

Appendix 4G

Key to Disclosures

Corporate Governance Council Principles and Recommendations

Name of entity

Horizon Oil Limited

ABN/ARBN

51 009 799 455

Financial year ended:

30 June 2021

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

- ☐ These pages of our annual report:
- ☒ This URL on our website: www.horizonoil.com.au

The Corporate Governance Statement is accurate and up to date as at *[insert effective date of statement]* and has been approved by the board.

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

Date: 26 August 2021

Name of authorised officer authorising lodgement: Kylie Quinlivan

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

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

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

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

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

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

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

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

ANNEXURE – KEY TO CORPORATE GOVERNANCE DISCLOSURES

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT			
1.1	A listed entity should have and disclose a board charter setting out: (a) the respective roles and responsibilities of its board and management; and (b) those matters expressly reserved to the board and those delegated to management.	<input checked="" type="checkbox"/> and we have disclosed a copy of our board charter at: www.horizonoil.com.au	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.2	A listed entity should: (a) undertake appropriate checks before appointing a director or senior executive or putting someone forward for election as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.4	The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable

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

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

Appendix 4G
Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
1.5	<p>A listed entity should:</p> <p>(a) have and disclose a diversity policy;</p> <p>(b) through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and</p> <p>(c) disclose in relation to each reporting period:</p> <p>(1) the measurable objectives set for that period to achieve gender diversity;</p> <p>(2) the entity's progress towards achieving those objectives; and</p> <p>(3) either:</p> <p>(A) the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes); or</p> <p>(B) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.</p> <p>If the entity was in the S&P / ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed a copy of our diversity policy at: www.horizonoil.com.au</p> <p>and we have disclosed the information referred to in paragraph (c) at:</p> <p>Corporate Governance Statement 2021</p> <p>and if we were included in the S&P / ASX 300 Index at the commencement of the reporting period our measurable objective for achieving gender diversity in the composition of its board of not less than 30% of its directors of each gender within a specified period.</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement <u>OR</u></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
1.6	<p>A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and</p> <p>(b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed the evaluation process referred to in paragraph (a) at:</p> <p>Corporate Governance Statement 2021</p> <p>and whether a performance evaluation was undertaken for the reporting period in accordance with that process at:</p> <p>Corporate Governance Statement 2021</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement <u>OR</u></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
1.7	<p>A listed entity should:</p> <p>(a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and</p> <p>(b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.</p>	<p><input checked="" type="checkbox"/> and we have disclosed the evaluation process referred to in paragraph (a) at: Corporate Governance Statement and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: Corporate Governance Statement</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement <u>OR</u></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

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PRINCIPLE 2 - STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE			
2.1	<p>The board of a listed entity should:</p> <p>(a) have a nomination committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a 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.</p>	<p><input type="checkbox"/></p> <p><i>[If the entity complies with paragraph (a):]</i></p> <p>and we have disclosed a copy of the charter of the committee at:</p> <p>.....</p> <p><i>[insert location]</i></p> <p>and the information referred to in paragraphs (4) and (5) at:</p> <p>www.horizonoil.com.au and the Director's Report in Horizon's Annual Report 2021.</p> <p><i>[If the entity complies with paragraph (b):]</i></p> <p>and we have disclosed 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 at:</p> <p>.....</p> <p><i>[insert location]</i></p>	<p><input checked="" type="checkbox"/> set out in our Corporate Governance Statement <u>OR</u></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
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.	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed our board skills matrix at:</p> <p>Corporate Governance Statement 2021</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement <u>OR</u></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
2.3	<p>A listed entity should disclose:</p> <p>(a) the names of the directors considered by the board to be independent directors;</p> <p>(b) if a director has an interest, position, affiliation or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position or relationship in question and an explanation of why the board is of that opinion; and</p> <p>(c) the length of service of each director.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed the names of the directors considered by the board to be independent directors at:</p> <p>Director's Report in Horizon's Annual Report 2021</p> <p>and, where applicable, the information referred to in paragraph (b) at:</p> <p>Corporate Governance Statement 2021</p> <p>and the length of service of each director at:</p> <p>Director's Report in Horizon's Annual Report 2021</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>

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Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
2.4	A majority of the board of a listed entity should be independent directors.	<input type="checkbox"/>	<input checked="" type="checkbox"/> set out in our Corporate Governance Statement <u>OR</u> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement <u>OR</u> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
2.6	A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement <u>OR</u> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
PRINCIPLE 3 – INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY			
3.1	A listed entity should articulate and disclose its values.	<input checked="" type="checkbox"/> and we have disclosed our values at: www.horizonoil.com.au	<input type="checkbox"/> set out in our Corporate Governance Statement
3.2	A listed entity should: (a) have and disclose a code of conduct for its directors, senior executives and employees; and (b) ensure that the board or a committee of the board is informed of any material breaches of that code.	<input checked="" type="checkbox"/> and we have disclosed our code of conduct at: www.horizonoil.com.au	<input type="checkbox"/> set out in our Corporate Governance Statement
3.3	A listed entity should: (a) have and disclose a whistleblower policy; and (b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.	<input checked="" type="checkbox"/> and we have disclosed our whistleblower policy at: www.horizonoil.com.au	<input type="checkbox"/> set out in our Corporate Governance Statement
3.4	A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the board or committee of the board is informed of any material breaches of that policy.	<input checked="" type="checkbox"/> and we have disclosed our anti-bribery and corruption policy at: www.horizonoil.com.au	<input type="checkbox"/> set out in our Corporate Governance Statement

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PRINCIPLE 4 – SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS			
4.1	<p>The board of a listed entity should:</p> <p>(a) have an audit committee which:</p> <p>(1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, who is not the chair of the board,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the relevant qualifications and experience of the members of the committee; and</p> <p>(5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.</p>	<p><input checked="" type="checkbox"/></p> <p><i>[If the entity complies with paragraph (a):]</i></p> <p>and we have disclosed a copy of the charter of the committee at: www.horizonoil.com.au</p> <p>and the information referred to in paragraphs (4) and (5) at: Director's Report in Horizon's Annual Report 2021</p> <p><i>[If the entity complies with paragraph (b):]</i></p> <p>and we have disclosed 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 at:</p> <p>.....</p> <p><i>[insert location]</i></p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>
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.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
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.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement

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PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE			
5.1	A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	<input checked="" type="checkbox"/> and we have disclosed our continuous disclosure compliance policy at: www.horizonoil.com.au	<input type="checkbox"/> set out in our Corporate Governance Statement
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
5.3	A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
PRINCIPLE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS			
6.1	A listed entity should provide information about itself and its governance to investors via its website.	<input checked="" type="checkbox"/> and we have disclosed information about us and our governance on our website at: www.horizonoil.com.au	<input type="checkbox"/> set out in our Corporate Governance Statement
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	<input checked="" type="checkbox"/> and we have disclosed how we facilitate and encourage participation at meetings of security holders at: www.horizonoil.com.au	<input type="checkbox"/> set out in our Corporate Governance Statement
6.4	A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
6.5	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement

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PRINCIPLE 7 – RECOGNISE AND MANAGE RISK			
7.1	<p>The board of a listed entity should:</p> <p>(a) have a committee or committees to oversee risk, each of which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.</p>	<p><input type="checkbox"/></p> <p><i>[If the entity complies with paragraph (a):]</i></p> <p>and we have disclosed a copy of the charter of the committee at: www.horizonoil.com.au</p> <p>and the information referred to in paragraphs (4) and (5) at: Director's Report in Horizon's Annual Report 2021</p> <p><i>[If the entity complies with paragraph (b):]</i></p> <p>and we have disclosed 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 at:</p> <p>.....</p> <p><i>[insert location]</i></p>	<p><input checked="" type="checkbox"/> set out in our Corporate Governance Statement</p>
7.2	<p>The board or a committee of the board should:</p> <p>(a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and</p> <p>(b) disclose, in relation to each reporting period, whether such a review has taken place.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed whether a review of the entity's risk management framework was undertaken during the reporting period at:</p> <p>www.horizonoil.com.au</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>

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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.	<input type="checkbox"/> <i>[If the entity complies with paragraph (a):]</i> and we have disclosed how our internal audit function is structured and what role it performs at: <i>[insert location]</i> <i>[If the entity complies with paragraph (b):]</i> and we have disclosed 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 at: Corporate Governance Statement 2021	<input type="checkbox"/> set out in our Corporate Governance Statement
7.4	A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.	<input checked="" type="checkbox"/> and we have disclosed whether we have any material exposure to environmental and social risks at: Corporate Governance Statement 2021, Horizon's Annual Report 2021 and Horizon's Sustainability Report 2021 and, if we do, how we manage or intend to manage those risks at: Corporate Governance Statement 2021, Horizon's Annual Report 2021 and Horizon's Sustainability Report 2021	<input type="checkbox"/> set out in our Corporate Governance Statement

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PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY			
8.1	<p>The board of a listed entity should:</p> <p>(a) have a remuneration committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.</p>	<p><input type="checkbox"/></p> <p><i>[If the entity complies with paragraph (a):]</i></p> <p>and we have disclosed a copy of the charter of the committee at: www.horizonoil.com.au</p> <p>and the information referred to in paragraphs (4) and (5) at: Director's Report in Horizon's Annual Report 2021</p> <p><i>[If the entity complies with paragraph (b):]</i></p> <p>and we have disclosed 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:</p> <p>.....</p> <p><i>[insert location]</i></p>	<p><input checked="" type="checkbox"/> set out in our Corporate Governance Statement <u>OR</u></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
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.	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed separately our remuneration policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives at:</p> <p>Director's Report in Horizon's Annual Report 2021</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement <u>OR</u></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
8.3	<p>A listed entity which has an equity-based remuneration scheme should:</p> <p>(a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and</p> <p>(b) disclose that policy or a summary of it.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed our policy on this issue or a summary of it at: Remuneration Report in Horizon's Annual Report 2021</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement <u>OR</u></p> <p><input type="checkbox"/> we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable <u>OR</u></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

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ADDITIONAL RECOMMENDATIONS THAT APPLY ONLY IN CERTAIN CASES			
9.1	A listed entity with a director who does not speak the language in which board or security holder meetings are held or key corporate documents are written should disclose the processes it has in place to ensure the director understands and can contribute to the discussions at those meetings and understands and can discharge their obligations in relation to those documents.	<input type="checkbox"/> and we have disclosed information about the processes in place at: <i>[insert location]</i>	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input checked="" type="checkbox"/> we do not have a director in this position and this recommendation is therefore not applicable OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
9.2	A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.	<input type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input checked="" type="checkbox"/> we are established in Australia and this recommendation is therefore not applicable OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
9.3	A listed entity established outside Australia, and an externally managed listed entity that has an AGM, should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.	<input type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input checked="" type="checkbox"/> we are established in Australia and not an externally managed listed entity and this recommendation is therefore not applicable <input type="checkbox"/> we are an externally managed entity that does not hold an AGM and this recommendation is therefore not applicable
ADDITIONAL DISCLOSURES APPLICABLE TO EXTERNALLY MANAGED LISTED ENTITIES			
-	<i>Alternative to Recommendation 1.1 for externally managed listed entities:</i> 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; and (b) the role and responsibility of the board of the responsible entity for overseeing those arrangements.	<input type="checkbox"/> and we have disclosed the information referred to in paragraphs (a) and (b) at: <i>[insert location]</i>	<input type="checkbox"/> set out in our Corporate Governance Statement

Key to Disclosures Corporate Governance Council Principles and Recommendations

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

CORPORATE GOVERNANCE STATEMENT 2021

The Board of Horizon Oil Limited (**Horizon** or **Company**) is committed to a strong corporate governance framework for the Company. The Board continues to review its policies and practices to reflect changes in governance standards and practice. This Corporate Governance Statement was approved by the Board on 24 August 2021.

A description of the Company's main corporate governance practices is set out below. The Company's corporate governance policies are available in the Governance section of the Company's website at www.horizonoil.com.au. All these practices, unless otherwise stated, were in place for the full financial year. They comply with the ASX Corporate Governance Council's revised Corporate Governance Principles and Recommendations 4th edition, released in February 2019 (**ASX Recommendations**), except where noted in the ASX Appendix 4G.

PRINCIPLE 1: LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

1.1 Board Responsibilities

The relationship between the Board and senior management is critical to the Company's long-term success. The Directors are responsible to the shareholders for the performance of the Company in both the short and longer term and seek to balance sometimes competing objectives in the best interests of the Company as a whole. The role of the Board is to lead and oversee management and the direction of the Company.

The Company has formalised and defined the functions reserved for Board accountability and those delegated to management in a formal Board Charter published on the Company's website. The Board operates in accordance with the broad principles set out in the Board Charter. The Board Charter details the Board's composition and the role and responsibilities of the Board are set out in the Company's Board Charter and include:

- providing strategic guidance to the Company and its subsidiaries (together, the **Group**) including contributing to the development of and approving the corporate strategy;
- reviewing and approving business plans, the annual budget and financial plans including available resources and major capital expenditure initiatives;
- overseeing and monitoring:
 - organisational performance and the achievement of the Company's strategic goals and objectives;
 - compliance with the Company's Code of Conduct;
 - progress in relation to the Company's diversity objectives and compliance with its Diversity Policy; and
 - progress of significant corporate projects including any acquisitions or divestments;
- monitoring financial performance including approval of the annual and half-year financial reports and liaison with the Company's auditors;
- appointment, performance assessment and, if necessary, removal of the Chief Executive Officer (**CEO**);
- ratifying the appointment and/or removal and contributing to the performance assessment for the members of the senior management team including the Chief Financial Officer (**CFO**) and the Company Secretary;
- ensuring there are effective management processes in place and approving major corporate initiatives;

- enhancing and protecting the reputation of the Company;
- overseeing the operation of the Company's system for compliance and risk management reporting to shareholders; and
- ensuring appropriate resources are available to senior management.

The Board has approved the Statement of Values for the Company and within the reporting period, approved a revised Code of Conduct, which are published in the Governance section of the Company's website.

Day to day management of the Company's affairs and the implementation of the corporate strategy and policy initiatives are formally delegated by the Board to the CEO and senior executives.

1.2 Terms of appointment

Appropriate checks are undertaken before appointing or putting forward for election any Director. It is the Company's policy to provide all material information relevant to a shareholder's decision on whether to elect or re-elect a Director.

The Directors and senior executives have a clear understanding of their roles and responsibilities within the Company and of the Company's expectations of them. The Company has a written agreement with each Director and senior executive setting out the terms of their appointment. The key terms of these agreements are set out in the Directors' Report.

The Company Secretary is regarded by the Board as carrying out an important role in supporting the effectiveness of the Board and its committees. The Company Secretary is accountable directly to the Board, through the Chairman, on all matters to do with the proper functioning of the Board. Details of the Company Secretary are included in the Directors' Report.

1.3 Diversity

The Company strongly values diversity and recognises the benefits it can bring to its ability to achieve its goals. Accordingly, the Company's Diversity Policy (published in the Governance section on the Company's website) outlines the Company's gender diversity objectives. It includes commitment of the Board to establish measurable objectives for achieving gender diversity and for the Board to assess annually the objectives and the Company's progress in achieving them.

Diversity is applicable to all levels of the organisation, including Board and senior executive positions and all appointment processes are to be conducted in a manner that promotes gender diversity in accordance with the Code of Conduct and Diversity Policy.

In the past financial year, the Company continued its commitment to promoting gender and other forms of diversity by working towards the FY21 measurable objectives set by the Board. The progress during FY21 against the measurable objectives is summarised below.

FY21 MEASURABLE OBJECTIVE	PROGRESS IN FY21
Increase the representation of women in management roles and under-represented roles with a focus on the structure of its recruitment and selection practices at all levels to ensure a diverse range of candidates are considered	<p>Given challenging economic conditions, there has been no recruitment of new employees in the company during FY21.</p> <p>The company is committed to increasing the representation of women in under-represented roles and has once again set this as a measurable objective for FY22.</p>
Encourage training and personal development to assist in furthering career goals	<p>Given challenging economic conditions including remote working, no employees have undertaken training or personal development courses during FY21.</p>
Maintain a target of at least 20% women employees in the management team	<p>The company has maintained at least 20% women employees in the management team.</p>
Achieve a target of 30% women directors on the Board	<p>During the financial year, the Board appointed Bruce Clement as a non-executive director. As a result of Bruce's appointment, the number of women directors on the Board fell to 1 in 6 (or 16.7%).</p> <p>The Board identified a skills gap on the Board for a director with broad practical and technical oil and gas experience. Horizon prepared a long-list of candidates for the role with a focus on inclusion of possible women directors. Horizon identified women nominees with suitable experience for the vacancy, but considered that their location and existing time commitments did not make them ideal candidates for the role.</p> <p>The company is committed to increasing the representation of women on its Board and has once again set this as a measurable objective for FY22.</p>

The Board has set the following measurable objectives in relation to gender diversity for FY22:

- [From FY21] Increase the representation of women in management roles and under-represented roles with a focus on the structure of its recruitment and selection practices at all levels to ensure a diverse range of candidates are considered.
- [From FY21] Maintain a target of at least 20% women employees in senior executive roles.
- [From FY21] Achieve a target of 30% women directors on the Board.
-
- [New for FY22] Implement structured annual performance review processes to provide all employees with the opportunity for review and discussion of their performance, remuneration and opportunities for development and training. Whilst not a process specific to women employees, a formal and structured review process allows for management to review employee performance and benchmark employees against market and their peers, in particular to address any gender disparity in remuneration.

The proportion of female employees in the Group is summarised below:

MEASURE	PROPORTION [as at 30 June 2021]
Women full-time permanent employees	43.75% (seven of sixteen)
Women senior executive roles	20% (one of five)
Women directors	16.7% (one of six)

The Company defines “senior executives” as being the CEO and the CEO’s direct reports. After the reporting period, one of Horizon’s senior executives ceased employment, such that the proportion of women in senior executive roles increased to 25% [one of four].

1.4 Performance evaluation

Under the Board Charter, the Board is required to review its own performance and performance of the Board Committees. The Board reviews the consolidated views, input, comments and deficiencies arising from the formal discussions and identifies ways to improve Board and Board Committee performance and determine the necessary implementation plans for such improvement measures. The Chairman of the Board and the Chairman of the Remuneration and Nomination Committee undertakes an annual review of the performance of the CEO and Company Secretary. The CEO undertakes an annual review of other senior executives.

During FY21, performance evaluation was undertaken in accordance with this process. Performance was assessed having regard to a variety of key performance indicators which are aligned to Horizon’s strategic objectives. The results of these reviews are used in determining succession planning, performance and development plans and remuneration in consultation with the Remuneration and Nomination Committee.

PRINCIPLE 2: STRUCTURE THE BOARD TO ADD VALUE

2.1 Board composition

Under the Company’s Constitution, the Board must have a minimum of three directors and a maximum of eight. Directors other than the Managing Director are required to seek election at the first annual general meeting following their appointment and thereafter may not retain office without re-election for more than three years.

The Board seeks to ensure that:

- at any point in time, its membership represents an appropriate balance between Directors with experience and knowledge of the Group and Directors with an external or fresh perspective; and
- the size of the Board is conducive to effective discussion and efficient decision-making.

During the reporting period, the Board did not compose a majority of Independent Directors. The Board composition over the reporting period is described as follows:

- from 1 July to 1 September 2020, the Board composed of five Directors, of which two were Independent Directors; and
- from 1 September 2020 (being the date of Mr Clement’s appointment), the Board composed of six Directors, of which three were Independent Directors.

After the reporting period, on 1 July 2021 the Board appointed Mr Nigel Burgess as a director. Mr Burgess is not considered to be an independent director [see section 2.4]. As such the Board is currently composed of seven Directors, of which three are Independent Directors. The Chairman of the Board is an Independent Director and the role of Chairman and CEO are performed by different individuals.

2.2 Directors appointments and resignations

The Board renewal process is overseen by the Remuneration and Nomination Committee and involves reviewing the Board composition to ensure the Board has an appropriate mix of experience and skills to fulfil its responsibilities effectively.

During FY21, Mr Bruce Clement was appointed on 1 September 2021 as an independent non-executive director.

After the reporting period, Mr Nigel Burgess was appointed to the Board as a non-executive director. Mr Burgess is not considered to be an independent director [see section 2.4].

2.3 Board capabilities

In determining the composition of the Board, consideration is given to the optimal mix of background, experience and diversity that will best position the Board to guide the Company. As the needs of the Board are dynamic, these skills and experiences may change over time. The Board considers that collectively the current Board has the range of skills, knowledge and experience necessary to direct the Company.

Details of the members of the Board, their skills, experience, expertise, qualifications and term of office are set out in the Directors' Report. The Directors represent a wide range of operational and international experience with an in depth understanding of the industry. The combination of skills and experience allows for contributions on operational, financial and management matters.

A summary of the Board skills matrix is set out below [as at 30 June 2021]:

SKILLS AND EXPERIENCE AND DIVERSITY	HORIZON BOARD REPRESENTATION [OUT OF 6 DIRECTORS]
Industry Experience	4
Senior executive or Board experience in the upstream oil and gas sector, with experience and knowledge across some or all of exploration, development and operations, combined with an understanding of Horizon corporate purpose. Membership of industry related organizations.	
Financial acumen	4
Senior executive or equivalent experience in financial accounting and reporting, corporate finance, internal financial controls and risk management.	
Strategy and risk	6
Experience in developing, implementing and challenging a successful strategy over the long term. Experience in risk management and oversight of risk.	
Leadership	6
Successful senior executive.	
Corporate Governance	6
Experience with an organization that is subject to comprehensive governance and regulatory framework. Commitment to high standards of governance.	
International Experience	5
Senior management or equivalent experience or exposure to political, regulatory and business environments in global locations, particularly PNG and China.	
Health, safety, environment and social responsibility	6
Good working understanding of workplace health and safety, and environmental and social responsibility regarding the broad impacts of climate change.	
People and performance	6
Experience in relation to managing people and remuneration including incentive arrangements, leadership and development.	
Capital projects and commercial capability	6
Experience working in an industry with projects involving large capital outlays and long-term investment. Broad range of commercial skills and experience.	
Information technology	2
Knowledge of information technology governance including privacy and cyber security.	

Profiles of each of the Directors and the length of service of each Director are detailed in the Director's Report.

Directors are encouraged to attend appropriate training and professional development courses to update and enhance their skills and knowledge. All new Non-Executive Directors are provided with a letter of agreement which sets out the terms of their appointment and an induction pack which includes detailed information about the Company, its operations, financial position and strategies and objectives. The pack also includes materials such as the Board Charter, the Company's policies and procedures, previous Board papers and minutes, the Company's Constitution and most recent annual reports.

The Board is actively and regularly involved in risk management and strategic planning. The Board has an active program of continuous improvement, including keeping up to date on best practice, fostering a compliance culture, training and recognition.

2.4 Directors' independence

The Board assesses independence against its adopted principles set out in the Board Charter in relation to Directors' independence. These state that when determining independence, a Director must be a Non-Executive and the Board should consider whether the Director:

- is, or has been, employed in an executive capacity by the entity or any of its child entities and there has not been a period of at least three years between ceasing such employment and serving on the Board;
- is, or has within the last three years been, a partner, director or senior employee of a provider of material professional services to the entity or any of its child entities;
- is, or has been within the last three years, in a material business relationship (e.g. as a supplier or customer) with the entity or any of its child entities, or an officer of, or otherwise associated with, someone with such a relationship;
- is a substantial security holder of the entity or an officer of, or otherwise associated with, a substantial security holder of the entity;
- has a material contractual relationship with the entity or its child entities other than as a director;
- has close family ties with any person who falls within any of the categories described above; or
- has been a director of the entity for such a period that his or her independence may have been compromised.

The Board assesses the independence of each non-executive director and considers that Mr Harding, Ms Birkenleigh and Mr Clement are Independent Directors. The Board acknowledges that Mr de Nys and Mr Bittar are not independent directors by virtue of their association with a substantial shareholder, the IMC Pan Alliance Group; and Mr Burgess, appointed after the reporting period, is also considered not to be independent by virtue of his association with a substantial shareholder, Samuel Terry Absolute Return Fund.

Each Director's independence is assessed by the Board on an individual basis and directors are required to make prompt disclosure to of any information relating to their independence. Directors' shareholdings are set out in the Directors' Report in the Annual Report.

Subject to the prior approval of the Chairman, Directors and Board Committees have the right, in connection with the discharge of their duties and responsibilities, to seek independent professional advice at the Company's expense.

2.5 Board committees

The Board has established several Board Committees to assist in the execution of its duties and to allow detailed consideration of complex issues. Current committees of the Board are: Remuneration and Nomination, Audit, Risk Management and Disclosure Committees. Copies of the Board Charter and Charters for each of the Board Committees are published in the Governance section of the Company's website.

The Charters specify the responsibilities, composition, membership requirements, reporting processes and the way the committees are to operate. Committees endeavour to consist of non-executive directors with a majority of Independent

Directors. All Non-Executive Directors may attend any meeting of the Committees. Details of Directors' membership of each Committee and their attendance at meetings are set out in the Directors' Report.

2.6 Remuneration and Nomination Committee

The Board has established a Remuneration and Nomination Committee. The Remuneration and Nomination Committee, as at 30 June 2020, is composed of four Non-Executive Directors, half of whom are independent. The Board acknowledges that the Remuneration and Nomination Committee is currently chaired by a non-independent director. The Company is confident that the Chairman of the Remuneration and Nomination Committee has the experience and relevant qualifications to discharge his role and is not biased toward the substantial shareholder with whom he is associated.

Details of attendance at meetings of the Committee during the financial year are detailed in the Directors' Report.

PRINCIPLE 3: ACT ETHICALLY AND RESPONSIBLY

3.1 Values and Code of Conduct

We are committed to making the right kind of impact and applying Australian rigour to what we do, whether in-country or in our foreign operations, such as China and New Zealand. We promote, and expect from our people, a high standard of integrity, and ethical and transparent behaviour in business.

The Board approved Horizon's statement of values are available in the Governance section of the Company's website. Horizon's management team are responsible for inculcating those values across Horizon's workplace. Relevantly, as part of each employee's performance review, an employee must describe how their performance reflects Horizon's values.

We have a zero-tolerance policy on bribery and other forms of corruption. Employees found to have breached our Code of Conduct or our Anti-Bribery policies are subject to disciplinary action which may include termination of their employment. In FY21, Horizon approved a new Code of Conduct and is rolling out training on the policy across our workplace. The new Code is published in the Governance section of the Company's website.

In FY21, Horizon reported under the *Modern Slavery Act 2018*. Horizon continues to conduct due diligence on its value and supply chain to identify and assess any incidence of modern slavery.

3.2 Securities Trading Policy

The Securities Trading Policy was updated in June 2018 and released to the ASX and applies to all Directors and employees of the Company. Directors and employees are prohibited from trading in Company shares during prescribed blackout periods. Directors are required to disclose any share trading. Breaches of the Securities Trading Policy will be investigated and will be subject to appropriate sanctions, which could include disciplinary action or termination of employment.

3.3 Conflicts of interest

The Company manages actual and potential conflicts of interest in accordance with its Code of Conduct and Director's Code of Conduct, both of which are available in the Governance section of the Company's website. Directors have an obligation to identify, disclose, monitor and manage any conflict of interest. A Director who has a material personal interest in a matter being considered at a Directors' meeting must not be present while the matter is being considered at the meeting or vote on the matter unless the rest of the Board have passed a consent resolution.

3.4 Anti-bribery and corruption Policy / Whistleblower Policy

Horizon has in place an Anti-bribery and Corruption Policy. The company also has a Whistleblower Policy in place, and all employees have received training on the policy. The Company offers an independent service run by Deloitte to enable employees to report any incidences of misconduct falling under the Whistleblower Policy (including anonymously). The Company's Anti-bribery and Corruption and Whistleblower Policies are available in the Governance section of the Company's website

PRINCIPLE 4: SAFEGUARD INTEGRITY IN CORPORATE REPORTING

4.1 Audit Committee

The primary role of the Audit Committee is to assist the Board in discharging its responsibilities in relation to the Company's financial reporting, internal control structure and the internal and external audit functions and to make appropriate recommendations in respect of those responsibilities. The Audit Committee has a formal charter which sets out the Committee's role and responsibilities, composition, structure and membership requirements and is available in the Governance section of the Company's website.

The Audit Committee is chaired by an Independent Director who is not the Chairman of the Board and is constituted by at least three members. During the reporting period, the majority of the Audit Committee was independent. After the reporting period and following Mr Burgess' appointment to the Audit Committee, the Audit Committee now comprises four members of which half are independent. The Committee meets with the external auditor without management present at least twice a year to allow an opportunity to discuss any matters that the Committee or the external auditor believes should be discussed privately.

The qualifications of Audit Committee members and their attendance at meetings of the Committee are detailed in the Directors' Report.

4.2 Financial integrity

The Board receives written certifications from the CEO and the CFO in relation to the Group's financial reporting processes for the full and half year reporting periods. The Board requires the CEO and CFO to provide a declaration in accordance with section 295A of the Corporations Act 2001. The Board acknowledges that, in their opinion, the financial records of the Company 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 Company. That opinion has been formed on the basis of a sound system of risk management and internal control which is, in their view, operating effectively.

4.3 Audit

Other than the half year and full year results, Horizon's periodic corporate reports are not reviewed or audited by an external auditor. Horizon undertakes an internal review process to verify the integrity of any periodic corporate reports, which includes a layered check and balance by senior management and relevant executives.

A representative of the external auditor attended all Audit Committee meetings during the financial year, including holding discussions with the Audit Committee at each meeting without management present. The external auditor attended the 2020 Annual General Meeting in order to answer shareholder questions about the conduct of the external audit and the preparation and content of the independent auditor's report.

The Company's Audit Committee's policy is to appoint an external auditor who clearly demonstrates professional qualities and independence. The performance of the external auditor is reviewed annually and if deemed appropriate, applications for tender of external audit services would be requested, taking into consideration assessment of performance, existing value and tender costs.

The Company's policy is to rotate audit engagement partners at least every five years.

An analysis of fees paid to the external auditors, including a breakdown of fees for non-audit services, is provided in the Financial Statements of the Annual Report. It is the policy of the external auditor to provide an annual declaration of its independence to the Audit Committee.

PRINCIPLE 5: MAKE TIMELY AND BALANCED DISCLOSURE

The Company is committed to giving all shareholders timely and equal access to information and has developed policies to ensure that directors and management are aware of and fulfil their obligations in relation to the timely disclosure of material

price-sensitive information. The Continuous Disclosure Policy is published in the Governance section of the Company's website. In accordance with the Policy, information must not be selectively disclosed prior to being announced to the ASX.

When the Company makes an announcement to the market, that announcement is released to the ASX. Directors receive copies of all market announcements promptly after they are made. The Company Secretary is responsible for communications with the ASX. All material information disclosed to the ASX is posted on the Company's website at www.horizonoil.com.au. The Company is committed to giving all shareholders timely and equal access to information concerning the Company.

Webcasting of material presentations, including annual and half-yearly results presentations, is provided for the benefit of shareholders, regardless of their location.

The Chairman, CEO and Company Secretary have been nominated as persons responsible for communications with the ASX. This role includes responsibility for ensuring compliance with the continuous disclosure requirements in the ASX Listing Rules and overseeing and co-ordinating information disclosure to the ASX, analysts, brokers, shareholders, the media and the public.

PRINCIPLE 6: RESPECT THE RIGHTS OF SHAREHOLDERS

All information disclosed to the ASX is posted on the Company's website as soon as it is released by the ASX. When presentations on aspects of the Group's operations are made, the material used in the presentation is released to the ASX. Procedures have also been established for reviewing whether any price sensitive information has been inadvertently disclosed, and if so, this information is also immediately released to the market. The website provides an option for shareholders to register their e-mail address for direct e-mail updates from the Company of Company matters.

The Company has put in place a policy to assist the Company in developing and promoting its communication with shareholders and encouraging effective participation at annual general meetings. The Shareholder Communications Guidelines Policy is published in the Governance section of the Company's website.

Horizon encourages all shareholders to attend the Annual General Meeting (**AGM**) which is usually held in November each year. The AGM provides shareholders with an insight into the operations of the Group during the year. At the AGM, shareholders are entitled to ask questions about the management of Horizon and questions of the external auditor about the conduct of the audit and the preparation and content of the auditor's report. Shareholders who are unable to attend the AGM may vote by appointing a proxy using the form included with the notices of meeting.

Shareholders are given the opportunity to elect to receive a copy of the Company's annual report. The Company also provides shareholders with online access to all Company announcements, media briefings, details of Company meetings, press releases for the last three years and financial reports for the last five years by publishing on the Company's website. Shareholders may elect to receive all (or some) communications from the registry electronically, including notices of meeting and annual reports with the aim of improving the speed, convenience and environmental friendliness of our reporting communications.

PRINCIPLE 7: RECOGNISE AND MANAGE RISK

The Board, with the assistance of the Audit and Risk Management Committees, is responsible for overseeing the implementation of the Company's risk management framework and ensuring that internal compliance and control systems are in place. These systems require management to be responsible for identifying and managing the risks which may have a material impact on the strategic objectives.

The Company's Risk Management Standard is designed to ensure strategic, operational, environmental, legal, reputational and financial risks are identified, assessed, effectively and efficiently monitored and managed to enable achievement of the Group's business objectives. Considerable importance is placed on maintaining a strong internal control environment. There is an organisational structure with clearly drawn lines of accountability and delegation of authority. Adherence to the corporate Code of Conduct (refer to Principle 3) is always required and the Board actively promotes a culture of quality and integrity.

The Risk Management Committee oversees the procedural operation of the risk management and compliance system. During the reporting period, the Committee composed of three Non-Executive Directors. The Board acknowledges that the Risk Management Committee is currently chaired by a Director who is not considered to be an Independent Director. The Company is confident that the Chairman of the Risk Management Committee has the experience and relevant qualifications to discharge his role and is not biased toward the substantial shareholder with whom he is associated.

The key function of the Committee is to identify and prioritise risk arising from business strategies and activities and ensure that appropriate risk management controls are implemented and are effective. The Committee's responsibilities also include the Company's internal control environment and ensuring that the Company has an integrated framework of internal compliance and controls based on formal procedures and appropriate delegation of authority and responsibility. The Committee reviews the risk management framework annually, and did so in FY21.

Details of attendance at meetings of the committee during the past financial year are detailed in the Directors' Report.

The Committee ensures that appropriate risk management controls are implemented and effected by meeting with senior executives, at least bi-annually, to review and discuss the material business risks arising from business strategies and the adequacy of the relevant risk management controls in place. During this financial year, the Company performed an assessment of Company's risks and identified measures to manage the risks to levels consistent with the risk appetite of the Company. A risk register for the Company is maintained to document the risks identified. Should the risk profile of the Company change, the risk register will be updated to reflect this, and any further control required will be implemented.

The Risk Management Committee Chairman (or a delegate) reports to the Board following each meeting of the Risk Management Committee. In addition, the Board also reviews and considers material business risks and the adequacy of the risk management controls at each Board meeting. A copy of the Risk Management Committee Charter is published in the Governance section of the Company's website.

While the Company does not utilise a formal internal audit function, given the relative size of the organisation and the key roles of the Risk Management Committee and Audit Committee in evaluating and continually improving the effectiveness of the Company's risk management and internal control processes, the Board considers the regular systematic monitoring of control activities to be sufficient to manage current and future risks.

The Company strongly values economic, environmental and social sustainability within the areas in which it operates. During FY21, Horizon engaged a sustainability consultant to assist it prepare an environmental, social and governance (ESG) action plan to improve its sustainability performance over the next three years. For further detail, see Horizon 's Sustainability Report 2021 published on the Company's website.

Horizon views sustainability and ethical business practices as important for our business and shareholder value. Sustainability is about managing risks and opportunities in a way that best balances the long-term needs of all our stakeholders – our communities, employees, suppliers and investors – as well as the wider community and the environment at large. Horizon is continuing to build on its management of sustainability. Horizon also understands that this is an evolving agenda and seeks to progressively embed the management of sustainability matters into business as usual practice. In particular, Horizon recognises the responsibility and role it has to play to support a lower emissions future. Horizon continues to report against the recommendations of the Taskforce on Climate Change Financial Disclosures (TCFD). We also participate in CDP.

The Review of Operations section of the Directors' Report of the Annual Report together with the Company's Sustainability Report contain detailed information about the Company's material business risks, including exposure to economic, environmental and sustainability risks and the Company's approach in managing them. The Sustainability Report also provides further details of the Company's key initiatives and sustainability performance.

PRINCIPLE 8: REMUNERATE FAIRLY AND RESPONSIBLY

The Remuneration and Nomination Committee supports and advises the Board on remuneration related matters set out in its Charter. Details of attendance at meetings of the Committee during the financial year are detailed in the Directors' Report. Information on the Company's remuneration practices and policies is set out in the Remuneration Report of the Annual Report.

The Company clearly distinguishes the structure of Non-Executive Directors' remuneration from that of Executive Directors and senior executives. Non-Executive Directors do not receive any incentive-based remuneration or employee performance rights or options and do not receive any retirement benefits other than statutory entitlements. Information relating to the remuneration of Non-Executive Directors is disclosed in the Remuneration Report of the Annual Report.

During the reporting period, the Remuneration and Nomination Committee composed of four non-executive directors, of which the half are independent. The Board acknowledges that the Remuneration and Nomination Committee is currently chaired by a Director who is not an Independent Director. The Company is confident that the Chairman of the Remuneration and Nomination Committee has the experience and relevant qualifications to discharge his role and is not biased toward the substantial shareholder with whom he is associated.

The Company's Securities Trading Policy prohibits employees entering into transactions in financial derivatives (including options) which limit the economic risk of participating in unvested entitlements under equity-based remuneration schemes.

A copy of the Remuneration and Nomination Committee Charter and the Securities Trading Policy is published in the Governance section of the Company's website.