



CORPORATE GOVERNANCE STATEMENT

INTRODUCTION

This statement summarises the corporate governance practices that have generally applied in Jumbo Interactive Limited (the Company) throughout the reporting period except where otherwise stated. It is structured along the same lines as the ASX Corporate Governance Council's Principles and Recommendations 4th Edition (2019), with sections dealing in turn with each of the Council's corporate governance Principles and addressing the Council's Recommendations. This statement and the charters, codes and policies referred to herein are posted on the Company's website <https://www.jumbointeractive.com/> and shareholders and other interested readers are welcome to refer to them. The Board keeps its corporate governance practices under review.

1. Lay solid foundations for management and oversight

The Council's first Principle states that companies should "*clearly delineate the respective roles and responsibilities of its board and management and regularly review their performance.*" Jumbo has adopted a formal [Board Charter](#) that sets out the respective roles and responsibilities of the Board and management including functions expressly reserved to the Board and those delegated to the Chief Executive Officer (CEO). This enables the Board to provide strategic guidance for the Company and effective oversight of management.

Jumbo ensures that appropriate checks are undertaken before it appoints a person, or puts forward to shareholders a new candidate for election, as a director. Information about a candidate standing for election or re-election as a director is provided to shareholders to enable them to make an informed decision on whether or not to elect or re-elect the candidate.

Jumbo provides new Directors with a letter on appointment which details the terms and conditions of their appointment, provides clear guidance on what input is required by them, and includes materials to assist with induction into the Company. Directors are also encouraged to undertake appropriate training and refresher courses which the Company facilitates as this assists in the performance of their roles.

The Company has a similar approach for all senior executives whereby they are provided with a formal letter of appointment setting out their terms of office, duties, rights and responsibilities as well as a detailed job description. Appropriate background checks are required before engaging a senior executive. The Board has delegated responsibilities and authorities to the CEO and other executives to enable management to conduct the Company's day to day activities. Matters which exceed defined authority limits require Board approval.

The Company Secretary is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board.

The Company realises the benefits that can arise to the organisation from diversity in the workplace covering gender, age, ethnicity and cultural background and in various other areas. So, the Board has established a [Diversity Policy](#) which details the Company's approach to promoting a corporate culture that embraces diversity when selecting and appointing its employees and Directors.

This Diversity Policy outlines requirements for the Board to develop measurable objectives for achieving diversity, and annually assess both the objectives and the progress in achieving these objectives. Accordingly, the Board developed the following objectives in 2017 regarding gender diversity and aims to achieve these objectives over the five years to 2022 as director and senior positions become vacant and appropriately qualified candidates become available:

Group Diversity	2020 Actual		2022 Objective
	No.	%	
Women on the Board	1	20	No less than 30% of each gender
Women in senior executive positions	1	20	Maintain at least the current number (one) of women
Women employees in the Group	63	42	Achieve the percentage of women in excess of 45%
Total employees in the Group	<u>151</u>	<u>100</u>	

Senior executive positions are defined as those reporting directly to the CEO (i.e. CEO - 1).

The measurable objective for achieving gender diversity in the composition of the Board is not less than 30% of the directors of each gender by 2022.

A [Workplace Gender Equality Report](#) has been lodged with the Workplace Gender Equality Agency and is accessible on the Company's website.

The Board is also responsible for the performance of the Company's executives, which is reviewed against appropriate measures and the performance of the Company as a whole, and through an annual appraisal process.

Performance of the Board, its committees and individual directors is on an annual self-assessment and peer-assessment basis which is reviewed against appropriate measures and performance of the Company as a whole.

The Board, its committees, individual directors and its senior executives' performance evaluations have been carried out during the relevant reporting period in accordance with the abovementioned processes.

2. Structure the Board to be effective and add value

In its second Principle the Council states that boards of companies should "*be of an appropriate size and collectively have the skills, commitment and knowledge of the entity and the industry in which it operates, to enable it to discharge its duties effectively and to add value.*" Jumbo's Board is so structured, and its Directors effectively discharge their responsibilities and duties for the benefit of shareholders.

The Board presently comprises four Non-Executive Directors (David Barwick, Chairman, appointed 30 August 2006, Bill Lyne, also the Company Secretary, appointed 30 October 2009, Giovanni Rizzo, appointed 1 January 2019, and Sharon Christensen, appointed 1 September 2019) and the CEO (Mike Veverka, appointed 8 September 1999). Fundamental requirements for Jumbo Directors are a deep understanding of business management and financial markets and such experience, complemented where possible with industry knowledge, are desirable attributes for Board membership. All Board members meet the fundamental requirements, and bring a diverse range of skills and backgrounds. Additionally, Mr Veverka has had a very long involvement in key sections of the Company and brings considerable relevant expertise and knowledge to the Board.

A matrix of skills and diversity that the Board currently has or is looking to achieve in its membership is as follows. The rating scale used for level of importance and recruitment priority is High (3), Medium (2) and Low (1).

	Level of Importance	Current Board Representation	Recruitment Priority
Skills and Experience			
Corporate governance, compliance and risk	3	3	1
Strategic planning and implementation	3	3	1
International	2	2	2
Gaming/ lotteries industry	3	3	1
Risk management	3	3	1
Financial management	2	3	1
Technology/IT	2	2	2
Online customer experience and marketing	2	2	2
Leadership	3	3	1
Legal	2	3	1
Stakeholder relationships	2	3	1
Demographic background			
<i>Gender</i>			
Male	2	4	1
Female	2	1	2
<i>Age</i>			
25-40	1	0	1
41-55	2	2	2
56-75	3	3	2
<i>Ethnicity</i>			
Aboriginal or Torres Straits Islander	2	0	2
Asian	2	0	2
Other	0	0	2
White/Caucasian	2	5	1

The Board formally meets monthly throughout the year, and informally at least every six to eight weeks to address issues that may arise outside of the regular monthly meetings.

The qualifications, experience and relevant expertise of each Board member and their terms in office are set out in the Directors' Report section of the Company's Annual

Report. All Directors, apart from the CEO, are subject to re-election by rotation at least every three years at the Company's annual general meeting.

The Board's view is that an independent Director is a non-executive Director who does not have a relationship affecting independence on the basis set out in the Council's guidelines and meets materiality thresholds agreed by the Board as equating to payments to them or related parties of 5% of the Company's annual revenue. The Board considers that David Barwick and Bill Lyne, notwithstanding that they have now served in the position of director for more than 10 years, Giovanni Rizzo, and Sharon Christensen, all meet this criterion. On the other hand, Mike Veverka is considered to not be independent because he is a substantial shareholder in Jumbo (i.e. has a relevant interest in more than 5% as defined in Section 9 of the Corporations Act) and is an executive officer of the Company. Consequently, the current structure meets the Council's recommendation that the majority of the Board should be independent, and the Board also considers the current composition is appropriate given the Company's and the Directors' backgrounds and the current and foreseeable structure and size of the Company.

The Jumbo Board has established a Nomination and Remuneration Committee which operates under a Board approved [Nomination and Remuneration Committee Charter](#). In accordance with the Council's Recommendations the Nomination and Remuneration Committee Charter requires it to have at least three Non-Executive Directors, with a majority being independent. At the present time it has four members, being the Non-Executive Directors, Giovanni Rizzo (as the Chair), David Barwick, Bill Lyne, and Sharon Christensen, all of whom are independent and have relevant experience and appropriate technical expertise. The qualifications of the Committee and meeting attendances are set out in the Directors' Report section of the Company's annual report.

The performance of the Board, its Committees and the Directors is reviewed periodically by the Committee. The Committee's principal evaluation benchmark is the Company's financial performance compared to similar organisations and the industry in which it operates; but other than that no formalised annual evaluation process has yet been established for individual Directors given the relatively small size of the Board.

Minutes of all meetings are provided to the Board and its Chair reports to the Board after each Committee meeting.

The Company also complies with the Recommendations for Directors in relation to independent professional advice, information access and contact with the Company Secretary

The Directors may seek external professional advice at the expense of the Company on matters relating to their role as Directors of Jumbo. However, they must first request approval from the Chairman, which must not be unreasonably withheld. If withheld then it becomes a matter for the whole Board.

The Company Secretary attends all Board and committee meetings, is responsible for monitoring adherence to Board policy and procedures, and is accountable on governance matters.

3. Instil a culture of acting lawfully, ethically and responsibly

In Principle 3 the Council states that companies should “*instil and continually reinforce a culture across the organisation of acting lawfully, ethically and responsibly*”.

To this end, Jumbo has formulated a [Core Values Statement](#) that was adopted in July 2020, which are the guiding principles and norms that define the type of organisation Jumbo aspires to be and what it requires from its Directors, senior executives and employees to achieve that aspiration.

In addition, Jumbo has formally adopted a [Code of Conduct](#) covering its Directors, officers and employees. The Code is based on respect for the law and acting accordingly, dealing with conflicts of interest appropriately, and ethical matters such as acting with integrity, exercising due care and diligence in fulfilling duties, acting in the best interests of the Company and respecting the confidentiality of all sensitive corporate information. If a Director or officer becomes aware of unlawful or unethical behaviour by anyone in the Company then he is obliged under the Code to report such activities to the Chairman.

The Board has also approved a [Whistleblower Policy](#) pursuant to which employees who have genuine suspicions about improper conduct feel safe to report it without fear of reprisal including, in need, to an independent external Whistleblower Contact Officer

In addition, Directors recognise the legal obligations relevant to their role and the reasonable expectations of shareholders, other stakeholders and the wider financial community.

Jumbo also has a documented [Share Trading Policy](#) for Directors, key management personnel and other staff and consultants. The policy prohibits Directors and other persons from dealing in the Company’s securities during stated ‘closed’ and ‘prohibited’ periods and whilst in possession of price sensitive information. Otherwise, those persons may generally deal in securities during stated ‘trading windows’ and at other times provided they obtain the prior consent of the Board Chairman (or, in the case of the Chairman himself, from the Chair of the Audit and Risk Management Committee).

The Board will ensure that restrictions on dealings in securities are strictly enforced.

The Company also has an [Anti-bribery and Corruption Policy](#) that was adopted in April 2020, and forms part of Jumbo’s risk management framework. Giving bribes or other improper payments or benefits to public officials is a serious criminal offence and can damage the Company’s reputation and standing in the community. The policy provides guidance on what activities are covered, who it applies to, what is prohibited and acceptable, the process to report activities, and reporting of breaches.

4. Safeguard the integrity of corporate reports

The Council states that companies should “*have appropriate processes to verify the integrity of its corporate reports.*” Jumbo has an established Audit and Risk Management Committee which operates under an [Audit and Risk Management Committee Charter](#). The role of this Committee is to ensure the truthful and factual presentation of the Company’s financial position and to monitor and review on behalf of the Board the effectiveness of the Company’s control environment, reporting practices and responsibilities in the areas of accounting, risk management and compliance. To

assist this process, as required by Section 295A of the Corporations Act, the CEO and the Chief Financial Officer (CFO) must declare to the Board in writing that, in their opinion, the Company's financial reports are complete and present a true and fair view, in all material respects, of the financial condition and operational results of the Company, are in accordance with relevant accounting standards, and that their opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

In addition to the Committee oversight, the Company's Directors and executives have a well-established practice in place to circulate internally for checking and verifying information and reports that are to be released to the market, particularly where they are not audited or reviewed by the external Auditors.

The Committee's Charter includes information on procedures for the selection and appointment of the external auditor and rotation of the engagement audit partner. A representative of the external auditor is required to attend the Company's annual general meeting and be available to answer shareholder questions about the conduct of the audit and the preparation and content of the audit report.

In accordance with the Council's Recommendations the Audit and Risk Management Committee's Charter requires it to have at least three non-executive Directors, with a majority being independent. Currently it has three members, being the non-executive Directors, Bill Lyne (as the Chair), David Barwick, and Giovanni Rizzo, all of whom are independent and have strong finance and accounting backgrounds, experience and appropriate technical expertise. The qualifications of the Committee and meeting attendances are set out in the Directors' Report section of the Company's annual report.

Minutes of all Committee meetings are provided to the Board and its Chair also reports to the Board after each Committee meeting.

5. Make timely and balanced disclosure

In this Principle the Council states that companies should "*make timely and balanced disclosure of all matters concerning it that a reasonable person would expect to have a material effect on the price or value of its securities.*" Jumbo is committed to the promotion of investor confidence by ensuring that trading in the Company's securities takes place in an informed market. Also to assist compliance with continuous disclosure requirements under the ASX Listing Rules, the Company has a [Continuous Disclosure Policy](#) in place to ensure that material price sensitive information is identified, reviewed by management and disclosed to the ASX and published on the Company's website in a timely manner. The CEO is accountable for compliance with this policy.

The CEO also has the responsibility of arranging for the release of a copy of all new and substantive updates to investors and analysts on the ASX ahead of giving such presentations. And it is the Company Secretary's role to circulate these and all other market announcements to the Board promptly after ASX release to ensure that all Directors are kept fully informed.

In addition, all changes in Directors' interests in the Company's securities are promptly reported to the ASX in compliance with Section 205G of the *Corporations Act* and the ASX Listing Rules.

The Company's Annual Report is also used to keep investors informed, particularly in its review of operations and activities.

6. Respect the rights of security holders

In Principle 6 the Council states that companies should “*provide its security holders with appropriate information and facilities to allow them to exercise their rights as owners effectively*”. Jumbo supports its desire to provide shareholders with adequate information about the Company and its activities through a published [Communications Policy](#). It is also committed to electronic communications through its website, <https://www.jumbointeractive.com/>, which provides access to all recent ASX announcements, shareholder updates, boardroom broadcasts, notices of meetings, explanatory memoranda, annual reports and key contact details, as well as comprehensive information about the Company and its products and operations. Shareholders and other interested parties may sign up to receive email notification of all ASX releases and other important announcements. Shareholders also have the option to receive communications from, and send to, the Company and its share registry by electronic means with regard to shareholding matters.

Company general meetings also represent a good opportunity for shareholders to meet with, and ask questions of, the Board of Jumbo and all shareholders are notified of such meetings and encouraged to attend and participate. In this regard, the Company has also now adopted the process whereby all substantive resolutions being considered at shareholders’ meetings are now decided by a poll rather than by a show of hands in accordance with the principle of “one share, one vote”.

In addition, the Company now has an appointed investor relations officer who handles enquiries from and communications with shareholders. As part of the Company’s management of investor relations the CEO does, at times, also undertake briefings with investors and analysts to assist their understanding of the Company and its operations, and provide explanatory background and technical information.

7. Recognise and manage risk

In this Principle the Council states that companies should “*establish a sound risk management framework and periodically review the effectiveness of that framework*”. Jumbo maintains documented policies for identifying, assessing and monitoring risk, summarised in a [Risk Management Policy](#). Through the Audit and Risk Management Committee, as noted under Principle 4 above, the Company monitors key business and financial risks, taking into consideration their likelihood and impact, and reviews and appraises risk control measures.

The Board is responsible for setting and monitoring the risk appetite for Jumbo. The Company will tolerate a moderate risk when pursuing its strategic objectives, but aims for a low risk in relation to business operations.

Periodic reviews, undertaken at least annually by the Committee, evaluate and continually look to improve the effectiveness of the Company’s risk management and internal control processes to ensure that they are soundly based given the ever changing technology environment in which the Company operates and that the business is operating with due regard to the risk appetite set by the Board. Such review was undertaken during the most recent reporting period.

The Company has a separate risk, compliance and internal audit function that was formed in June 2020 and reports directly to the Chair of the Audit and Risk Management Committee. The CEO and senior executives have operational responsibility for risk

management through Board approved guidelines. Some of these measures include formal authority limits for management to operate within, policies on treasury-related risk management, an information technology plan and a business continuity plan. The CEO reports to the Board on any departures from policy or matters of concern that might be seen as or become material business risks.

In addition, the CEO and CFO are required to state in writing annually to the Board that to the best of their knowledge the integrity of the Company's risk management, internal control and compliance systems are sound and such systems are operating efficiently and effectively in all material respects in relation to financial reporting risks.

The Board considers that the Company does not have any material exposure to economic, environmental and social sustainability risks which require active management. However, as the Company operates in an environment where some sectors of the community are not necessarily in favour of lotteries, the Board is aware of the potential risks and responsibilities of ensuring that new players are properly identified, there are adequate safeguards against minors buying tickets and all personal details are maintained as required under privacy legislation. The Company also provides appropriate responsible gaming warnings on its websites to try and prevent compulsive gambling problems which can adversely affect individuals and their families.

8. Remunerate fairly and responsibly

The Council's final Principle states that companies should "*pay director remuneration sufficient to attract and retain high quality directors and design its executive remuneration to attract, retain and motivate high quality senior executives to align their interests with the creation of value for security holders and with the entity's values and risk appetite*". To this end the Board has established a Nomination and Remuneration Committee, as noted above under Principle 2.

The Board considers that the Committee members are sufficiently qualified to consider and decide on remuneration matters. However, external professional advice may be sought from experienced consultants where appropriate to assist in their deliberations.

Non-executive Directors' remuneration is reviewed periodically with reference to comparable businesses and the trend in Directors' fees generally, with the object of ensuring maximum stakeholder benefit from the retention of an effective Board. Shareholders, at the Company's AGM, determine any increase in the aggregate fees payable to non-executive Directors, but it is those Directors who decide amongst themselves the split of such remuneration. The current maximum annual aggregate remuneration which can be paid to all non-executive Directors is \$750,000, last approved by shareholders 24 October 2019. In the past, shareholders have at times approved share option incentives for the non-executive Directors. The current non-executive Directors hold shares but no options in the Company. Directors are subject to a Minimum Shareholding Requirement set at 100% of their total annual remuneration and have a 5-year period from the later of 1 July 2019 or date of appointment to reach this level if not already achieved.

The CEO's remuneration is based on a fixed amount and may also include short term incentives (calculated on audited figures) linked to the Company's financial performance and other criteria, and share rights provided as long term incentives. The base amount is designed to attract and retain an appropriately qualified and experienced CEO, and any incentive element is to reward him for his contribution towards the Company's success.

Other senior executives are offered remuneration packages necessary to attract and retain appropriately qualified key personnel as well as being commensurate with the skill and attention required to manage an organisation of the size and scope of the Jumbo Group as it is today and taking into account its plans and forecasts into the future. In addition, the Company has from time to time granted options and rights to deserving staff as a reward for performance. However, the Board prohibits transactions by executives which might limit the economic risk of participating in unvested entitlements under any equity-based remuneration scheme.

Further information about the Jumbo remuneration policy, along with details of all emoluments of Directors and key management personnel can be found in the Remuneration Report section of the Directors' Report in the Company's Annual Report. There are no separate retirement benefits for non-executive Directors, other than statutory superannuation.

Approved by the Board – 26 August 2020