# **Appendix 4G**

# Key to Disclosures Corporate Governance Council Principles and Recommendations

| Name o  | Name of entity:   |  |  |  |  |  |  |
|---|---|--|--|--|--|--|--|
| AUTO  | AUTOSPORTS GROUP LIMITED  |  |  |  |  |  |  |
| ABN / A   | ARBN:   | Financial year ended:  |  |  |  |  |  |
| 54 614 505 261  |   | 30 June 2017   |  |  |  |  |  |
|   | orporate governance statement <sup>2</sup> for the at the second of | http://autosportsgroup.com.au/ urate and up to date as at 29 September 2017 and has been approved by |  |  |  |  |  |
| the bo  |   |  |  |  |  |  |  |
| The annexure includes a key to where our corporate governance disclosures can be located. |   |  |  |  |  |  |  |
| Date:   | 29 September 2017   |  |  |  |  |  |  |
|   | Name of Director or Secretary authorising Leonie Chapman, Company Secretary lodgement:  |  |  |  |  |  |  |

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 rule 4.10.3.

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.

<sup>&</sup>lt;sup>1</sup> Under Listing Rule 4.7.3, an entity must lodge with ASX a completed Appendix 4G at the same time as it lodges its annual report with ASX.

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.

<sup>&</sup>lt;sup>2</sup> "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.

<sup>&</sup>lt;sup>3</sup> Mark whichever option is correct and then complete the page number(s) of the annual report, or the URL of the web page, where the entity's corporate governance statement can be found. You can, if you wish, delete the option which is not applicable.

# ANNEXURE - KEY TO CORPORATE GOVERNANCE DISCLOSURES

| Corporate Governance Council recommendation |   | We have followed the recommendation in full for the whole of the period above. We have disclosed   | We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$   |
|---|---|--|--|
| PRINC                                       | IPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVE   | ERSIGHT  |  |
| 1.1   | A listed entity should disclose:  (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 fact that we follow this recommendation:  in our Corporate Governance Statement OR  at and information about the respective roles and responsibilities of our board and management (including those matters expressly reserved to the board and those delegated to management):  at http://investors.autosportsgroup.com.au/investors/?page=corporate-governance | <ul> <li>□ an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>□ we are an externally managed entity and this recommendation is therefore not applicable</li> </ul> |
| 1.2   | A listed entity should:     (a) undertake appropriate checks before appointing a person, or putting forward to security holders a candidate 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 fact that we follow this recommendation:  ☑ in our Corporate Governance Statement OR  ☐ at   | □ an explanation why that is so in our Corporate Governance Statement OR □ 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.   | the fact that we follow this recommendation:  ☑ in our Corporate Governance Statement OR  ☐ at   | □ an explanation why that is so in our Corporate Governance Statement OR □ 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.   | the fact that we follow this recommendation:   | <ul> <li>□ an explanation why that is so in our Corporate Governance         Statement OR         we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>   |

| Corpo | rate Governance Council recommendation   | We have followed the recommendation in full for the whole of the period above. We have disclosed   | We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$   |
|-------|--|--|--|
| 1.5   | <ul> <li>(a) have a diversity policy which includes requirements for the board or a relevant committee of the board to set measurable objectives for achieving gender diversity and to assess annually both the objectives and the entity's progress in achieving them;</li> <li>(b) disclose that policy or a summary of it; and</li> <li>(c) disclose as at the end of each reporting period the measurable objectives for achieving gender diversity set by the board or a relevant committee of the board in accordance with the entity's diversity policy and its progress towards achieving them and either: <ul> <li>(1) the respective proportions of men and women on the board, in senior executive positions and across the whole organisation (including how the entity has defined "senior executive" for these purposes); or</li> <li>(2) 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.</li> </ul> </li></ul> | the fact that we have a diversity policy that complies with paragraph (a):  in our Corporate Governance Statement OR  at  at  http://investors.autosportsgroup.com.au/investors/?page=corpor ate-governance  and the measurable objectives for achieving gender diversity set by the board or a relevant committee of the board in accordance with our diversity policy and our progress towards achieving them:  in our Corporate Governance Statement OR  at  at  and the information referred to in paragraphs (c)(1) or (2):  in our Corporate Governance Statement OR  at  at | <ul> <li>         □ an explanation why that is so in our Corporate Governance Statement OR         □ we are an externally managed entity and this recommendation is therefore not applicable     </li> </ul> |
| 1.6   | A listed entity should:     (a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and     (b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.  | the evaluation process referred to in paragraph (a):  ☑ in our Corporate Governance Statement OR  ☐ at  and the information referred to in paragraph (b):  ☑ in our Corporate Governance Statement OR  ☐ at  | <ul> <li>□ an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>□ we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>       |
| 1.7   | A listed entity should:  (a) have and disclose a process for periodically evaluating the performance of its senior executives; and  (b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.   | the evaluation process referred to in paragraph (a):  ☑ in our Corporate Governance Statement OR  ☐ at and the information referred to in paragraph (b):  ☑ in our Corporate Governance Statement OR  ☐ at   | <ul> <li>□ an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>□ we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>       |

| Corporat | te Governance Council recommendation  | We have followed the recommendation in full for the whole of the period above. We have disclosed  | We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$  |  |  |
|----------|---|---|---|--|--|
| PRINCIP  | PRINCIPLE 2 - STRUCTURE THE BOARD TO 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;  (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. | [If the entity complies with paragraph (a):] the fact that we have a nomination committee that complies with paragraphs (1) and (2):  in our Corporate Governance Statement OR  at and a copy of the charter of the committee:  at http://investors.autosportsgroup.com.au/investors/?page=corporate-governance and the information referred to in paragraphs (4) and (5):  in our Corporate Governance Statement OR  at [If the entity complies with paragraph (b):] the fact that we do not have a nomination committee and the processes we employ 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:  in our Corporate Governance Statement OR  at | <ul> <li>□ an explanation why that is so in our Corporate Governance Statement OR</li> <li>□ we are an externally managed entity and this recommendation is therefore not applicable</li> </ul> |  |  |
| 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.   | our board skills matrix:  ⊠ in our Corporate Governance Statement <u>OR</u> □ at  | <ul> <li>□ an explanation why that is so in our Corporate Governance Statement OR</li> <li>□ we are an externally managed entity and this recommendation is therefore not applicable</li> </ul> |  |  |

| Corporate Governance Council recommendation |  | We have followed the recommendation in full for the whole of the period above. We have disclosed   | eve NOT followed the recommendation in full for the whole period above. We have disclosed4  |
|---|--|--|---|
| 2.3   | A listed entity should disclose:     (a) the names of the directors considered by the board to be independent directors;      (b) if a director has an interest, position, association or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, association or relationship in question and an explanation of why the board is of that opinion; and      (c) the length of service of each director. | the names of the directors considered by the board to be independent directors:  ☑ in our Corporate Governance Statement OR ☐ at and, where applicable, the information referred to in paragraph (b): ☑ in our Corporate Governance Statement OR ☐ at and the length of service of each director: ☑ in our Corporate Governance Statement OR ☐ at [insert location here] | an explanation why that is so in our Corporate Governance Statement   |
| 2.4   | A majority of the board of a listed entity should be independent directors.  | the fact that we follow this recommendation:  ☐ in our Corporate Governance Statement OR  ☐ at [insert location here]  | an explanation why that is so in our Corporate Governance Statement <u>OR</u> 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.  | the fact that we follow this recommendation:  ☑ in our Corporate Governance Statement OR  ☐ at   | an explanation why that is so in our Corporate Governance Statement <u>OR</u> 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 provide appropriate professional development opportunities for directors to develop and maintain the skills and knowledge needed to perform their role as directors effectively.   | the fact that we follow this recommendation:  ☑ in our Corporate Governance Statement OR  ☐ at   | an explanation why that is so in our Corporate Governance Statement <u>OR</u> we are an externally managed entity and this recommendation is therefore not applicable |
| PRINCIPI                                    | LE 3 – ACT ETHICALLY AND RESPONSIBLY   |  |   |
| 3.1   | A listed entity should:  (a) have a code of conduct for its directors, senior executives and employees; and  (b) disclose that code or a summary of it.  | our code of conduct or a summary of it:  in our Corporate Governance Statement AND  at http://investors.autosportsgroup.com.au/investors/?page=corpogovernance   | an explanation why that is so in our Corporate Governance<br>Statement  |

| Corporate Governance Council recommendation |  | We have followed the recommendation in full for the whole of the period above. We have disclosed   | We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\ldots^4$ |
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| PRINCIP                                     | PLE 4 – SAFEGUARD INTEGRITY IN CORPORATE REPORTING   |  |   |
| 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. | [If the entity complies with paragraph (a):] the fact that we have an audit committee that complies with paragraphs (1) and (2):  in our Corporate Governance Statement OR  at and a copy of the charter of the committee:  at http://investors.autosportsgroup.com.au/investors/?page=corporate-governance and the information referred to in paragraphs (4) and (5):  in our Corporate Governance Statement OR  at [If the entity complies with paragraph (b):] the fact that we do not have an audit committee and the processes we employ that independently verify and safeguard the integrity of our corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner:  in our Corporate Governance Statement OR in our Corporate Governance Statement OR | an explanation why that is so in our Corporate Governance Statement   |
| 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.  | the fact that we follow this recommendation:   | ☐ an explanation why that is so in our Corporate Governance Statement   |

| Corporate Governance Council recommendation |  | We have followed the recommendation in full for the whole of the period above. We have disclosed $\dots$  | <br>ave NOT followed the recommendation in full for the whole e period above. We have disclosed <sup>4</sup>   |
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| 4.3   | A 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.              | the fact that we follow this recommendation:  ☑ in our Corporate Governance Statement OR  ☐ at  | an explanation why that is so in our Corporate Governance Statement <u>OR</u> we are an externally managed entity that does not hold an annual general meeting and this recommendation is therefore not applicable             |
| PRINCIPI                                    | LE 5 – MAKE TIMELY AND BALANCED DISCLOSURE   |   |  |
| 5.1   | A listed entity should:  (a) have a written policy for complying with its continuous disclosure obligations under the Listing Rules; and  (b) disclose that policy or a summary of it. | our continuous disclosure compliance policy or a summary of it:  in our Corporate Governance Statement AND  at http://investors.autosportsgroup.com.au/investors/?page=corporate-governance | an explanation why that is so in our Corporate Governance Statement  |
| PRINCIPI                                    | LE 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.   | information about us and our governance on our website:   at     http://investors.autosportsgroup.com.au/investors/?page=corpor ate-governance  | an explanation why that is so in our Corporate Governance<br>Statement   |
| 6.2   | A listed entity should design and implement an investor relations program to facilitate effective two-way communication with investors.  | the fact that we follow this recommendation:  ☑ in our Corporate Governance Statement <u>OR</u> ☐ at  | an explanation why that is so in our Corporate Governance Statement  |
| 6.3   | A listed entity should disclose the policies and processes it has in place to facilitate and encourage participation at meetings of security holders.                                  | our policies and processes for facilitating and encouraging participation at meetings of security holders:  in our Corporate Governance Statement OR  at                                    | an explanation why that is so in our Corporate Governance Statement <u>OR</u> we are an externally managed entity that does not hold periodic meetings of security holders and this recommendation is therefore not applicable |
| 6.4   | A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.               | <ul> <li> the fact that we follow this recommendation:</li> <li>☑ in our Corporate Governance Statement <u>OR</u></li> <li>☐ at</li> </ul>  | an explanation why that is so in our Corporate Governance Statement  |

| Corporate Governance Council recommendation |   | We have followed the recommendation in full for the whole of the period above. We have disclosed  | We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$ |  |
|---|---|---|--|--|
| PRINCI                                      | PLE 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;  (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. | [If the entity complies with paragraph (a):] the fact that we have a committee or committees to oversee risk that comply with paragraphs (1) and (2):  in our Corporate Governance Statement OR  at and a copy of the charter of the committee:  at http://investors.autosportsgroup.com.au/investors/?page=corpor ate-governance and the information referred to in paragraphs (4) and (5):  in our Corporate Governance Statement OR  at [If the entity complies with paragraph (b):] the fact that we do not have a risk committee or committees that satisfy (a) and the processes we employ for overseeing our risk management framework:  in our Corporate Governance Statement OR at | an explanation why that is so in our Corporate Governance Statement  |  |
| 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  (b) disclose, in relation to each reporting period, whether such a review has taken place.   | the fact that board or a committee of the board reviews the entity's risk management framework at least annually to satisfy itself that it continues to be sound:  in our Corporate Governance Statement OR  at [insert location]  and that such a review has taken place in the reporting period covered by this Appendix 4G:  in our Corporate Governance Statement OR  at  | an explanation why that is so in our Corporate Governance Statement  |  |

| Corporate Governance Council recommendation |  | We have followed the recommendation in full for the whole of the period above. We have disclosed  | We have NOT followed the recommendation in full for the whole of the period above. We have disclosed <sup>4</sup> |
|---|--|---|---|
| 7.3   | A listed entity should disclose:  (a) if it has an internal audit function, how the function is structured and what role it performs; or  (b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its risk management and internal control processes. | [If the entity complies with paragraph (a):] how our internal audit function is structured and what role it performs:  □ in our Corporate Governance Statement OR □ at [If the entity complies with paragraph (b):] the fact that we do not have an internal audit function and the processes we employ for evaluating and continually improving the effectiveness of our risk management and internal control processes: □ in our Corporate Governance Statement OR □ at | an explanation why that is so in our Corporate Governance Statement   |
| 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.  | whether we have any material exposure to economic, environmental and social sustainability risks and, if we do, how we manage or intend to manage those risks:   in our Corporate Governance Statement OR  at   | an explanation why that is so in our Corporate Governance Statement   |

| Corporate Governance Council recommendation |   | We have followed the recommendation in full for the whole of the period above. We have disclosed  | We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$  |
|---|---|---|---|
| PRINCIP                                     | LE 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;  (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. | [If the entity complies with paragraph (a):] the fact that we have a remuneration committee that complies with paragraphs (1) and (2):  in our Corporate Governance Statement OR  at and a copy of the charter of the committee:  at http://investors.autosportsgroup.com.au/investors/?page=corporate-governance and the information referred to in paragraphs (4) and (5):  in our Corporate Governance Statement OR  at [If the entity complies with paragraph (b):] the fact that we do not have a remuneration committee and the processes we employ for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive:  in our Corporate Governance Statement OR  at | <ul> <li>□ an explanation why that is so in our Corporate Governance Statement OR</li> <li>□ we are an externally managed entity and this recommendation is therefore not applicable</li> </ul> |
| 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.  | separately our remuneration policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives:  in our Corporate Governance Statement (and in the Remuneration Report in our Annual Report) OR   | <ul> <li>□ an explanation why that is so in our Corporate Governance Statement OR</li> <li>□ we are an externally managed entity and this recommendation is therefore not applicable</li> </ul> |

| Corpora | te Governance Council recommendation   | We have followed the recommendation in full for the whole of the period above. We have disclosed  | We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\ldots^4$  |
|---------|--|---|--|
| 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.  | our policy on this issue or a summary of it:  in our Corporate Governance Statement AND  at  http://investors.autosportsgroup.com.au/investors/?page=corporate-governance | <ul> <li>□ an explanation why that is so in our Corporate Governance Statement OR</li> <li>□ we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable OR</li> <li>□ we are an externally managed entity and this recommendation is therefore not applicable</li> </ul> |
| -       | Alternative to Recommendation 1.1 for externally managed listed entities:  The responsible entity of an externally managed listed entity should disclose:  (a) the arrangements between the responsible entity and the listed entity for managing the affairs of the listed entity;  (b) the role and responsibility of the board of the responsible entity for overseeing those arrangements. | the information referred to in paragraphs (a) and (b):  in our Corporate Governance Statement OR  at  | an explanation why that is so in our Corporate Governance Statement  |
| -       | Alternative to Recommendations 8.1, 8.2 and 8.3 for externally managed listed entities:  An externally managed listed entity should clearly disclose the terms governing the remuneration of the manager.  | the terms governing our remuneration as manager of the entity:  in our Corporate Governance Statement OR  at  | an explanation why that is so in our Corporate Governance Statement  |



# **CORPORATE GOVERNANCE STATEMENT**

#### 1. Overview

The Board is committed to conducting the business of Autosports Group Limited (**ASG or the Company**) in accordance with high standards of corporate governance and with a view to creating and delivering value for ASG's shareholders. To this end, the Board has adopted a system of internal controls, risk management processes and corporate governance policies and practices which are designed to support and promote the responsible management and conduct of ASG.

This Corporate Governance Statement sets out the key features of ASG's governance framework and reports against the Corporate Governance Principles and Recommendations (3<sup>rd</sup> edition) published by the ASX Corporate Governance Council (ASX Principles and Recommendations).

The Company listed on the Australian Securities Exchange (ASX) on 16 November 2016. From the date of listing, ASG's governance arrangements were consistent with the ASX Principles and Recommendations.

In accordance with the ASX Principles and Recommendations, ASG's policies and charters referred to in this statement have been posted to the corporate governance section of ASG's website: http://investors.autosportsgroup.com.au/investors/?page=corporate-governance

This Corporate Governance Statement is current as at 29 September 2017 and has been approved by the Board of ASG.

#### 2. The Board

The role of the Board

The Board is responsible for overseeing the governance of ASG. Its role is to:

- represent and serve the interests of shareholders by overseeing and appraising the Company's strategies, policies and operational performance;
- protect and optimise Company performance and build sustainable value for shareholders in accordance with any duties and obligations imposed on the Board by law and the Company's Constitution;
- set and monitor compliance with the Company's governance framework;
- ensure shareholders and other stakeholders are kept informed of the Company's performance and major developments;
- select, appoint and evaluate the performance of the Managing Director and Chief Executive Officer
   (CEO);
- review the performance of the CEO, Company Secretary and Key Management Personnel (KMP);
- oversee capital management including dividend and distribution payments; and
- consider Board succession planning and monitor Board performance.

The Board has delegated the day-to-day operation of the Company to management through the CEO.

The CEO and the management team are responsible for implementing strategic objectives, plans and budgets approved by the Board and are accountable to the Board for matters within their delegated authority.

The company secretary of ASG is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board. All directors have direct access to the company secretary and vice versa.

The Board has adopted a Board Charter which provides an overview of:

- the Board's structure, composition and responsibilities, and
- the relationship and interaction between the Board, Board Committees and management.

The diagram below summarises ASG's governance framework.



## **Composition of the Board**

As at the date of this statement, the Board is currently comprised of five Directors (i.e. three independent Non-Executive Directors and two Executive Directors (including the CEO)). Malcolm Tilbrook was appointed as an independent Non-Executive Director on 29 August 2016 and retired from the Board with effect from 3 July 2017.

The current membership of the Board is set out in the table below.

| Director     | Position   | Appointed       |
|--------------|--|-----------------|
| Tom Pockett  | Chairman and Independent Non-Executive Director  | 29 August 2016  |
| Nick Pagent  | Managing Director and Chief Executive<br>Officer | 29 August 2016  |
| Ian Pagent   | Executive Director                               | 29 August 2016  |
| Robert Quant | Independent Non-executive Director               | 29 August 2016  |
| Marina Go    | Independent Non-executive Director               | 28 October 2016 |

Details of the qualifications, experience and expertise of each Director, including current and former directorships, are set out on pages 19 to 22 of the Company's 2017 Annual Report.

Attendance at Board and Committee meetings and the names of Committee members are included in the Directors' Report on page 23 of the 2017 Annual Report.

#### Director independence

The Board has adopted guidelines, set out in the Board Charter, which are used to guide independence assessments and are based on the definition of independence listed in the ASX Principles and Recommendations.

Having regard to these criteria, the Board considers that Tom Pockett, Marina Go and Robert Quant are independent. The Board considers that Nick Pagent and Ian Pagent are not independent as they are employed by ASG in an executive capacity. In addition, Nick Pagent and Ian Pagent are substantial shareholders in the Company.

# Director selection and succession planning

The Board seeks to ensure that it comprises Directors with a broad range of skills, expertise, experience and background. The Board, with the assistance of the People and Remuneration Committee, regularly reviews its membership. The present Board size is seen as appropriate for the nature of the Company's business and strategy.

A brief overview of the process for the selection and appointment of Directors is set out below.

# The People and Remuneration Committee: • makes recommendations to the Board on the election and re-election of Directors; and Selection of • assists the Board to identify individuals who are qualified to become Board members Candidates · External search organisations may be used to identify potential candidates The factors to be considered when reviewing a potential candidate are set out in the People and External Search Remuneration Committee Charter **Organisations** Appropriate checks are undertaken before appointing a person, or putting forward to shareholders a candidate for election, as a Director Background Checks An offer of appointment will be made by the Chair after having consulted all Directors with any recommendations from the People and Remuneration Committee having been circulated to all Directors Offer of appointment All new Board appointments are confirmed by a written letter of appointment that sets out the key terms and conditions applying to that person's appointment Written letter of appointment • When candidates are submitted to shareholders for election or re-election, ASG includes in the notice of meeting all material information relevant to the decision whether to elect or re-elect the candidate Shareholder Communication

Mix of skills and diversity on the Board

The following table sets out the skills, experience and diversity of the five Directors in office as at the date of this statement.

| Skill set  | Number of directors |
|--|---------------------|
| Automotive retailing                                 | 2/5                 |
| Consumer/brand/marketing                             | 3/5                 |
| Mergers and acquisitions/equity capital markets      | 4/5                 |
| Finance, accounting, audit and banking               | 2/5                 |
| Legal, regulatory compliance and risk                | 2/5                 |
| Former director experience                           | 3/5                 |
| Former executive management (eg CEO, CFO experience) | 5/5                 |

Induction and ongoing professional development opportunities

Upon appointment, each Director receives a letter of appointment and is provided with the Company's core corporate governance policies. Directors are also given opportunities to meet with senior executives and managers and tour Company sites and facilities. Prior to listing, all Directors were involved as observers in the IPO due diligence committee.

Management briefs the Board on relevant industry, regulatory and legal developments at each Board meeting and is available for additional support where required. Directors are also able to attend ongoing professional development and training programs to enable them to develop and maintain their skills and knowledge. In FY18, the board calendar will include a day dedicated to company strategy.

Access to information and independent advice

The Board collectively, and each Director individually, has the right to seek independent professional advice to assist them to carry out their Board responsibilities, subject to the approval of the Chair.

# 3. Board Committees

The Board from time to time establishes Committees to streamline the discharge of its responsibilities.

The permanent standing Committees of the Board are the Audit and Risk Committee and the People and Remuneration Committee. Both standing Committees have an Independent Chair and a formal Charter which sets out matters relevant to their composition, responsibilities and administration.

**Audit and Risk Committee** 

The table below sets out the composition and key responsibilities of the Audit and Risk Committee.

| Composition   | Members  | Responsibilities   |
|---|--|--|
| <ul> <li>Only Non-Executive<br/>Directors</li> </ul>                          | <ul> <li>Robert Quant<br/>(Chair)</li> </ul>                 | The Committee's key responsibilities include overseeing ASG's:   |
| A majority of independent Director  | <ul><li>Marina Go</li><li>Tom Pockett</li></ul>              | <ul><li>financial reporting process;</li><li>relationship with the external auditor and the</li></ul>  |
| <ul> <li>An independent Chai<br/>who is not Chair of the<br/>Board</li> </ul> | r  | external audit function generally;  financial controls and systems;  |
| A minimum of 3<br>members   | Tilbrook was a member of the Committee until his retirement. | <ul> <li>processes for monitoring compliance with laws and regulations; and</li> <li>risk framework including structures and processes for identifying and managing risk.</li> </ul> |

Non-Committee members, including members of management and the external auditor, may attend meetings of the Committee by invitation of the Committee Chair. The Committee has rights of access to management and auditors (external and internal) without management present, and rights to seek explanations and additional information from both management and auditors.

The members of the Audit and Risk Committee have the following qualifications and experience:

| Member       | Qualifications  | Experience   |
|--------------|---|--|
| Robert Quant | Fellow of the Institute of Chartered Accountants Australia and New Zealand and a Bachelor of Accounting from the University of Technology, Sydney | Robert was appointed to the Board on 29 August 2016. His executive roles included the CEO of Grant Thornton Australia Limited from 2008 to 2015. Robert has over 35 years' experience in Chartered Accounting including corporate, business advisory and taxation services supporting a range of public and private entities in the areas of professional services, property, technology and automotive retail. During his time at Grant Thornton, he was a Director and subsequently member of the global leadership team of Grant Thornton International and a Director of Grant Thornton Australia. Robert is a fellow of the Institute of Chartered Accountants and a Member of Australian Institute of Company Directors.   |
| Marina Go    | Master of Business Administration from the Australian Graduate School of Management ('AGSM') and a Bachelor of Arts from Macquarie University     | Marina was appointed to the Board on 28 October 2016. She is currently the Chair of the Wests Tigers NRL Club (appointed September 2014), Non-Executive Director of Energy Australia (appointed April 2017), Chair of Office Brands, Australia's largest independent network of business supplies dealers (appointed February 2017). She is also Chair of Advisory Board – Centre for Media Transition, UTS and sits on the Australian Republican Movement advisory board. Marina's executive roles included CEO of magazine publisher Hearst Australia, CEO of Private Media and Group Publishing Director of Independent Digital Media. She has over 25 years' experience in the media industry, with a focus on global brands for the female consumer and luxury sectors across print, digital and events. Marina has also held senior roles at Fairfax and Pacific Publications. Marina is a mentor with the Women In Media and NRL Women programs and a University of New South Wales ('UNSW') Alumni Leader and Ambassador |

| Member   | Qualifications   | Experience  |
|--|--|---|
| Tom Pockett  | Fellow of the Institute of<br>Chartered Accountants<br>Australia and New Zealand<br>and a<br>Bachelor of Commerce<br>from the University of New<br>South Wales | Tom was appointed to the Board on 29 August 2016. He is the Chairman of Stockland Corporation and a Non-Executive Director of Insurance Australia Group Limited (appointed 1 January 2015), O'Connell Street Associates Limited (appointed 1 November 2014) and Sunnyfield, a not-for-profit disability services provider in New South Wales. Tom was Chief Financial Officer of Woolworths Limited from August 2002 to February 2014. He was an Executive Director of Woolworths Limited from November 2006 to 1 July 2014. He previously held the position of Deputy Chief Financial Officer at the Commonwealth Bank of Australia and prior to that held several senior finance roles within the Lend Lease Group following a successful career with Deloitte. Tom was formerly Chairman of The Quantium Group Holdings Pty Limited (September 2014 to February 2016), and a Director of ALH Group Pty Ltd (September 2014 to February 2016) and Hydrox Holdings Pty Ltd (September 2014 to December 2015). Tom was a member of the Financial Reporting Council from March 2003 to March 2006 and National President of G100 from August 2000 to January 2003. Tom is a Chartered Accountant |
| Malcolm Tilbrook (note retirement effective 3 July 2017) | MBA, Graduate Diploma of Management and Graduate Certificate of Corporate Management from Deakin University  | Malcolm has over 30 years' experience as a senior banking executive with diverse experience in Australian, New Zealand and international markets. Malcolm was managing director of the Esanda motor vehicle finance business at ANZ and held various senior roles within ANZ and Esanda   |

Further information may be found in ASG's 2017 Annual Report.

The Audit and Risk Committee met 3 times during the reporting period, and all committee members were present at those meetings.

Responsibilities in relation to the external audit

The Audit and Risk Committee provides a link between Deloitte Touche Tohmatsu, the Company's external auditors, the Board and management. It also has the responsibility (subject to Corporations Act requirements) for the appointment, terms of engagement and compensation for the external auditor. The Committee will also evaluate the effectiveness of the annual audit and the independence of the external auditor.

The Board has approved a policy on non-audit services provided by the external auditor which clearly sets out guidelines for determining whether the non-audit services are compatible with ASG's general standard of independence.

The Committee's role in relation to the internal audit function is discussed on page 9.

The table below sets out the composition and key responsibilities of the People and Remuneration Committee.

|   | Composition                         | Members   | Responsibilities  |
|---|-------------------------------------|---|---|
| • | Only Non-Executive<br>Directors     |   | The Committee's key responsibilities include overseeing ASG's:                              |
| • | A majority of independent Directors | <ul><li>Tom Pockett</li><li>Robert Quant</li></ul>                                | <ul><li>remuneration framework;</li><li>succession planning for the Board and key</li></ul> |
| • | An independent Chair                |   | management personnel; and   |
| • | members                             | *Note, Malcolm<br>Tilbrook was Chair<br>of the Committee<br>until his retirement. | <ul> <li>people and culture strategies.</li> </ul>  |

On listing, the Board adopted a remuneration framework for the Company appropriate for the listed environment that aligns with the Company's strategy. The Company's remuneration framework for the executive team comprises the following 3 key components:

- 1. fixed remuneration comprising base salary, superannuation contributions and other benefits;
- 2. short term incentive (STI) an 'at risk' component of remuneration where, if individual and Group performance measures are met, senior executives are awarded performance rights which are deferred for one year and are subject to a service condition; and
- long term incentive (LTI) an 'at risk' component of remuneration where senior executives are awarded
  performance rights which are subject to an earnings per share (EPS) performance condition and a service
  condition.

The People and Remuneration Committee met once during the reporting period. All members of the Committee attended that meeting.

Further information about the Company's remuneration framework is set out below at section 5, as well as in the Company's Remuneration Report on page 26 of the Annual Report.

## 4. Performance evaluation

**Board performance evaluation process** 

Under the Board Charter, the Directors undertake performance evaluations of the Board, its Committees and individual Directors. The Company has established the following performance evaluation processes for the Board, Committees and individual Directors:

- The Chairman undertakes a continuous review of the performance and contribution of individual Directors:
- on an annual basis, Directors provide feedback in relation to the performance of the Board, its Committees and individual Directors;
- each Committee provides feedback in terms of a review of its own performance;
- where appropriate to facilitate the review process, assistance may be obtained from third party advisers;
- in the case of the Chair of the Board's performance, feedback will be collected by the Chair of the Audit and Risk Committee; and
- the CEO will also provide feedback from senior management in connection with any issues that may be relevant in the context of the Board performance review.

Performance evaluations of the Board, its Committees and each Director did not take place in FY2017 as the Company listed in November 2016. These performance evaluations will take place in FY2018 in accordance with the processes described above.

Senior executive performance evaluation process

The CEO's key performance indicators (**KPIs**) are reviewed and set annually by the Board at the commencement of the financial year. The Board then carefully evaluates the CEO's performance against those KPIs.

The performance of the senior executive team is done in a similar manner with KPÍ's recommended by the CEO and endorsed by the Board. At the end of each financial year, the CEO conducts performance reviews of each senior executive and measures performance against KPI's and makes recommendations to the Board in relation to each executive's performance accordingly.

A performance evaluation for all senior executives, including the CEO, took place in FY2017 in accordance with the processes described above.

#### 5. Remuneration

#### **Remuneration of Non-Executive Directors**

ASG's remuneration policy for Non-Executive Directors aims to ensure that ASG can attract and retain suitably qualified and experienced Directors having regard to:

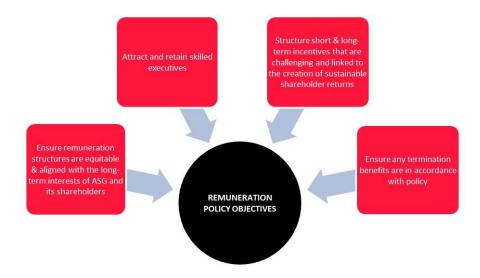
- the level of fees paid to non-executive directors of other major Australian companies;
- the size and complexity of ASG's operations; and
- the responsibilities and work requirements of Board members.

Non-executive Directors receive a fixed amount of fees for their services. Each of the Non-Executive Directors also received a one-off grant of shares in connection with the Company's listing on the ASX in recognition of the work they had done in the context of the IPO and achieving listing. The shares are not subject to any vesting conditions in order to preserve the Directors' impartiality and were designed to align the interests of the Non-Executive Directors with those of Shareholders from the date of listing.

Remuneration of senior executives

The CEO and other senior executives have written employment agreements setting out the terms of their employment.

In considering executive remuneration, the Board and the People and Remuneration Committee are guided by the following policy objectives:



These objectives ensure that the level and composition of remuneration is appropriate, and also that there is a clear link between pay and performance.

The remuneration structure includes both cash and equity components to align the interests of senior executives with those of shareholders.

Further information relating to the remuneration of the Non-Executive Directors and senior executives is set out in the Remuneration Report on page 37 of the Annual Report.

#### 6. Risk framework

## Risk identification and management

The Audit and Risk Committee assists the Board with regard to oversight of ASG's risk management practices by reviewing and reporting to the Board that the Committee has, at least annually, reviewed the Company's risk management framework to satisfy itself that it continues to be sound and effectively identifies all areas of potential risk. During the reporting period, a review of ASG's risk management framework did not take place by the Board or a Board Committee. The review did not take place during the reporting period as an extensive period of due diligence occurred prior to ASG listing on the securities exchange. It is proposed that this review will take place annually going forward and the first review will take place in October 2017.

Information about the Company's material business risks is set out in the Directors' Report on page 18.

#### Internal audit

The Company did not have a dedicated internal audit function during FY2017 and utilised a program of reviews by its internal finance team, working with external advisors as appropriate, to evaluate and improve the effectiveness of its risk management and internal control processes. The Board has approved the establishment of an internal audit function to provide independent and objective assurance on the adequacy and effectiveness of the Company's systems for risk management, internal control and governance, along with recommendations to improve the efficiency and effectiveness of these systems and processes. The internal audit function will report to the Audit and Risk Committee.

## **Business and sustainability risks**

The Company does not face any material exposure to environmental or social sustainability risks. We have developed the following mitigation strategies for addressing material economic sustainability risks inherent in the automotive retail industry:

| Type of risk  | Managed through  |
|---|--|
| Changing customer trends/retail disruption/product risk   | Business model diversification, developing proprietary non-<br>franchise businesses, developing online offerings and other<br>innovations to traditional business model, staff training, monitoring<br>evolving consumer trends and planning accordingly |
| Legislative changes                                       | Business model diversification, developing proprietary non-<br>franchise businesses, developing online offerings and other<br>innovations to traditional business model.   |
| Industry compliance with laws and regulations             | Appropriate corporate structures, business model diversification, developing proprietary non-franchise businesses, reviewing structure and products and legal and compliance framework.  |
| Downturn in general economic activity or individual brand | Individual business departments with individual business models provides a more diversified exposure to economic downturn. A mixed portfolio of franchised brands also reduces exposure as does geographic diversification.                              |
| Exposure to changes in property markets                   | Geographic diversification, monitoring of property assets and markets so we can plan accordingly and considering whether to own or lese key properties on a site by site basis.  |
| Fluctuations in interest rates                            | Constant review of our debt to equity ratios and monitoring the appropriateness of our floorplan facilities.   |

**Chief Executive Officer and Chief Financial Officer declaration** 

The CEO and CFO have provided a written certificate to the Board in respect of the half year and full year statutory accounts of the Company that:

- in their opinion, the financial records of the Company have been properly maintained and the statutory accounts comply with the relevant accounting standards and other mandatory reporting requirements and give a true and fair view of the financial position and performance of the Company; and
- their opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

#### 7. Governance policies

#### **Diversity Policy**

ASG recognises that people are its most important asset and it is committed to achieving workplace diversity. Diversity does not just mean gender diversity although that is a strong focus for the Company.

The Board knows that gender diversity is an essential component of the Company's ability to attract, retain, motivate and develop the best talent, create an engaged workforce, deliver the highest quality service to its customers, and continue to grow the business profitably.

The Board has approved a Diversity Policy which sets out the Company's commitment to gender diversity by:

- setting measurable objectives to achieve gender diversity;
- broadening the field of potential candidates for senior management and Board appointments;
- increasing the transparency of the Board appointment process; and
- embedding the extent to which the Board has achieved the objective of the Diversity Policy in the evaluation criteria for the annual Board performance evaluation.

The Policy specifically provides that each year the Board will set measurable objectives with a view to achieving gender diversity and the People and Remuneration Committee will assess annually both the objectives and the Company's progress in achieving them.

Given the Company listed in November 2016, it will disclose the measurable objectives for achieving gender diversity set by the board and its progress towards achieving them at the end of the next reporting period.

# Diversity data

The proportion of men and women in the Company's workforce as at 30 June 2017 is set out in the following table:

| Level/Role                     | Female | Male | Total | % of women |
|--------------------------------|--------|------|-------|------------|
| Board                          | 1      | 4    | 5     | 20         |
| Senior executives <sup>1</sup> | 2      | 2    | 5     | 50         |
| General Managers/Dealer        | 0      | 15   | 15    | 0          |
| Principals                     |        |      |       |            |
| Operational Managers           | 56     | 124  | 180   | 31         |
| Other                          | 139    | 737  | 876   | 16         |
| TOTAL                          | 198    | 882  | 1080  | 22         |

<sup>&</sup>lt;sup>1</sup> For these purposes, senior executives are direct reports to the CEO.

# Measurable objectives

The Company listed in November 2016 and the Board began the process of reviewing the Company's current positioning in respect of diversity. Since that time, the Company approved the creation of a new position to implement the diversity objectives set by the Board and establish measurable objectives for FY2018. As a result, measurable objectives were not set in FY2017.

In FY2018, the Company will develop a multi-tiered gender diversity program to be implemented across the group. This program will include the following measurable objectives:

| Female think tank                      | Establishment of a working group of women representing a range of levels and locations across the organisation to discuss issues raised by the Workplace Gender Equality Agency as well as issues specific to our industry. |  |  |
|--|---|--|--|
| Pay gap audit                          | Complete review of remuneration packages across the group looking for anomalies between commission structures and actual pay and percentage of women represented in lower paid roles.                                       |  |  |
| Recruitment training for line managers | Delivery of internal training to all line managers on unconscious bias and the need of diversity in our workforce.  |  |  |

## **Code of Conduct**

The Company is committed to a high level of integrity and ethical standards in all business practices. Employees must conduct themselves in a manner consistent with current community and Company standards and in compliance with all relevant legislation.

The Board has adopted a formal Code of Conduct which is designed to:

- provide a benchmark for professional behaviour throughout the Company;
- support the Company's business reputation and corporate image within the community; and
- make Directors and employees aware of the consequences if they breach the Policy.

#### **Securities Dealing Policy**

The Company has adopted a Securities Dealing Policy which is intended to explain the types of dealings in securities that are prohibited under the Corporations Act and establish a best practice procedure for the buying and selling of securities that protects the Company, Directors and employees against the misuse of unpublished information which could materially affect the value of securities.

The Policy imposes restrictions on transactions which limit the economic risk of participating in equity-based remuneration schemes.

#### **Disclosure Policy**

ASG is committed to complying with its disclosure obligations under the Corporations Act and the ASX Listing Rules to keep the market fully informed of information which may have a material effect on the price or value of ASG's securities.

The Company has adopted a Disclosure Policy which establishes procedures to ensure that the Company fulfils its obligations in relation to the timely disclosure of material price-sensitive information.

# **Communications with shareholders**

ASG has adopted Communication Standards which set out ASG's commitment to:

- communicating openly and in a timely manner with its shareholders;
- keeping shareholders informed of all major developments affecting the state of affairs of the Company;
   and
- providing the market and other interested stakeholders with access to information about the Company from time to time.

The Company communicates information regularly through a range of platforms and publications. The diagram below contains more detailed information regarding some of the key platforms and publications.

WEBSITE

- One of ASG's key methods of communication with shareholders and the general public is through its investors' webpage: <a href="http://investors.autosportsgroup.com.au/investors/">http://investors.autosportsgroup.com.au/investors/</a>
- The website contains links to ASG's Constitution, as well as Board and Committee Charters, Company policies and profiles on the Board and management.
- Shareholders can also access information about the current share prices.

# ANNUAL REPORTING

- The Annual Report contains important information about ASG's results for the financial year and a summary of the Company's activities. ASG's Annual Report is available via the ASG website.
- Shareholders may choose to receive a copy of ASG's Annual Report in electronic or hard copy form.

# COMPANY ANNOUNCEMENTS AND COMMUNICATIONS

- ASG publishes all announcements, press releases and other communications on its website.
- ASG's website also contains links to all notices of meeting and explanatory memoranda. Shareholders may
  choose to have these documents sent to them electronically by providing ASG with their email addresses.

#### ANNUAL GENERAL MEETING

- · ASG encourages all shareholders to attend and participate in its AGM each year.
- Shareholders are encouraged to lodge proxies electronically, subject to the adoption of satisfactory authentication procedures.
- Deloitte Touche Tohmatsu, ASG's external auditor, attends the AGM and is available to answer questions about the conduct of the audit and the preparation and content of the auditor's report.
- The Board and management actively engage with shareholders at the AGM.

# INVESTOR RELATIONS

- ASG is committed to maintaining working relationships with its shareholders. Shareholders can receive periodic
  mail outs if they have elected to do so.
- ASG gives shareholders the option to receive communications from, and send communications to ASG and its share registry electronically.