

TerraCom

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27/10/2023

ASX Announcement

2023 Corporate Governance Statement

The Board of TerraCom Limited (**TerraCom** or **Company**) is responsible for the overall corporate governance of the Company. The Board of directors' guide and monitor the business and affairs of the Company, on behalf of shareholders by whom they are elected and to whom they are accountable. Day-to-day management of the Company's affairs and implementation of its strategy and policy initiatives are delegated to the Managing Director and senior executives, who operate in accordance with Board approved policies and delegated limits of authority.

The Board has assessed the Company's practices against the Australian Securities Exchange Corporate Governance Principles and Recommendations – 4th edition (**ASX Recommendations**) for the year ended 30 June 2023 and the Corporate Governance Statement below outlines the extent to which the ASX Recommendations have been followed during the reporting period.

The Corporate Governance Statement reports on the key governance principles and practices of the Company as at 30 June 2023 and up to the date of this announcement.

This announcement has been approved by the Board for release.

For further enquiries please contact:

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Megan Etcell

Chief Financial Officer and Company Secretary

About TerraCom Limited

TerraCom Limited (ASX: TER) is an Australian based mining resources company with a global footprint, comprising a large portfolio of operating assets in Australia and South Africa within the coal sectors. We are a renowned low-cost producer focused on delivering exceptional outcomes from our high yielding diversified asset portfolio for its investors. To learn more about TerraCom visit terracomresources.com.

Principle 1: Lay solid foundations for management and oversight

No.	ASX Corporate Governance Principles and Recommendation	Company Response
1.1	A listed entity should disclose: (a) the respective roles and responsibilities of its board and management; and (b) those matters expressly reserved to the board and those delegated to management.	The Board has adopted a formal Board Charter, which sets out the functions reserved to the Board. The Board Charter is available on the Company's website. As at 30 June 2023, the Board consisted of five directors (one executive director and four independent non-executive directors). At the date of this report, the Board consists of six directors (one executive director, four independent non-executive directors and one non-executive director). The Company has a small corporate team located in Australia and operational management teams in both Australia and South Africa who support the Board.
1.2	A listed entity should: (a) undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	Directors are appointed in accordance with the terms of the Company's constitution. Before a director is appointed or put forward to shareholders as a candidate for election, the Group will undertake appropriate checks. These checks may include, but are not limited to, checks on a person's character, experience, education and bankruptcy history. The Group will also provide shareholders with relevant information about any Director standing for election or reelection.

No.	ASX Corporate Governance Principles and Recommendation	Company Response
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	Each director has entered into a formal letter of appointment with the Company, which sets out core terms of the director's responsibilities and obligations to the Company. Each senior executive has a written contract which sets out the terms of their appointment, including their responsibilities and remuneration.
1.4	The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	The Company Secretary is accountable directly to the Board, through the Chair, on all matters to do with proper functioning of the Board. Communication between the Board and Company Secretary is imperative. The role of the Company Secretary is outlined in the Board Charter.
1.5	A listed entity should: (a) have a diversity policy which includes requirements for the board or a relevant committee of the board to set measurable objectives for achieving gender diversity and to assess annually both the objectives and the entity's progress in achieving them; (b) disclose that policy or a summary of it; and (c) disclose as at the end of each reporting period the measurable objectives for achieving gender diversity set by the board or a relevant	The Company has a diversity policy, and a copy of the policy can be found on the Company's website www.terracomresources.com. The Company recognises people are its most important asset and is an equal opportunity employer committed to promoting workplace diversity across the organisation. Given the size of the organisation, the Board has not set measurable objectives with respect to gender composition of the workforce or the Board, however, the Company takes a proactive approach towards diversity and females are well represented across all levels of the business.

No.	ASX Corporate Governance Principles and Recommendation	Company Response		
	committee of the board in accordance with the entity's diversity policy and its progress towards achieving	As at 30 June 2023, the following proportion of racross the organisation:	nen and wo	
	them, and either:		Men	Women
	(1) the respective proportions of men and women on the	Board (including Company Secretary)	5	1
	board, in senior executive	Senior Executives	2	1
	positions and across the	Management	7	3
	whole organisation (including how the entity	Australian Business Unit	228	48
	has defined "senior executive" for these purposes); or (2) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.	Note: includes employee contractors.	es only, not	
1.6	A listed entity should: (a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and (b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.	The Board acknowledges regular review of its perf performance of its commappropriate measures. Committed to periodicall its committees and the Dand effectiveness but on The last formal board even completed by a third par June 2020. The board eat this time was an online the views of each board Board's performance over	ormance and ittees aga The Board if y reviewing Directors' paran as need aluation, was under aluation content of the survey armember as	nd the inst s g the Board, erformance ds basis. hich was lertaken in ompleted and sought s to the

No.	ASX Corporate Governance Principles and Recommendation	Company Response
		12 month period. All directors completed the survey.
		No board performance assessment has been undertaken since.
1.7	A listed entity should: (a) have and disclose a process for periodically evaluating the performance of its senior	The annual formal performance assessment of the Company's senior executives occurs in August/September each year.
	executives; and (b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting	Details of how the Company assesses performance are set out in the Remuneration Report of the FY2023 Annual Report.
	period in accordance with that process.	

Principle 2: Structure the board to add value

No.	ASX Corporate Governance Principles and Recommendation	Company Response
2.1	The board of a listed entity	The Company does not have a fully
	should:	constituted Nominations Committee as the
	(a) have a nomination committee	Board believes that establishing a separate
	which:	Nominations Committee at this time would
	(1) has at least three	contribute little to the Company's effective
	members, a majority of	governance. As and when required, the full
	whom are independent	Board participates as the Nominations
	directors; and	Committee in order to fulfil its corporate
	(2) is chaired by an	governance responsibilities.
	independent director,	
	and disclose:	As at 30 June 2023, the Nomination
	(3) the charter of the	Committee, which comprises the full Board,
	committee;	had five directors (one executive director and
		four independent non-executive directors).

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No.	Principles and Recommendation	Company Response
	(4) the members of the	Responsibilities of the Nomination Committee
	committee; and	are outlined in the Company's Nomination
	(5) as at the end of each	Committee Charter. No separate attendance
	reporting period, the	is maintained for the Nomination Committee
	number of times the	as relevant responsibilities are completed as
	committee met	part of the board of director meetings.
	throughout the period and	
	the individual	If vacancies arise on the Board, directors are
	attendances of the	involved in the search and recruitment of a
	members at those	replacement. The Board seeks to achieve a
	meetings; or	balance of entrepreneurial, capital markets,
	(b) if it does not have a	technical, operational, commercial and
	nomination committee,	financial skills from mining industry and
	disclose that fact and the	broader business backgrounds.
	processes it employs to	
	address board succession	A copy of the Nomination Committee Charter
	issues and to ensure that	can be found on the Company's website
	the board has the	www.terracomresources.com.
	appropriate balance of	
	skills, knowledge,	
	experience, independence	
	and diversity to enable it to	
	discharge its duties and	
	responsibilities effectively.	
2.2	A listed entity should have and	The formal Board Charter requires the Board
	disclose a board skills matrix	comprise Directors with a broad range of
	setting out the mix of skills and	skills, expertise and experience from a diverse
	diversity that the board currently	range of backgrounds.
	has or is looking to achieve in its	
	membership.	Board composition is reviewed annually to
		consider whether it has the appropriate mix of
		directors with the expertise and experience
		suitable for the purpose of fulfilling its
		collective responsibilities on behalf of
		shareholders.

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No.	Principles and Recommendation	Company Response
		Where a vacancy exists, for whatever reason, or where it is considered that the Board would benefit from the services of a new director with particular skills, the Board will select candidates with the relevant qualifications, skills and experience.
		The Board is comprised of six directors from diverse backgrounds with a range of business experience, skills and attributes. The following list demonstrates the skills and experience of the directors across several areas that are relevant to the Company's operations.
		Leadership & governance - legal - previous board experience, including public listed company experience - strategy - leadership - regulatory experience Technical & Operations - Mining Resources and Minerals Processing Industry experience - Project delivery - Marketing Health, Safety, Environment and Community Business, finance & risk - Accounting - Finance - Risk management - Private equity Sustainability and stakeholder management - Investor relations
		Investor relationsCommunity relations

No.	ASX Corporate Governance Principles and Recommendation	Company Response
		- International business expertise
2.3	A listed entity should disclose: (a) the names of the directors considered by the board to be independent directors; (b) if a director has an interest, position, association or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, association or relationship in question and an explanation of why the board is of that opinion; and (c) the length of service of each director.	At the date of this report, the Board consists of six directors (one executive director, four independent non-executive directors and one non-executive director). The four non-executive independent directors are: Mr. M. Lochtenberg (Chair), and Mr. G Lewis, Mr. C Lyons and Mr. M Ludski (Non-Executive Independent Directors) Mr. D McCarthy holds the role of Managing Director and Mr. David Norris is a representative of TerraCom substantial shareholder, the John Singleton Group, and for this reason is not deemed to be independent. At the date of this document, the John Singleton Group, via Bonython Coal No 1 Pty Ltd, own approximately 9.85% voting shares on issue in TerraCom. The length of service of each director (rounded to nearest month) as at the date of this report is noted below: Mr. D. McCarthy (Managing Director) — appointed 1 April 2021. Length of service: 4 year 6 months. Note, previously held the role of Chief Executive Officer from 1 December 2018 so service is calculated from that date. Mr. G. Lewis (Independent Non-Executive Director) — Appointed 23 December 2019.
		Director) – Appointed 23 December 2019. Length of service: 3 years, 9 months.

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2.4	A majority of the board of a listed entity should be independent	 Mr. C Lyons (Independent Non-Executive Director) – Appointed 14 July 2020. Length of service: 3 year 2 months. Mr. M. Lochtenberg (Independent Non-Executive Chairman) – Appointed 28 January 2022. Length of service: 1 year 8 months. Mr. M. Ludski (Independent Non-Executive Director) – Appointed 7 December 2022. Length of service: 9 months. Mr. D Norris (Non-Executive Director) – Appointed 6 October 2023. Length of service: 1 month. The Board has adopted the definition of independence as set out in the ASX Principles
	directors.	and Recommendations.
		Having regard to the definition, the Board considers a director to be independent if he or she is not a member of management and is free of any interest and any business or other relationship which would, or could reasonably be perceived to, materially interfere with the independent exercise of their judgement. The Board assesses the materiality of any given relationship that may affect independence on a case-by-case basis. Each non-executive director is required to regularly disclose to the Board all information that may be relevant to this assessment, including their interest in contracts and other directorships and offices held. The Company notes it has not followed
		recommendation 2.4 during the entire reporting period. Given the relationship some

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		directors had with substantial shareholders and also a relationship by one director with the Company's largest shareholder and debt holder this recommendation was not followed for the majority of the reporting period. However, due to a number of changes on the board, the Company is pleased to advise as at 30 June 2023, the Board of directors was represented by a majority of independent directors.
		As at 30 June 2023 the Board consisted of five directors (one executive director and four independent non-executive directors).
		At the date of this report, the Board consists of six directors (one executive director, four independent non-executive directors and one non-executive director).
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.	Mr. Mark Lochtenberg holds the role of Non- Executive Chairman and Mr. Danny McCarthy holds the role of Managing Director.
2.6	A listed entity should have a program for inducting new directors and provide appropriate professional development opportunities for directors to develop and maintain the skills and	The Company has a program for inducting new directors and provides resources to directors to help develop and maintain the appropriate skills and knowledge needed to perform their role effectively.
	knowledge needed to perform their role as directors effectively.	Prior to commencement, a letter of appointment is formalised, setting out the terms of appointment. As part of their appointment, directors are, provided with a copy of the Company's Constitution, relevant

No.	ASX Corporate Governance Principles and Recommendation	Company Response
		Company policies, and relevant insurance policies (namely directors and officers).

Principle 3: Act ethically and responsibly

No.	ASX Corporate Governance Principles and Recommendation	Company Response
3.1	A listed entity should articulate and	The Company's values can be found on the
	disclose its values.	Company's website
		www.terracomresources.com.
3.2	A listed entity should:	The Company has adopted a code of conduct
	(a) have a code of conduct for its	for its directors, senior executives and
	directors, senior executives and	employees.
	employees; and	
	(b) disclose that code or a	A copy of this can be found on the Company's
	summary of it.	website at www.terracomresources.com.
3.3	A listed entity should:	The Company has a Whistleblowing Policy.
	(a) have and disclose a	
	whistleblower policy; and	A copy of this can be found on the Company's
	(b) ensure that the board or a	website at www.terracomresources.com.
	committee of the board is	
	informed of any material	
	incidents reported under that	
	policy.	
3.4	A listed entity should:	The Company does not have a specific anti-
	(a) have and disclose an anti-	bribery and corruption policy but these
	bribery and corruption policy;	matters are addressed in the Company's Code
	and	of Conduct Policy.
	(b) ensure that the board or	
	committee of the board is	A copy of the Company's Code and Conduct
	informed of any material	Policy can be found on the Company's website
	breaches of that policy.	at www.terracomresources.com.

Principle 4: Safeguard integrity in corporate reporting

No.	ASX Corporate Governance Principles and Recommendation	Company Response
4.1	The board of a listed entity	As at 30 June 2023, the Company had an
7.1	should:	established standing Audit Committee which
	(a) have an audit committee	comprised of three non-executive directors:
	which:	
	(1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and (2) is chaired by an independent director, who is not the chair of the	 Mr. Mark Ludski: Independent, Non-Executive Director (Committee Chair); Mr. Craig Lyons: Independent, Non-Executive Director; and Mr. Glen Lewis: Independent, Non-Executive Director. A copy of the Audit Committee Charter can be found on the Company's website
	board,	www.terracomresources.com.
	and disclose:	
	(3) the charter of the committee;(4) the relevant qualifications and experience of the members of the	The relevant qualifications and experience of the committee members can be found on pages 23 and 24 of the Company's 2023 Annual Report.
	committee; and (5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances	The number of Audit Committee meetings held and attendances by committee members during the 2023 financial year can be found on page 26 of the Company's 2023 Annual Report.
	of the members at those meetings; or (b) if it does not have an audit	The Audit Committee meets as required, but at least twice per year.
	committee, disclose that fact	The Managing Director, Chief Financial
	and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including	Officer and the Company's external auditors are invited to attend the Audit Committee meetings.

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No.	ASX Corporate Governance Principles and Recommendation	Company Response
4.2	the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner. 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	The Company obtains a declaration from the Managing Director and Chief Financial Officer (or the persons acting in those capacities) prior to the completion of its half year and annual financial statements.
	operating effectively.	
4.3	A listed entity that has an AGM should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.	The external auditor attends the AGM and is available to answer questions in relation to the conduct of the audit.

Principle 5: Make timely and balanced disclosure

No.	ASX Corporate Governance Principles and Recommendation	Company Response
5.1	A listed entity should:	The Company has a Continuous Disclosure
	(a) have a written policy for	Policy, which is available on the Company's
	complying with its continuous	website www.terracomresources.com.
	disclosure obligations under	
	the Listing Rules; and	JORC
	(b) disclose that policy or a	In accordance with Listing Rule 5.6 and the
	summary of it.	2012 Edition of the Australasian Code for
		Reporting of Exploration Results, Mineral
		Resources and Ore Reserves (JORC Code),
		TerraCom has procedures in place to ensure
		it obtains the relevant Competent Person's
		signoff in relation to the disclosure of
		exploration results, mineral resources and ore
		reserves.
5.2	A listed entity should ensure that	All ASX announcements are immediately, and
	its board receives copies of all	automatically, distributed to directors once
	material market announcements	released.
	promptly after they have been	
	made.	
5.3	A listed entity that gives a new	The Company's Continuous Disclosure Policy
	and substantive investor or	covers the release of investor/analyst
	analyst presentation should	presentations.
	release a copy of the	
	presentation materials on the	A copy of this policy can be found on the
	ASX Market Announcements	Company's website at
	Platform ahead of the	www.terracomresources.com.
	presentation.	

Principle 6: Respect the rights of security holders

No.	ASX Corporate Governance Principles and Recommendation	Company Response
6.1	A listed entity should provide information about itself and its governance to investors via its website.	The Company's website contains comprehensive information about the Company, its operations and exploration assets, its directors, senior management, and corporate governance. All Company announcements, including half year and annual financial statements, can be located on the Company's website at www.terracomresources.com .
6.2	A listed entity should design and implement an investor relations program to facilitate effective two-way communication with investors.	The Board, the Managing Director and Company Secretary are responsible for the Company's communication strategy. TerraCom adheres to best practice in its preparation of Notices of Meetings, and through its share registry, offers to members the option of receiving shareholder communications electronically.
6.3	A listed entity should disclose the policies and processes it has in place to facilitate and encourage participation at meetings of security holders.	Shareholders are encouraged to attend the Company's Annual General Meeting. Shareholders are given the opportunity to ask questions at the Annual General Meeting and to vote.
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.	The Company has always promoted poll voting at Annual General Meetings.
6.5	A listed entity should give security holders the option to receive	To the extent permissible by law, the Company sends all communications

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	communications from, and send	electronically in an effort to reduce its
	communications to, the entity and	environmental footprint.
	its security registry electronically.	
		The Company encourages shareholders to
		receive communication from and send
		communications to, the Company and its
		share registry, electronically. Communicating
		with shareholders by electronic means,
		particularly through the Company's website,
		is an efficient way of distributing information
		in a timely and convenient manner.
		As new shareholders join the register they are
		invited to communicate with the Company
		and share registry electronically.

Principle 7: Recognise and manage risk

No.	ASX Corporate Governance Principles and Recommendation	Company Response
7.1	The board of a listed entity	The Board established a standing HSEC
	should:	Committee on 1 June 2021 and the
		membership of this Committee at 30 June
	(a) have a committee or	2023 is set out below:
	committees to oversee risk,	
	each of which:	1. Mr. Glen Lewis: Independent, Non-
	(1) has at least three	Executive Director (Committee Chair);
	members, a majority of	2. Mr. Craig Lyons: Independent, Non-
	whom are independent	Executive Director; and
	directors; and	3. Mr. Danny McCarthy: Managing Director.
	(2) is chaired by an	
	independent director,	The primary role of the Committee is to assist
		the Board to carry out the following:
	and disclose:	(a) review and oversee its responsibilities
		with regard to the Group's risk

No.	ASX Corporate Governance Principles and Recommendation	Company Response
	(3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.	management systems, policies, practices and plans, internal control and regulatory compliance, specific to non- financial related activities; (b) oversee the process for identifying significant non-financial risks facing the Group and implement appropriate control, monitoring and reporting mechanisms; (c) monitor the Group's culture and gauge how it is aligned with conduct consistent with sound and effective risk management; and (d) report the results of its activities to the Board. The number of HSEC Committee meetings held and attendances by committee members during the 2023 financial year can be found on page 26 of the Company's 2023 Annual Report. A copy of the Company's HSEC Committee Charter can be found on the Company's website at www.terracomresources.com .
7.2	The board or a committee of the board should: (a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound; and (b) disclose, in relation to each reporting period, whether	The Company's risk management policy requires the inclusion of a comprehensive risk management report as part of the Company's Board Papers. The report covers material business risks in the sectors in which the Company operates, taking into account changing circumstances and emergent risk factors and weightings.

No.	ASX Corporate Governance Principles and Recommendation	Company Response
	such a review has taken place.	
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	The Group previously had an internal audit function which was performed by a third party, however no formal function has been in place during the reporting period.
	(b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually	The group has appropriate internal control processes in place for the nature and size of the business.
	improving the effectiveness of its risk management and internal control processes.	The Company will undertake a tender for the provision of the internal audit services during FY2024.
7.4	A listed entity should disclose whether it has any material exposure to economic, environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks.	The Company is a coal production, exploration and development company and is therefore inherently exposed to the economic, environment and social sustainability risks that are associated with its peers in the industry. The Company carefully considers its operations and their impact on the environment and local communities.
		The 2023 Annual Report includes disclosure on principal risks relating to the Company. Refer to pages 36 to 38 of the Company's 2023 Annual Report.

Principle 8: Remunerate fairly and responsibly

No.	ASX Corporate Governance Principles and Recommendation	Company Response
8.1	The board of a listed entity	As at 30 June 2023, the Company had a
	should:	Remuneration Committee comprised of the
	(a) have a remuneration	following directors:
	committee which:	
	(1) has at least three	Mr. Mark Lochtenberg: Independent, Non-
	members, a majority of	Executive Chairman (Committee Chair);
	whom are independent	2. Mr. Glen Lewis: Independent, Non-
	directors; and	Executive Director; and
	(2) is chaired by an	3. Mr. Craig Lyons: Independent, Non-
	independent director,	Executive Director.
	and disclose:	
	(3) the charter of the	A copy of the Remuneration Committee
	committee;	Charter can be found on the Company's
	(4) the members of the	website: <u>www.terracomresources.com</u> .
	committee; and	
	(5) as at the end of each	The number of Remuneration Committee
	reporting period, the	meetings held and attendances by committee
	number of times the	members during the 2023 financial year can
	committee met	be found on page 26 of the Company's 2023
	throughout the period and	Annual Report.
	the individual	
	attendances of the	
	members at those	
	meetings; or	
	(b) if it does not have a	
	remuneration committee,	
	disclose that fact and the	
	processes it employs for	
	setting the level and	
	composition of	
	remuneration for directors	
	and senior executives and	
	ensuring that such	

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No.	ASX Corporate Governance Principles and Recommendation	Company Response
	remuneration is appropriate	
	and not excessive.	
8.2	A listed entity should separately	The 2023 Annual Report includes disclosure
	disclose its policies and	on the remuneration structure of directors and
	practices regarding the	executive key management personal. Refer to
	remuneration of non-executive	pages 41 to 54 of the Company's 2023 Annual
	directors and the remuneration	Report.
	of executive directors and other	
	senior executives.	
8.3	A listed entity which has an	In respect of the Company's equity-based
	equity-based remuneration	remuneration scheme, directors and executive
	scheme should:	key management personnel are not permitted
	(a) have a policy on whether	to enter into transactions which limit the
	participants are permitted to	economic risk of participating in the scheme.
	enter into transactions	
	(whether through the use of	
	derivatives or otherwise)	
	which limit the economic risk	
	of participating in the	
	scheme; and	
	(b) disclose that policy or a	
	summary of it.	