ALTERRA LIMITED ACN 129 035 221 (Company) CORPORATE GOVERNANCE STATEMENT

This Corporate Governance Statement details (amongst other matters) the compliance of the Corporate Governance Policy circulated with the fourth edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (**Recommendations**).

The Board of the Company currently has in place a Corporate Governance Plan, Board Charter and policies which have been posted in a dedicated corporate governance information section of the Company's website at www.alterra.com.au including:

- Board Charter (within the Corporate Governance Plan);
- Code of Conduct;
- Share Trading by Key Management Policy;
- Shareholder Communication Strategy;
- Disclosure Policy;
- Audit & Risk and Remuneration & Nomination Committee Charter;
- Board Performance Evaluation Policy;
- Remuneration Statement & Policy;
- Workplace Diversity Policy;
- Ongoing Education Policy;
- Safety Policy;
- Environmental Policy;
- Whistleblower Policy; and
- Anti-bribery and Corruption Policy

The Statement has been approved by the Board and is current as at 29 November 2023.

Corpo	prate Governance Council Principles and Recommendations	Does the Company comply?	Explanation of compliance / non-compliance
PRIN	CIPLE 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. 	Yes	 The business of the Company is managed under the direction of the board of directors of the Company (Board), which is responsible for the Company's corporate governance. The Board meets on a regular basis and is required to discuss pertinent business developments, investment decisions and issues, and review the operations and performance of the Company. The responsibilities of the Board include: providing leadership and setting the strategic direction, objectives and goals of the Company; appointing and when necessary replacing the chief executive officer (CEO); overseeing and evaluating management's implementation of the Company's strategic direction, objectives and goals, and its performance generally;

Corporate Governance Council Principles and Recommendations		e Council Principles and Recommendations Does the Company comply? Explanation of compliance / non-compliance			
			 the prudential control of the Company's finances and operations, including monitoring its financial performance and approving its budgets and major capital expenditure; overseeing the integrity of the Company's accounting and corporate reporting systems, including the external audit; overseeing the Company's process for making timely and balanced disclosure of all material information concerning it that a reasonable person would expect to have a material effect on the price or value of the Company's securities; identifying and managing significant business risks in accordance with the Company's risk management and internal compliance and control systems; approving the Company's remuneration framework; and supervising compliance with the Company's governance practices and monitoring their effectiveness. Further details about the responsibilities of the Board are set out in the Company's Board Charter, a copy of which is available on the Company's website at www.alterra.com.au. The Board has delegated the authority to manage the day to day affairs of the Company and the authority to control the affairs of the Company in relation to all matters other than those responsibilities reserved to itself in the Board Charter to the CEO. The CEO has authority to sub-delegate to the senior management team. 		
1.2	 A listed entity should: (a) undertake appropriate checks before appointing a director or senior executive or putting someone forward for election as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director. 	Yes	Prior to appointing a person, or putting forward to security holders a candidate for election, screening checks are undertaken as to the person's experience, education, criminal history and bankruptcy history. When presenting a director for election or re-election, the Company has provided shareholders with details of the director's skills and experience, independence and current term served by the director in office and whether the Board supports the election or re-election.		
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	Yes	The Company has entered into director appointment agreements with each non-executive director and executive services agreements with each senior executive.		
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.	Yes	The company secretary of the Company (Secretary) is accountable directly to the Board, through the chairperson of the Company (Chair), on all matters to do with the proper functioning of the Board including ensuring Board compliance with procedures and other governance requirements. Each director has access to the Secretary and vice versa.		

Corpo	rate Governance Council Principles and Recommendations	Does the Company comply?	Explanation of complian	nce / no	n-compl	iance					
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 		The Company has a Diversity Policy with measurable objectives. A summary of the Policy a respective proportions of men and women on the Board, in senior executive positions and across whole workforce is outlined below;					he Policy and and across the			
	generally; and (c) disclose in relation to each reporting period:			30 Se	eptembe	r 2023		30 September 2022			
	 (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 towards achieving those objectives; and (3) either: 		Gender representation	Female M		Male	Male		Female		
	 (3) elitier. (A) the respective proportions of men and women on the board, in senior 			No.	%	No.	%	No.	%	No.	%
	executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes); or		Board representation	-	-	3	100	-	-	3	100
	(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.	/	Group representation	1	20	4	80	1	20	4	80
	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.		During the reporting period employees; • HSE Co-ordinator	od, the f	ollowing	senior po	ositions w	vithin the	e Compa	ny were I	neld by female
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. 	Yes		emunera as for ev , using l general to asse d (excluc the revie nination formanc orate Go	ation & M raluation both mea meeting: ss the pe ding the C w of the Committ committ e of the E vernance	Nominatio of the pe asurable a erformanc Chair) and Chair. chair. aee will ma Board, its e Plan.	on Comm erformand and qualit ce of any d the Non ake recon committe	tittee to ce of the tative inc director nination mmenda ees and t	oversee e Board, dicators; standing and Rem ations to he direct	the imp Board co and for re-ele nuneratior the Boarc fors. This	ection; and Committee to regarding the
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. 	Yes	The Company's Remune and evaluate managemen management at each Boa A performance evaluation	nt's perfo ard meet	ormance ing.	at least o	nce annu	ally. Fee	edback is	s also pro	

Corpor	ate Governance Council Principles and Recommendations	Does the Company comply?	Explanation of compliance / non-compliance
PRINCI	PLE 2 - STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE		
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; 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. 	No	The Company has a Remuneration & Nomination Committee Chaired by an independent director and comprising two independent non-executive directors. The Remuneration & Nomination Committee Charter is available on the Company's website at www.alterra.com.au. The Committee has been structured so as to provide the Company with an adequate mix of directors with industry knowledge, technical, commercial and financial skills together with integrity and judgment considered necessary to fulfill the responsibilities of the Committee. The Committee met once during the reporting period.
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.	Yes	The Board has adopted a board skills matrix to seek to have directors with an appropriate range of skills, experience and expertise and an understanding of and competence to deal with current and emerging issues of the business. In addition, the Company's succession plans are designed to maintain an appropriate balance of skills, experience and expertise on the Board. The Board competencies are disclosed in the Corporate Governance Plan on the Company's website at www.alterra.com.au.

Corpora	ate Governance Council Principles and Recommendations	Does the Company comply?	Explanation of compliance / non-compliance
2.3	A listed entity should disclose:	Yes	The Board considers each of the following persons to be independent directors.
	(a) the names of the directors considered by the board to be independent directors;		Mr Mark Clements – Non-executive Chairman and Company Secretary
	(b) if a director has an interest, position, affiliation or relationship of the type described		Mr John Palermo – Non-executive Director
	in Box 2.3 but the board is of the opinion that it does not compromise the		The following independent directors have relationships of the type described in (b):
	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		Mr John Palermo is a director of Gratia Australia Pty Ltd, a company which provided accounting services to the Company on commercial terms.
	(c) the length of service of each director.		Mr Mark Clements is a director of Balion Pty Ltd, a company which provided company secretarial services to the Company on commercial terms.
			Mr Palermo and Mr Clements provide these services to a number of other ASX listed companies via services agreements. The Board is of the opinion that this relationship does not materially influence or could reasonably be perceived to materially influence their capacity to bring an independent judgement to bear on issues before the Board and to act in the best interests of the entity and its security holders generally.
			Mr Greg Harvey is not considered to be an independent director due to his executive position and his association with a major shareholder.
			The length of service of each director is as follows;
			Mr Mark Clements – 2 year and 9 months, appointed on 1 February 2021
			Mr Greg Harvey – 1 year and 10 months, appointed 31 December 2021
			Mr John Palermo – 4 years and 5 months – appointed on 12 June 2019
2.4	A majority of the board of a listed entity should be independent directors.	Yes	Two of the three directors are considered independent directors.
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	Yes	The Chair and the Board of the Company is considered an independent director of the Company.
2.6	A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.	Yes	The Company's Board Charter provides an induction program on appointment and encourages continuing education or training to address any skills gaps. The Company reviews the skills and knowledge of each director on a periodic basis.
PRINCI	PLE 3 – INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY		
3.1	A listed entity should articulate and disclose its values.	Yes	The Company discloses its values on its website at <u>www.alterra.com.au</u>
3.2	 A listed entity should: (a) have and disclose a code of conduct for its directors, senior executives and employees; and (b) ensure that the board or a committee of the board is informed of any material breaches of that code. 	Yes	The Company has a Code of Conduct which is incorporated in the Corporate Governance Plan and is available on the Company's website at www.alterra.com.au.

Corpora	te Governance Council Principles and Recommendations	Does the Company comply?	Explanation of compliance / non-compliance
3.3	 A listed entity should: (a) have and disclose a whistleblower policy; and (b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy. 	Yes	The Company has a Whistleblower policy which is incorporated in the Corporate Governance Plan and is available on the Company's website at www.alterra.com.au.
3.4	 A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the board or committee of the board is informed of any material breaches of that policy. 	Yes	The Company has an Anti-bribery and Corruption policy which is incorporated in the Corporate Governance Plan and is available on the Company's website at www.alterra.com.au.

Corpora	Corporate Governance Council Principles and Recommendations		Explanation of compliance / non-compliance				
PRINCIPLE 4 – SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS							
4.1	 The board of a listed entity should: (a) have an audit committee which: (1) has at 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 the 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. 	No	The Company has an Audit & Risk Committee Chaired by an independent director and comprising of two non-executive directors. The Audit & Risk Committee Charter is available on the Company's website at www.alterra.com.au. The Committee has been structured so as to provide the Company with an adequate mix of directors with industry knowledge, technical, commercial and financial skills together with integrity and judgment considered necessary to fulfill the responsibilities of the Committee. The Committee met twice during the reporting period.				
4.2	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.	Yes	The audited financial statements for the full year and reviewed financial statements for the half year are tabled by the CFO and CEO for the Board to review and approve. As the Company does not have a CEO, the CFO and executive director have provided the declaration for the reporting period.				
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.	Yes	The contract CFO prepares monthly financial reports and tables them at Board meetings for review. The Board has been structured so as to provide the Company with an adequate mix of directors with industry knowledge, technical, commercial and financial skills together with integrity and judgment considered necessary to be able to verify the integrity of any periodic reports presented to the Board.				
PRINCI	PLE 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.	Yes	The Company has a Disclosure Policy which is incorporated in the Corporate Governance Plan and is available on the Company's website at www.alterra.com.au.				
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	Yes	The Company provides the Board with copies of all material market announcements promptly after they have been made.				

Corpora	te Governance Council Principles and Recommendations	Does the Company comply?	Explanation of compliance / non-compliance
5.3	A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.	Yes	The Company uploads new and substantive investor or analyst presentations on the ASX Market Announcements Platform ahead of the presentation.
PRINCIP	PLE 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.	Yes	Information about the Company and its governance is provided via the Company's website at www.alterra.com.au.
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	Yes	The Company's Disclosure and Shareholder Communication Policy describes the Board's policy for ensuring shareholders and potential investors of the Company receive or obtain access to information publicly released.
			The Company's primary portals are its website, Annual Report, Annual General Meeting (AGM), Half-Yearly Report and notices to the ASX.
			The Secretary will oversee and coordinate the distribution of all information by the Company to the ASX, shareholders, the media and the public.
			All shareholders have the opportunity to attend the AGM and ask questions of the Board.
6.3	A listed entity should disclose how it facilitates and encourages participation at meetings	Yes	The Company holds an AGM of shareholders in January/February each year.
	of security holders.		The Board will choose a date, venue and time considered convenient to the greatest number of its shareholders. The date, time and venue of the AGM will be notified when the notice of the AGM is circulated to shareholders and lodged with the ASX each year.
			A notice of meeting will be accompanied by explanatory notes on the items of business and together they will seek to clearly and accurately explain the nature of the business of the meeting.
			Shareholders are encouraged to attend general meetings, or if unable to attend, to vote on the motions proposed by appointing a proxy. The proxy form included with the Notice of Meeting will seek to explain clearly how the proxy form is to be completed and submitted.
6.4	A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	Yes	The Company will ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.
6.5	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	Yes	The Company will provide its security holders with an electronic communication option via its share registry.

Corpor	ate Governance Council Principles and Recommendations	Does the Company comply?	Explanation of compliance / non-compliance
PRINCI	IPLE 7 – RECOGNISE AND MANAGE RISK		
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; and (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. 	No	The Company has an Audit & Risk Committee Chaired by an independent director and comprising of two non-executive directors. The Audit & Risk Committee Charter is available on the Company's website at www.alterra.com.au. The Committee has been structured so as to provide the Company with an adequate mix of directors with industry knowledge, technical, commercial and financial skills together with integrity and judgment considered necessary to fulfill the responsibilities of the Committee. The Committee met twice during the reporting period.
7.2	 The board or a committee of the board should: (a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and (b) disclose, in relation to each reporting period, whether such a review has taken place. 	Yes	The Audit and Risk Management Committee is responsible for reviewing at least annually the Company's implementation of the risk management policy and framework and the Board's risk appetite statement. The review was undertaken in relation to the reporting period.
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. 	No	The Company does not have an internal audit function due to the size of the Company's operations. The Company's Audit & Risk Committee is responsible for assisting the Board in overseeing the effectiveness of the Company's system of risk management and internal controls, and to review the Company's risk management program.
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.	Yes	The Company has incorporated a policy dealing with environmental and social risks in its Corporate Governance Plan which is disclosed on the Company's website at www.alterra.com.au.

Corpoi	rate Governance Council Principles and Recommendations	Does the Company comply?	Explanation of compliance / non-compliance
PRINC	IPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY		
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; 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. 	No	The Company has a Remuneration & Nomination Committee Chaired by an independent director and comprising two non-executive directors. The Remuneration & Nomination Committee Charter is available on the Company's website at www.alterra.com.au. The Committee has been structured so as to provide the Company with an adequate mix of directors with industry knowledge, technical, commercial and financial skills together with integrity and judgment considered necessary to fulfill the responsibilities of the Committee. The Committee met twice during the reporting period.
8.2	A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	Yes	The Company has disclosed its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives in its Corporate Governance Plan which is disclosed on the Company's website at www.alterra.com.au.
8.3	 A listed entity which has an equity-based remuneration scheme should: (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and (b) disclose that policy or a summary of it. 	Yes	All options issued by the Company are issued under the Company's Employee Long Term Incentive Plan Rules (Plan Rules). Under the Plan Rules, participants are prohibited from entering into a scheme or arrangement that protects the value of the option granted under the plan prior to the option becoming a vested option.

Corpora	Corporate Governance Council Principles and Recommendations		Explanation of compliance / non-compliance
PRINCI	PLE 9 – 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.	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.	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.	Not applicable	