employees of the Company.

If there are any material breaches of the Whistleblower Policy, the Audit & Risk Committee is informed.

Recommendation 3.4

A listed entity should:

- (a) have and disclose an anti-bribery and corruption policy; and*
- (b) ensure that the board or a committee of the board is informed of any material breaches of that policy.*

The Company has established and disclosed on its website an Anti-bribery and Corruption Policy in accordance with this recommendation. This policy applies to all Directors, managers and employees of the Company.

Austin has operations in foreign jurisdictions. Regardless of the country they are in, or what the local practices may be, Austin requires that all employees and representatives comply with the Anti-bribery and Corruption Policy and all applicable laws, as well as maintain the Company's high ethical standards and reputation for integrity.

If there are any material breaches of the Anti-bribery and Corruption Policy, the Board is informed.

Principle 4: Safeguard the integrity of corporate reports

A listed entity should have appropriate processes to verify the integrity of its corporate reports.

Recommendation 4.1

The board of a listed entity should:

- (a) have an audit committee which:*
 - (1) has a least three members, all of whom are Non-executive directors and a majority of whom are independent directors; and*
 - (2) is chaired by an independent director, who is not the chair of the board,*
and disclose:
 - (3) the charter of the committee;*
 - (4) the relevant qualifications and experience of the members of committee; and*
 - (5) 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 corporate reporting, including the processes for the appointment, and removal of the external auditor and the rotation of the audit engagement partner.*

The Board has established an Audit & Risk Committee. The Audit & Risk Committee operates under the Audit & Risk Committee Charter which is available on the Company's website.

The role of the Audit & Risk Committee is to assist the Board to meet its oversight responsibilities in relation to the Company's financial reporting, the risk management framework and procedures, compliance with related legal and regulatory requirements, and the internal and external audit functions. In doing so, it is the Committee's responsibility to maintain free and open communication between the Committee and the external auditors and the management of Austin.

During the reporting period, the Audit & Risk Committee consisted of the following Directors:

Name	Role	Independent	Status
Sy van Dyk (Chairman of the Audit & Risk Committee)	Non-executive Director	Yes	Chair for the whole period
Jim Walker	Non-executive Chair	Yes	Member for the whole period
Chris Indermaur	Non-executive Director	Yes	Member for the whole period
Prior members (during this reporting period)			
David Singleton	Chief Executive Officer and Managing Director	Yes, until 17 May 2021 ²	Retired 25 June 2021 ¹

¹ Mr Singleton (formerly a Non-executive Director of the Company) resigned as a member of the Audit & Risk Committee on 25 June 2021 at which time he was appointed as interim Chief Executive Officer of the Company.

² Mr Singleton (formerly a Non-executive Director of the Company) agreed to lead a strategic review on 17 May 2021. The Board considers that he ceased to be an Independent Non-executive Director at that time.

The Audit & Risk Committee is chaired by Mr Sy van Dyk, an independent Non-executive Director, who is not the chairman of the Board.

The Board considers that each of the members of the Audit & Risk Committee is suitably qualified to be a member of the Audit & Risk Committee based on their financial experience and industry experience. Details of the relevant skills and qualifications of each member is set out in the 2021 Annual Report (as part of the Directors' Report).

Details of the numbers of meetings of the Audit & Risk Committee held during the reporting period and members' attendance at those meetings is set out in the 2021 Annual Report (as part of the Directors' Report). The external auditor, the Chief Executive Officer and the Chief Financial Officer are all invited to attend the Audit & Risk Committee meetings at the discretion of the Audit & Risk Committee.

Recommendation 4.2

The board of a listed entity should, before it approves the entity's financial statements for a financial period, received from its CEO and CFO a declaration 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 operation effectively.

At the end of each six-monthly period, the Chief Executive Officer and Chief Financial Officer provide a formal declaration to the Board confirming that the Company's financial reports present a true and fair view, in all material respects, of the Company's financial condition and the operational results have been prepared in accordance with the relevant accounting standards. The statement also confirms that the integrity of the Company's financial statements and notes to the financial statements are founded on a sound system of risk management and controls. The Board received this declaration from the Chief Executive Officer and Chief Financial Officer prior to approving the half year and full year financial statements for the reporting period.

Recommendation 4.3

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 Company undertakes a verification process prior to the release of any periodic corporate report to the market. All information is reviewed and checked with each relevant department that the information relates, including a review by the Chief Executive Officer or Chief Financial Officer. Source documents and work papers are vetted to ensure they are accurate.

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.

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.

Austin is committed to maintaining a level of disclosure that meets the highest standards and provides all investors with timely and equal access to information.

Austin's Continuous Disclosure Policy reinforces the Company's commitment to ASX continuous disclosure requirements and outlines management's accountabilities and the processes to be followed for ensuring compliance.

The Continuous Disclosure Policy 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.

The Company Secretary circulates to the Board copies of all 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.

The Company ensures that if it gives a new and substantive investor or analyst presentation, then a copy of the presentation materials is released on the ASX Market Announcements Platform ahead of the presentation.

Principle 6: Respect the rights of security holders

A listed entity should provide its security holders with appropriate information and facilities to allow them to exercise their rights as security holders effectively.

Recommendation 6.1

A listed entity should provide information about itself and its governance to investors via its website.

All information disclosed to ASX and other information about the Company (including corporate directory, corporate governance information, ASX announcements and shareholder services) is made available on the "Investors Centre" section of the Company's website.

Recommendation 6.2

A listed entity should design and implement an investor relations program to facilitate effective two-way communication with investors.

The Board is committed to facilitating effective two-way communication with its shareholders, investors and stakeholders, and has adopted a Shareholder Communications Policy to define and support this commitment.

A copy of the Communications Policy is available on the Company's website. The Shareholder Communications Policy sets out Austin's investor relations approach, namely by communicating with its shareholders and investors by posting information on its website, and by encouraging attendance and participation of shareholders at general meetings.

In particular, Austin endeavours to communicate all major activities affecting operations to investors through the Annual Report, half year and full year results announcements, formal disclosures to the ASX (i.e. company announcements), letters to shareholders when appropriate, the Company's website and at the AGM.

The AGM also provides an important opportunity for investors to ask questions, express views and respond to Board proposals. The Board encourages full participation of shareholders at the AGM to ensure a high level of accountability. The Company provides facilities for online voting through Computershare, allowing shareholders to register their voting instructions electronically. Shareholders who are unable to attend the AGM are also able to vote on resolutions through the appointment of a proxy. The results of voting on the items of business are disclosed to the market and posted on the Company's website after the AGM or any other shareholder meeting.

The Company also arranges for the Company's external auditor to attend the Company's AGM and be available to answer shareholder questions about the conduct of the audit, the preparation and content of the Auditor's report, and accounting policies adopted by the Company in relation to the preparation of the financial statements and the independence of the auditor.

Recommendation 6.3

A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.

Shareholders are encouraged to attend and participate at all general meetings of the Company. The Company allows reasonable opportunity for communication of the Company's annual general meetings each year and other general meetings, and encourages shareholder participation in these meetings through questions and comments. The Company's external auditor attends the Company's annual general meeting and is available to answer shareholders' questions (as described above under Recommendation 6.2).

Copies of notices of annual general meetings and general meetings (including any explanatory information) are made available under the "Investors Centre" on the Company's website or on the ASX.

Recommendation 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.

Austin ensures that all substantive resolutions at a meeting of its shareholders are decided by a poll rather than by a show of hands.

Recommendation 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.

Shareholders may elect to receive information from, and make contact with, the Company and its share registry by email. Contact email addresses for the Company and the share registry are set out on the Company's website.

Principle 7: Recognise and Manage Risk

A listed entity should establish a sound risk management framework and periodically review the effectiveness of that framework.

Recommendation 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) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.*

The Board (through the Audit & Risk Committee) is responsible for satisfying itself that a sound system of risk oversight and management exists and that internal controls are effective.

As discussed above (see under Recommendation 4.1), the Audit & Risk Committee operates under the Audit & Risk Committee Charter, which is available on the Company's website. The composition of the Audit & Risk Committee and qualifications, experience and attendance of its members is also addressed above.

Recommendation 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.*

The Company operates various policies and procedures to identify, assess and manage business and operational risks, and is guided by the Austin's Enterprise Risk Management Standard which sets the Company's risk management framework. Responsibility for risk management is shared across the organisation. The Board is responsible for overseeing the establishment of and approving risk management strategies, policies, procedures and systems of Austin. Austin's management team is responsible for establishing Austin's risk management framework.

The Board has delegated to the Audit & Risk Committee responsibility for reviewing and monitoring Austin's risk management framework to provide assurance that major business risks are identified, consistently assessed and appropriately addressed. In addition, the Audit & Risk Committee is required, under its charter, to undertake a review of Austin's risk management framework with management at least annually to satisfy itself that it continues to be sound. A review of the risk management framework and risk register was undertaken during the reporting period.

Risk management is an ongoing activity and a formal organisation-wide risk assessment is undertaken on at least an annual basis. Outcomes are shared with the Audit & Risk Committee and management. The process is governed centrally through Austin's Enterprise Risk Management Standard and directed by policies and procedures within functional areas such as Finance, Occupational Health & Safety, Business Development and Marketing, Operations, Information Technology and Governance.

Austin's senior management has reported to the Board (through the Audit & Risk Committee) on the effectiveness of the management of the material business risks faced by Austin during FY2021. The Audit & Risk Committee has reviewed the risk management framework and is satisfied that it provides a sound framework for the identification and assessment of risk and implementation of related mitigation strategies.

More information on the Company's risks is set out in the Company's 2021 Annual Report.

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 governance, risk management and internal control processes.*

Austin did not have a dedicated internal audit function during the Reporting Period.

As set out in the Audit & Risk Committee Charter, the Committee has responsibility to ensure that Austin has appropriate internal audit systems and controls in place, and for overseeing the effectiveness of these internal controls. The Committee is also responsible for overseeing investigations of breaches or potential breaches of these internal controls.

Austin's external auditors provide recommendations to the Board where internal control weaknesses have been identified.

The Audit & Risk Committee is responsible for overseeing the implementation of recommendations to improve internal control weaknesses made by Austin's auditors, as well as to generally oversee reviews and improvements to risk management and internal control processes.

The structure and role of the Audit & Risk Committee was discussed at Recommendation 4.1 above.

Recommendation 7.4

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

Austin is exposed to a number of economic, environmental and social sustainability risks. The material risks for Austin include:

- Commodity prices;
- Exchange rates;
- Social unrest;
- Innovation risks;
- Health and safety risks;
- Strategic risks;
- Regulatory compliance risks;
- Market concentration risk;
- Supply chain risks;
- People risk; and
- Cyber security and IT risk.

Austin manages risk within a framework defined in its Enterprise Risk Management Standard. The standard sets forth quantitative and qualitative measures to define, assess and mitigate risk. Its management strategies consist of a mix of acceptance, avoidance, mitigation, reduction and transfers actions developed in line with Board mandated tolerance levels. Full details of how Austin manages its material risks related to economic, environmental and social sustainability risks can be found in the Risk Management section of the Company's 2021 Annual Report.

Principle 8: Remunerate fairly and responsibly

A listed entity should pay director remuneration sufficient to attract and retain high quality directors and design its executive remuneration to attract, retain and motivate high quality senior executive and to align their interests with the creation of value for security holders and with the entity's values and risk appetite.

Recommendation 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.

The Board has established a Nomination & Remuneration Committee. The Nomination & Remuneration Committee operates under the Nomination & Remuneration Committee Charter, which is available on the Company's website.

During the reporting period, the Nomination & Remuneration Committee consisted of:

Name	Role	Independent	Status
Chris Indermaur (Chairman of the Nomination & Remuneration Committee)	Non-executive Director	Yes	Chair for the whole period
Jim Walker	Non-executive Chair	Yes	Member for the whole period
Sy van Dyk	Non-executive Director	Yes	Member for the whole period
Prior members (during this reporting period)			
David Singleton	Chief Executive Officer and Managing Director	Yes, until 17 May 2021 ¹	Retired 25 June 2021 ²

¹ Mr Singleton (formerly a Non-executive Director of the Company) agreed to lead a strategic review on 17 May 2021. The Board considers that he ceased to be an Independent Non-executive Director at that time.

² Mr Singleton (formerly a Non-executive Director of the Company) resigned as a member of the Nomination & Remuneration Committee on 25 June 2021 at which time he was appointed as interim Chief Executive Officer of the Company.

Details of the number of meetings of the Nomination & Remuneration Committee held during the reporting period and members' attendance at those meetings is set out in the 2021 Annual Report (as part of the Directors' Report).

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.

Details of remuneration paid to Directors (Executive and Non-executive) are set out in the Remuneration Report. The Remuneration Report also contains information on the Company's policy for determining the nature and amount of remuneration for Directors and Executives and the relationship between the policy and Company performance.

Shareholders will be invited to consider and approve the Remuneration Report at each Annual General Meeting.

The Company's Non-executive Directors receive fees as remuneration for acting as a Director of the Company and if applicable, a standard fee when acting as chair of a standing Committee or the Board. The maximum aggregate amount that can be paid to Non-executive Directors is \$500,000 per annum (including superannuation). This figure has remained the same since it was last approved by shareholders at the 2012 Annual General Meeting. Non-executive Directors are not entitled to participate in equity incentive schemes of the Company and are not entitled to receive performance-based bonuses. The Company has not established any schemes for the provision of retirement benefits, other than statutory superannuation, for Non-executive Directors.

Senior Executive remuneration consists of fixed salary, short-term incentives based on performance, participation in long-term incentive equity schemes and other benefits including superannuation. The Company prohibits employees from entering into transactions or arrangements which limit the economic risk of participating in unvested entitlements under any equity-based remuneration scheme.

Further details on the Company's remuneration policies, including how the structure of the remuneration of Non-executive Directors is distinguished from that of Executive Directors and Senior Executives, are set out in the Remuneration Report in the 2021 Annual Report (as part of the Directors' Report).

Recommendation 8.3

A listed entity which has an equity-based remuneration scheme should:

- (a) *have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and*
- (b) *disclose that policy or a summary of it.*

Austin has adopted a Performance Rights Plan ("Plan") to assist in the motivation, retention and reward of selected Austin employees. The Plan is designed to align the interests of eligible employees more closely with the interests of Austin and shareholders by providing an opportunity for eligible employees to receive an equity interest in Austin through the granting of performance rights. A copy of the Plan is available on Austin's website.

Austin has also agreed (subject to shareholder approval) to issue options under a new option plan to its CEO and Managing Director.

Consistent with section 206J of the Corporations Act, it is the Company's policy to prohibit senior management from entering into transactions or arrangements which limit the economic risk of participating in unvested entitlements under any equity-based remuneration schemes. This is also dealt with in the Share Trading Policy.

Austin has established and disclosed on its website its Share Trading Policy, which strictly prohibits Directors and certain employees as defined in the Policy from participating in any trading in securities of the Company which is of a short-term or speculative nature. The Share Trading Policy sets out "closed periods" within which Directors and certain employees as defined in the Policy may not deal in securities of the Company, and procedural guidelines that certain employees must follow prior to dealing in Company securities. The Share Trading Policy mandates that all employees are aware of, and comply with, the relevant laws regarding trading in securities and inside information.