

Approach to
Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

The following statement describes Alumina Limited's (*the Company*) corporate governance framework, policies and practices.

The governance framework is approved by the Board of Directors and management is generally responsible for its implementation. This statement relates to the financial year ended 31 December 2023 and is accurate and up to date as at 26 March 2024. This statement has been approved by the Board.

Approach to Corporate Governance

When Alumina Limited considers its corporate governance responsibilities it takes into account:

- analysing best practice and adopting appropriate governance principles and practices;
- overlaying its business philosophy and practices with its ethical values and principles;
- prudent delegation of responsibilities; and
- appropriate monitoring systems, processes and authorities, responsible delegation of duties and authorities and internal controls.

Website

The Company's website, www.aluminalimited.com/about-governance contains more detailed information on Alumina Limited's Board and Committee Charters and corporate governance policies and practices.

Compliance with Corporate Governance codes

Alumina Limited is a listed company on the Australian Securities Exchange (**ASX**) and trades on the OTC Market in the US. Alumina Limited meets each of the requirements of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th Edition). Refer to the Appendix 4G lodged by Alumina Limited with the ASX, which sets out the extent of compliance with each ASX Recommendation and specifies where relevant corporate governance disclosures can be found.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

GOVERNANCE FRAMEWORK

Governance guidelines

Values and Code of Conduct + Board and Committee Charters

Governance oversight

Board of Directors

Audit and Risk Management Committee

Responsibilities:

- Financial management and reporting
- Internal controls
- Risk management framework
- Audit strategy and performance

Nomination Committee

Responsibilities:

- Select and appoint Directors and CEO
- Identify necessary Board and Committee competencies
- Assess Director skills and competency

Compensation Committee

Responsibilities:

- Oversight of remuneration, compensation plans, policies and practice

Sustainability Committee

Responsibilities:

- Assist and advise in relation to ESG matters including climate change

Delegation and controls

Delegated Authorities + Corporate Governance and Internal Controls

Chief Executive Officer

Senior Management – Management Committee

Ethical and accountable work practices

Shareholder value

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders



GOVERNANCE Guidelines

Promoting ethical conduct and behaviour

Alumina Limited’s Corporate Governance Framework is underpinned by its corporate values and Code of Conduct. The Code defines the ethical parameters of the Company which shape the Company’s corporate culture. The Code applies to the Company’s Directors, Chief Executive Officer (CEO), senior executives and other employees. The CEO, senior executives

and other employees are required to certify that they understand and agree to conform with these workplace principles. Annual online compliance training is conducted, including in relation to Code of Conduct related matters.

Alumina Limited also has an approach to sustainability that outlines our commitment and goals towards sustainable business practices in relation to the Company, the AWAC joint venture and our stakeholders.

Alumina Limited’s corporate values are:

/

Respect

We will respect each other and Company property.

/

Integrity

We will stand by our word ensuring a reputation as a highly professional team delivering on commitments to all stakeholders.

/

Honesty

We will be open, honest and fair in our dealings with people based on a clear set of ethical standards.

/

Personal Commitment

We will be personally responsible for acting in accordance with the law, Alumina’s Values, Code of Conduct and Company policies, and be accountable for expected results.

/

High Performance

We will be energised by the excitement and fulfilment of raising the bar in everything we do.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

Alumina Limited’s Code of Conduct provides guiding principles for conducting our business:

- We will be honest and ethical in all of our actions and relationships and act in the interests of the shareholders.
- As a minimum, we will observe the rule and intent of all relevant governmental laws, regulatory and professional rules and guidelines.
- We will maintain an appropriate level of confidentiality at all times with respect to the Company, employees and business associates’ information.
- We will act fairly, be honest, open, and accountable in all dealings with internal and external parties.
- We will avoid situations in which individual personal interest may conflict with the interest of the Company and communicate any real or potential conflicts of interest to the Board.
- We will maintain all records of the Company to be accurate, in accordance with applicable procedures and accounting standards and ensure that financial information is complete, fair, timely and understandable.
- Where commercially prudent, financial information will be openly available to internal and external users.
- We will maintain systems of sound internal controls and procedures, and act in a manner to protect the Company’s assets, appropriately manage risk and ensure financial information is complete and accurate.

- We will uphold the Company’s values and principles as reflected in this Code, the Company’s policies, standards and charters.
- We will not use the corporate privilege of information, position or property for the purposes of personal gain or competing with the Company.
- In fostering ethical, fair and legal behaviour, we encourage officers and employees to report any questionable practice. Reprisals against people for reports made in good faith will not be tolerated.
- Any request for a waiver of the provisions of this Code may only be considered by the Company’s Board of Directors. Any waiver granted will be promptly disclosed on the Company’s website.
- Any suspected violations of this Code should be reported promptly to the Chairman of the Company’s Board of Directors. Violations will be investigated by the Board or by a person or persons designated by the Board and appropriate action will be taken in the event of any violations of the Code.

Each year staff members are required to review and acknowledge they understand and will observe the principles of the Code. Any material breaches are reported to the Board.

The Company also has an International Business Conduct policy that provides guidance in international business activities and the ethical and governance expectations of employees, directors and intermediaries.

Training is conducted annually including an appraisal of intermediaries.

Alumina Limited’s governance management is also guided by the scope, roles and responsibilities of the Board and its Committees, as defined in their respective Charters.

For more information, refer to page 14 of this statement.

Business conduct policy

Alumina Limited’s Corruption and Money Laundering Policy prohibits the intent or use of bribery and corruption in all business dealings. The Company’s International Business Conduct Policy provides principles and procedures on conducting business internationally and complying with the requirements of various laws, including prohibition of bribery and related conduct. It is a requirement that all employees participate in annual training on the International Business Conduct Policy. Additionally, as part of the compliance regime, each year employees, Directors and intermediaries are provided with a copy of the International Business Conduct Policy and are required to review the Policy and sign a certificate acknowledging that they understand the Policy and have not taken or do not know of any action taken to violate the Policy.

The ARMC is responsible for monitoring compliance with the International Business Conduct Policy and reporting to the Board on the subject, including suspected violations.

Alumina Limited’s Corruption and Money Laundering Policy is available in the Governance section of our website at www.aluminalimited.com/who-we-are/corporate-governance/.

Whistleblowing

Alumina Limited’s Whistleblower Policy encourages and offers protection for staff to report, in good faith, any behaviour, practice, or activity that they have reasonable grounds to believe involves illegal, unethical or improper conduct.

An “Eligible Whistleblower” includes; any officer, employee, associate or supplier of the Alumina Group, or relative, dependent or spouse of the aforementioned persons. All Eligible Whistleblowers are encouraged to take advantage of the independent Whistleblower hotline should they wish to make an anonymous or confidential complaint, or a formal complaint process can be initiated to designated officers within the Company. Serious disclosures reported internally are drawn to the attention of the ARMC (maintaining anonymity and confidentiality at all times). Investigation findings may be drawn provided to the Board or the ARMC.

The Whistleblower Policy was updated in 2020 and a copy of the policy is available on the Company’s website at www.aluminalimited.com/who-we-are/corporate-governance/.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

Conflicts of interest

Each Director has an ongoing responsibility to determine if they have a conflict of interest, whether direct, indirect, real or potential, that may impede their impartial decision-making. Directors are required to disclose to the Board details of any transactions or interests that may create a conflict of interest. Alumina Limited’s Constitution forbids a Director voting on a matter in which they have a direct or indirect material personal interest as defined in section 195 of the *Corporations Act 2001* (Cth) (**Corporations Act**) to the extent that it is prohibited by the Corporations Act or ASX Listing Rules.



Securities Dealing Policy

The Board believes it is in all shareholders’ interests for Directors and employees to own shares in the Company and so encourages shareholding subject to prudent controls and guidelines on share trading.

Alumina Limited has a Securities Dealing Policy that specifies the Company’s rules on its directors and employees buying, selling or otherwise dealing in the Company’s securities. Employees are required to attend annual Securities Dealing Policy training to explain and reinforce the application of the policy.

The policy prohibits Directors and employees from engaging in short-term trading of any Alumina Limited securities or buying or selling Alumina Limited shares if they possess unpublished, price-sensitive information. Trading in derivative products over the Company’s securities, and/or entering into transactions in products that limit the economic risk of their security holdings in the Company, are also prohibited.

In addition, Directors and employees must not buy or sell Alumina Limited shares in the period between the end of the half or full financial year and the release of the results for the relevant period. Directors and employees must also receive approval from the Chairman or CEO before buying or selling Company securities.

A copy of Alumina Limited’s Securities Dealing Policy can be found on our website at www.aluminalimited.com/who-we-are/corporate-governance/.

Share trading and hedging prohibitions

Performance Rights granted under Alumina Limited’s LTI arrangements (details of which are set out in the Remuneration Report on pages 54 and 55 of the Annual Report 2023) must remain at risk until fully vested. This is consistent with Alumina Limited’s Securities Dealing Policy that prohibits Directors and employees from engaging in:

- short-term trading of any Alumina Limited securities;
- buying or selling Alumina Limited securities if they possess unpublished, price-sensitive information; or
- trading in derivative products over the Company’s securities, or entering into transactions in products that limit the economic risk of their security holdings in the Company.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

GOVERNANCE

Oversight

Board responsibilities and delegation of authority

Alumina Limited’s Board of Directors principal role is protecting and furthering the interests of the Company for the benefit of its shareholders.

That is achieved by formulating and establishing the strategic direction of the Company. The Board is directed by its Charter that establishes the role and specific responsibilities and authority of the Board of Directors.

A copy of Alumina Limited’s Board Charter is available in the Governance section of our website at www.aluminalimited.com/charters/.

The primary responsibilities of the Board are to:

- appoint the CEO;
- monitor the performance of the CEO and senior executives;
- formulate Alumina Limited’s strategic direction and monitor its execution;
- monitor and optimise business performance;
- protect the interests of shareholders; and
- approve Alumina Limited’s external financial reporting.

Matters specifically reserved for the Board and its Committees are the:

- appointment of the Chairman of the Board and the CEO;
- approval of dividends;
- appointment of directors to fill a vacancy or an additional director;
- calling of meetings of shareholders; and
- issuing securities of the Company.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

Board and Committee membership

Throughout 2023, the Board of Alumina Limited consisted of five Non-Executive Directors and an Executive Director – the CEO. In 2023 Mr Mike Ferraro was CEO and Managing Director and Mr Peter Day was Chairman of the Board. Board members at the date of this statement and their participation on Board Committees are:

Directors	Board Status	Date of Appointment	Audit and Risk Committee	Nomination Committee	Compensation Committee	Sustainability Committee
Mr Peter Day	Chairman (from 1 April 2018), Independent Non-Executive Director	1 January 2014 ¹	Member (Chair from 1 January 2014 to 31 March 2018)	Member	Member	Member and Chair from 1 January 2020 to 20 February 2024
Mr Chen Zeng	Non-Executive Director	15 March 2013	Member	Member	Member	Member
Mr Michael Ferraro ²	Executive Director	5 February 2014 (as Non-Executive Director)	Not applicable	Not applicable	Not applicable	Not applicable
Ms Deborah O’Toole	Independent Non-Executive Director	1 December 2017	Member and Chair from 1 April 2018	Member	Member	Member
Mr John Bevan	Independent Non-Executive Director	1 January 2018	Member	Member and Chair from 1 April 2018	Member	Member
Ms Shirley In’t Veld	Independent Non-Executive Director	3 August 2020	Member	Member	Member and Chair from 26 May 2021	Member
Mr Alistair Field	Independent Non-Executive Director	15 January 2023	Member	Member	Member	Member and Chair from 20 February 2024

1. Mr Day was initially appointed as an Independent Non-Executive Director on 1 January 2014. He became Chairman on 1 April 2018. 2. Mr Ferraro was initially appointed as an Independent Non-Executive Director on 5 February 2014 and was a member of each Board Committee and Chair of the Nomination Committee until his appointment as CEO on 1 June 2017 (becoming an Executive Director).

A brief biography of each Alumina Limited Director, summarising their skills, experience and expertise relevant to their role as Director and the period for which they have held office, is included in the Annual Report 2023 (see pages 9 to 12 of that report).

This disclosure includes the qualifications of the Audit and Risk Management Committee members. Also disclosed on page 9 of this statement and set out in the Directors’ Report on pages 14 to 15 of the Annual Report 2023 is the attendance of Directors at Board and Board Committee meetings during 2023.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

Board meetings

There were 17 Board meetings held in 2023. This included meetings covering regularly scheduled items as well as meetings focused on particular material issues.

Regularly scheduled items include:

- approving previous minutes and considering outstanding items arising from minutes;
 - a review of the Business Performance Report;
 - reports on finance and treasury matters;
 - reports on residue storage matters and special projects;
- a review of industry and global market trends and analysis;
 - strategy updates;
 - deliberation on internal policy and procedure matters; and
 - consideration of business and governance matters.

Board meetings are generally attended by the senior management team of the CFO, General Counsel/Company Secretary, General Manager – Strategy and Investor Relations, and the Senior Manager – Strategy & Markets. Other senior managers and expert consultants participate in meetings as required.

Non-Executive Directors conduct meetings from time to time without the presence of executives. The Chairman of the Board presides over these meetings.

ALUMINA LIMITED DIRECTORS' ATTENDANCE AT MEETINGS JANUARY TO DECEMBER 2023

	Board meeting		Audit and Risk Committee meetings		Compensation Committee meetings		Nominations Committee meetings		Sustainability Committee meetings	
Directors	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
C Zeng	17	15	7	6	2	1	4	4	4	4
P Day	17	17	7	7	2	2	4	4	4	4
M Ferraro ¹	17	17	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
D O'Toole	17	17	7	7	2	2	4	4	4	4
J Bevan	17	16	7	6	2	2	4	4	4	4
S In't Veld	17	16	7	6	2	2	4	4	4	4

1. Mr Ferraro is Managing Director and CEO and is not a member of the Committees of the Board however may attend in his capacity as CEO.



Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

Director skills and experience

In order to effectively discharge the Board’s duties, it is necessary that collectively the Directors have the requisite combination of skills and experience. As a smaller-sized Board, directors are sought with functional skills (eg. operations, finance, legal) and international experience from the alumina industry or from other relevant backgrounds (eg. other mining and resources, oil and gas/energy, other intensive sectors). The Board seeks a complementary diversity of skills and experience across its members, recognising the complex and varied issues facing the Company as a minority partner and its interest in a large scale, global and capital intensive business.

The Nomination Committee utilises a Skills Matrix to determine whether the appropriate mix of skills and experience exists among the Board and Committee members and to identify key attributes required for future candidates.

Alumina Limited positions its Board to have all critical areas covered by more than one director to allow comprehensive debate on vital topics while maintaining Board diversity. It is considered that the current Board members’ combined expertise appropriately satisfies the necessary skill sets identified in the Skills Matrix.

Board skills and experience	No. of Directors who meet criteria
Established management and leadership skills Maintained a successful business career at a very senior level exercising influence over staff at varying levels of seniority.	7
Knowledge and experience in applicable industry and market Practical and extensive knowledge of working in or advising the natural resources, capital intensive sector.	7
International experience Held senior management or equivalent roles in overseas locations or worked for an Australian based organisation with major export or international business or been exposed to a range of political, cultural, regulatory and business environments.	7
Governance High level experience gained from working in major corporate environments that operate under exacting governance regimes.	7
Environment, Health and Safety and Sustainability Experience and knowledge of working on environment, health and safety and sustainability activities directly or as part of operational responsibility.	5
Strategy Proven record of developing and implementing a successful strategy, including appropriately probing and challenging management on the delivery of agreed strategic planning objectives.	7
Financial expertise Wide-ranging financial skills, experience and knowledge in senior management roles including oversight for risk management and internal control.	5
Capital projects Experience working in an industry with large-scale capital projects requiring long-term investment.	7
Joint Ventures Practical knowledge of working with or advising large-scale joint ventures.	7
Technical Skills Experience in the operations of mining, metals and large-scale processing facilities.	5
Mergers, acquisitions and divestments Experience in, or providing advice on, the consolidation of companies, businesses or assets.	7

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

Director independence

Director independence, free from alignment with the interests of management or other substantial shareholders, is considered essential to ensure objective and unimpaired governance. Alumina Limited considers that Directors are independent if they are:

- autonomous of management; and
- free of any interest, position, association or relationship (including material business relationship) that might influence or interfere with, or reasonably be perceived to influence or interfere with, in a material respect, their capacity to bring an independent judgment to bear on issues before the Board and to act in the best interests of the Alumina Limited Group and its security holders generally.

Alumina Limited’s guidelines for Director independence are formalised in a policy that, among other things, requires the Board to assess Director independence on an annual basis and otherwise as it feels is warranted.

In assessing the independence of Directors, the following matters are considered:

- any existing relationships with the Alumina Limited Group – either direct or indirect – including professional affiliations and contractual arrangements;
- any past relationships with the Alumina Limited Group, either direct or indirect;
- materiality thresholds; and
- the definitions of independence embodied in Australian and US corporate governance standards.

In forming a decision on Director independence, the materiality thresholds used by Alumina Limited include:

- the value of a contractual relationship between the Alumina Limited Group and a company related to a Director (other company) that is the greater of (i) \$250,000; or (ii) two per cent of the other company’s consolidated gross revenues;
- in relation to a principal of, or employee of, a present or former material professional adviser or consultant of the Company within the previous three years, the greater of (i) \$250,000; or (ii) two per cent of the professional adviser’s or consultant’s gross revenues.

The Board has concluded that four of the five Non-Executive Directors who held office during 2023 are independent. In reaching this conclusion the Board has considered the following relationships and associations:

- Mr Day had no previous association with the Company or any other relationships that were relevant to his independence.
- Mr Zeng is not considered independent due to current and previous roles with (or with entities associated with) a substantial shareholder in the Company.
- Ms O’Toole had no previous association with the Company or any other relationships that were relevant to her independence.
- Ms In’t Veld had no previous association with the Company or any other relationships that were relevant to her independence.

- Mr Bevan was CEO of Alumina Limited between 2008 and 2013. The Board concluded that his employment with Alumina does not materially impede his objectivity, exercise of independent judgement, or ability to act in the best interests of the Company.
- The Board also considered the period of time served by each Director and concluded that it did not interfere with the Director’s capacity to bring independent judgement to issues. In particular, Mr Day has now served in excess of ten years on the Alumina Limited Board. However, as noted at the 2023 Alumina Limited AGM, the continuity of Mr Day’s service is vital in ensuring adequate board succession planning.

In addition, the Board considered the following relationships and associations in respect of other Directors in 2023:

- Mr Ferraro was not considered independent due to his executive responsibilities.
- Mr Field was appointed director effective 15 January 2024. The Board has concluded that Mr Field is independent as he has no previous association with the Company or any other relationships that are relevant to his independence.

For further information on materiality thresholds and Director independence, please refer to the Company’s Policy on Director Independence, available on the Company’s website at www.aluminalimited.com/policy-on-director-independence/.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

Board succession planning and Director appointment

The Nomination Committee regularly reviews the size and composition of the Board and whether its members possess the necessary competencies for the role. The Nomination Committee is also responsible for the Board’s succession planning and, as necessary, nomination of candidates to fill any vacancy on the Board.

The Board engages the services of a professional recruitment firm to assist in searches for Non-Executive Directors. Additionally, the Board considers its diversity targets in the appointment of new directors. and the professional recruitment firm is also briefed on the skill set and experience that is desired.

Appropriate enquiries are also made of a candidate’s character, experience, education, criminal record and bankruptcy history.

Upon appointment, a Non-Executive Director receives an agreement that requires the disclosure of certain interests and matters which could affect independence, details the Director’s terms of appointment, remuneration, insurance and indemnity arrangements, and sets out expectations of involvement in Committees, compliance with policies and other obligations, and time commitments.

Every new Director is provided with an induction folder that includes the Company’s values and Code of Conduct, Board and Committee Charters, Company policies, summary of director obligations and related matters and is briefed on management, business and industry matters.

All of these procedures were followed when appointing Mr Alistair Field as a Director of the Company.

The procedure for selection and appointment is detailed in the Nomination Committee Charter, available in the Governance section of the Company’s website at www.aluminalimited.com/nomination-committee.

Board election

A Director seeking re-election at an Annual General Meeting (AGM) is subject to a peer review to determine if their performance meets the performance criteria prior to receiving endorsement for re-election.

Alumina Limited’s Constitution requires Directors (excluding the CEO) to retire at the third AGM since they were last elected or re-elected.

A retiring Director seeking re-election is subject to an appraisal and recommendation by the Nomination Committee whether to support the Director’s re-election. The Board reviews the Nomination Committee’s recommendation to determine whether to recommend that shareholders vote in favour of the re-election.

Ms O’Toole, Mr Bevan and Miss In’t Veld are due for re-election by rotation and will stand for re-election at the 2024 AGM in accordance with the Company’s Constitution. Mr Field, who was appointed as a Non-Executive Director effective 15 January 2024 and will offer himself for Election.

Mr Day has completed ten years of continuous service as a Director, and as noted at the 2023 Annual General meeting, was requested to continue by the Board for one additional term to ensure appropriate succession planning.

Details of experience and qualifications and performance (where relevant) for directors seeking election/re-election will be disclosed, together with the Directors’ statement of support, in the 2024 AGM notice.

Board and committees performance measurement

The Board generally undertakes a self-assessment process that links outcomes to key performance criteria contained in the relevant Board and Committee Charters.

In 2023, the Board considered it appropriate to undertake a third party review, consistent with good governance principles of undertaking such reviews periodically. The scope of the performance review encompassed strategy, decision making, culture, behavior, values, composition, skills, capability, leadership and governance. The value of Committees was also assessed. The process involved individual interviews with Directors and Executives and benchmarking Board and governance-related performance markers. The results and recommendations of the independent Board performance review were reported back to the Board.

In summary, the Board rated at a good level compared to other boards and demonstrated their valuable experience in their approach to governance, with several areas identified for ongoing focus, including continuing to strengthen existing management and joint venture partner relationships.

Alumina Limited’s Board Charter and other Company policies are included in full in the Governance section of our website at www.aluminalimited.com/charters/.

Directors’ share ownership

Alumina Limited requires Independent Directors (as defined in the Company’s policy on Director Independence) to hold shares in the Company having a value equal to 50 per cent of directors’ base fees by the expiry of five years from the date of their appointment.

Provided the minimum shareholding requirement is satisfied when shares are acquired or by the expiry of the five-year term, should a decline in the Company’s share price mean the value of the shareholding does not equal 50 per cent of the amount of base annual fees, Directors are not required to acquire shares to increase their level of shareholding to equal the amount of 50 per cent of the base annual fees. In relation to the Chair, if they have previously met the minimum shareholding requirement in relation to their Non-Executive Director fee, there is no further requirement to acquire shares in relation to the Chair’s annual fees. All Directors have met their relevant requirement.

Details of the Independent Director share acquisition policy and number of shares held by each Non-Executive Director as at 31 December 2023 are disclosed in the Remuneration Report on page 59 of the Annual Report 2023.

Alumina Limited’s Policy of Director Independence is available in the Governance section of our website at www.aluminalimited.com/policy-on-director-independence/.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

Director education

For Directors of Alumina Limited to effectively oversee the proper management and governance of the Company, Alumina Limited organize training to update Directors on business, industry trends, key dynamics and ESG matters. The Directors are provided with industry briefings including addresses by independent industry specialists to ensure that Directors receive relevant information on the aluminium and alumina industry fundamentals that impact the performance of AWAC and Alumina Limited.

In 2023, training was conducted on climate change matters including climate change and ESG trends, international policy developments, biodiversity, Board responsibility for climate change, decarbonisation solutions, impoundment standards and compliance and Modern Slavery and human rights.

Directors also receive routine updates on corporate governance and regulatory changes as they apply to corporate governance, accounting standards and relevant industry matters.

New Non-Executive Directors undertake an induction program and receive on their appointment an Induction Pack that provides them with copies of the

Company’s key policies, Values and Code of Conduct and information pertaining to the risk management and governance frameworks.

Directors also receive via automated distribution, a copy of every company announcement or company presentation released on the ASX platform.

Directors’ access to independent advice

To assist Directors in fulfilling their duties and responsibilities, the Board, its Committees and individual Directors are entitled to seek independent expert advice on any matter as considered necessary, with the consent of the Chairman or the Board. The Chairman requires the Board’s approval to seek independent advice. Independent advice might be sought in relation to technical or specialised matters and the Company will meet any expense incurred.

Performance evaluation of Chairman, Non-Executive Directors and Chief Executive Officer

The Board conducts annual performance evaluations of the Chairman, Non- Executive Directors and the Chief Executive Officer (CEO). The CEO conducts performance appraisals of his direct reports and discusses those with the Board.

An annual assessment of the performance of the Chairman of the Board (CoB) is conducted by the Chairman of the Nomination Committee in consultation with the other Non-Executive Directors. Each director is asked individually to provide feedback on the performance of the CoB against the CoB’s approved role specifications. A report is provided to the Directors and the CoB. Alternatively, the Board can engage with an external facilitator to assess the performance of the Chairman.

The 2023 performance evaluation of the Chairman of the Board was conducted with the assistance of an external facilitator.

The CoB is responsible for reviewing each Director’s individual performance as well as the performance of the Board as a whole annually. Alternatively, an external facilitator can be engaged to undertake this process, which is what occurred during 2023.

The CEO’s performance is formally reviewed by the Board on a semi-annual basis. The CEO review involves assessing progress against agreed general criteria that are consistent year-on-year plus those particular objectives which were developed for the 2023 year.

The objectives include corporate objectives that are measurable. The CEO cascades particular corporate objectives to his direct reports where appropriate. Performance assessment against corporate objectives is covered in greater detail in the Remuneration Report.

The 2023 CEO performance reviews and those of his direct reports were conducted in accordance with the disclosed process.

Alumina’s Board and Committee meetings maintained a high level in frequency and overall duration with flexibility for participants in different locations and time zones.



Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders



BOARD

Committees

The Board of Alumina Limited has delegated certain responsibilities to four principal board committees:

- 01. the Audit and Risk Management Committee
- 02. the Nomination Committee
- 03. the Compensation Committee
- 04. the Sustainability Committee

Each Committee has its own governing Charter and the Committees comprise only Non-Executive Directors. Committee membership and the record of attendance during 2023 are detailed in the table on page 9 of this statement and are also set out in the Directors' Report on pages 14 to 15 of the Annual Report 2023.

The Committee Charters describing the scope and responsibility of each Committee are available for review on our website at www.aluminalimited.com/committee-charters.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

Committee	Role and responsibilities	Activities undertaken in 2023
01. Audit and Risk Management	<p>The role of the Board’s Audit and Risk Management Committee is to provide assistance to the Board in:</p> <ul style="list-style-type: none">• overseeing and reviewing the Company’s risk management framework and the effectiveness of its risk management, by:<ul style="list-style-type: none">– assessing the Company’s exposure to business risks including the strategies in place for managing key risks, and for determining whether there is appropriate coverage in the internal audit plans; and– reviewing and ratifying management’s actions in the identification, evaluation, management, monitoring and reporting of material operational, financial, compliance, structural and strategic risks, including reviewing the risk framework systems and procedures for risk identification rating and management at least annually to satisfy itself that it continues to be sound;– monitoring management’s performance against the Company’s management framework, including whether it is operating within the risk appetite set by the Board; and– review any material incident involving fraud or a breakdown of risk controls and lessons learned.• fulfilling the Board’s responsibilities for Alumina Limited’s financial statements and external reporting, by assessing the processes relating to:<ul style="list-style-type: none">– reporting of financial information to users of financial reports;– adoption and application of accounting policies;– financial management;– internal financial control systems, including internal audit; and– independent auditor qualifications, independence and performance. <p>The Audit and Risk Management Committee also reviews other issues as requested by the Board or the CEO.</p> <p>Ms O’Toole is the Chair of the Audit and Risk Management Committee and is considered by the Board as a financial expert.</p>	<p>The Audit and Risk Management Committee met on seven occasions in 2023 and reviewed:</p> <ul style="list-style-type: none">• the Company’s financial statements;• significant accounting matters;• external and internal auditor audit plans and the auditors’ performance against those plans;• the Company’s International Business Conduct Policy;• non-audit services;• the auditors’ reports;• risk management framework and compliance• tax governance framework; and• internal control framework. <p>The Chairman of the Audit and Risk Management Committee consults from time to time with the Company’s external and internal auditors without the presence of Alumina Limited’s management.</p>
02. Compensation Committee	<p>The Compensation Committee is responsible for making recommendations to the Board in relation to the Company’s remuneration strategy, policies and practices. It is accountable for ensuring that, in setting remuneration rewards, employee and shareholder interests are in alignment and the Company is able to attract, develop and retain motivated and talented employees.</p> <p>The Compensation Committee’s brief includes overseeing the Company’s short-term remuneration and long-term incentive plans reviewing the personal performance and succession plans for the CEO and his direct reports, and overseeing the transparent objectives; disclosure of the Company’s remuneration practices.</p>	<p>The Compensation Committee met twice during 2023 to consider:</p> <ul style="list-style-type: none">• CEO, executive and staff remuneration and remuneration review and personal assessment against objectives;• review and approval of the Company’s Long Term Incentive Plans;• review of the Company’s Remuneration Report;• performance reviews for short-term and long-term incentive plans.

Approach to Corporate Governance
Governance Guidelines
Governance Oversight
Board Committees
Delegation and Controls
Accountable Work Practices
Shareholders

Committee	Role and responsibilities	Activities undertaken in 2023
03. Nomination Committee	<p>The Nomination Committee assists and provides recommendations to the Board on succession planning for Directors. In preparing recommendations to the Board, the Committee considers the following matters:</p> <ul style="list-style-type: none">• identifying the necessary and desirable competencies of Board members;• regularly assessing competencies necessary to be represented by Board members;• selection and appointment process for Directors;• regularly reviewing the size and composition of the Board, including succession plans; and• determining which Non-Executive Directors are to retire in accordance with the provisions of Alumina Limited’s Constitution. <p>A function of the Nomination Committee is to ensure that the Board has the right balance of skills and experience to discharge its responsibilities. The Nomination Committee will consider individuals for Board membership who have demonstrated high levels of integrity, the ability to create value for shareholders and motivation for the task and who can apply such skills and experience for the benefit of the Company.</p>	<p>The Nomination Committee met four times for 2023.</p> <p>Activities undertaken included:</p> <ul style="list-style-type: none">• Board succession planning, including the appointment of Alistair Field, and• performance evaluation including Director assessment for endorsement for re-election.
04. Sustainability Committee	<p>The Sustainability Committee assists and provides recommendations to the Board in relation to, but not limited to, climate change, health and safety, environment, and social and community matters. In preparing recommendations to the Board, the Committee considers and has responsibility for the following matters:</p> <ul style="list-style-type: none">• reviewing and approving relevant sustainability strategies, policies and position statements including on climate change, health and safety, environment and social and community matters and issues;• monitoring performance against health and safety, climate change and sustainability targets;• reviewing and providing advice on proposed long-term targets and aspirations for environmental, social and governance performance;• consideration of the appropriateness of health, safety and environment frameworks;• reviewing and approving sustainability reports; and• considering community, climate change and broader sustainability concerns.	<p>The Sustainability Committee met four times during 2023.</p> <p>Activities undertaken included:</p> <ul style="list-style-type: none">• review of the joint venture emissions and energy data including Scope 3 emissions;• assessment of material sustainability topics;• progress on climate change strategy including technology options;• management systems;• ESG ratings;• review and approval of the sustainability update;• Decarbonisation;• Human Rights governance;• Climate risk;• Task Force on Climate-related Financial Disclosures;• Biodiversity; and• Water management.

Approach to Corporate Governance
Governance Guidelines
Governance Oversight
Board Committees
Delegation and Controls
Accountable Work Practices
Shareholders

Delegation and Controls



Authority delegated to senior management

Under the Board Charter, the Board has delegated to the CEO and his senior executive team authority over the day to day management of the Company and its operations. This is subjected to certain matters which are specifically reserved for the Board and its Committees under the Board Charter. The level and scope of management’s delegated authority is further described in the Company’s Group Authorities Schedule. The Group Authorities Schedule is reviewed on an annual basis to ensure that delegations are appropriate and that those control systems are effective.

The qualifications of the Alumina Limited senior executive team are included in the Board and Management section of our website at www.aluminalimited.com/who-we-are/board-and-management/. Appropriate checks (including in relation to background and character) are performed prior to appointment of each senior executive and written contracts of employment are entered into.

Alumina Limited’s Board Charter and other Company policies are included in the Governance section of our website at www.aluminalimited.com/charters.

Chief Executive Officer

The CEO is responsible, for leading the Senior Executive team in managing the day-to-day operations of the Company. The CEO’s responsibilities include:

- recommending strategic initiatives to the Board and, where approved, ensuring their implementation;
- managing the day-to-day operation of the Company according to the Values and Code of Conduct;
- preparing and presenting the Company’s business plans; and
- appointing and reviewing the performance of senior management.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

Role of the Company Secretary

The appointment of the Company Secretary/ General Counsel is ratified by the Board. As defined in the Board Charter, the Company Secretary is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board.

Ms Katherine Kloeden is the Company Secretary/ General Counsel (Mr Foster retired 1 July 2023). A profile of her qualifications and experience is set out on page 12 of the Annual Report.

The role of Company Secretary/General Counsel for Alumina Limited includes:

- providing legal advice to the Board and management as required;
- advising the Board on corporate governance principles;
- generally attending all Board meetings and preparing the minutes;
- monitoring that the Board and Committee policies and procedures are followed;
- facilitating the induction of Directors; and
- managing compliance with regulatory requirements.

Directors' and executives' remuneration

Details of the remuneration policies and practices of Alumina Limited for 2023 in respect of Non-Executive Directors on the one hand and executive Directors and senior executives on the other are set out in the Remuneration Report on pages 42 to 65 of the Annual Report 2023. Shareholders will have the opportunity to vote on a non-binding resolution to adopt the Remuneration Report at the 2024 AGM.

Performance evaluation of KMP (Key Management Personnel)

Semi-annual reviews of the performance of KMP and other executives against objectives are undertaken by the CEO. These objectives, which are agreed to at the beginning of the performance period, relate to key areas of company performance. The performance reviews of KMP and other executives were conducted in 2023 in accordance with the disclosed process.

The Compensation Committee also obtains independent remuneration information for comparative purposes.

Reviews of salary and short-term incentives are undertaken by assessing performance of the individual and Company performance targets as well as benchmarking of market remuneration.

Long-term incentives are assessed against the Company's total shareholder return compared with that of the Australian and international industry peer group. In 2023 the Committee conducted those reviews in accordance with the disclosed process. The assessment of KMP in 2023 is detailed in the Remuneration Report (on page 49 to 57 of the Annual Report 2023).

Diversity

Alumina Limited is committed to fostering a workplace that has an emphasis on diversity. In the relatively small office environment that exists at Alumina Limited of 15 full and part time employees and a Board consisting of six Non-Executive Directors, the value of diversity in thought, experience and skills is magnified.

Alumina Limited has a Diversity Policy in place that presents key undertakings and standards that promote, among other things, impartiality in recruiting from a wide talent base, provide opportunities for employees to develop skills and broaden their perspectives and that reflect the Company's corporate values of tolerance and fairness. The Diversity Policy includes the responsibility of the Board to develop and monitor and report on the effectiveness of measurable objectives and the Diversity Policy in general. Diversity encompasses, but is not limited to: gender, age, culture (ethnicity), language, religious beliefs and disabilities.

Our Diversity Policy applies to all Alumina Limited employees, including contractors and consultants acting on the Company's behalf, and includes the recruitment and selection process, terms and conditions of employment including pay, promotion, work assignment, and training as well as any other aspect of employment. The Company regularly reviews employees relative salary and benefits from a gender pay equity perspective. The Company also recognises that work-life balance and priorities are important and vary according to individual circumstances and has an objective of offering diverse work-life outcomes, with a Flexible Work Arrangement Policy in place.

The Company's approach to diversity is designed to ensure that the Company offers an attractive and challenging work environment for securing and retaining talented and professional employees. Any appointment process is conducted in reference to the Diversity Policy and the Company's diversity objectives. Responsibility for oversight of diversity matters, including an annual review and report on the relative proportion of women and men in the workforce of the Company, has been delegated to the Nomination Committee.

Details of the policy are set out under the policies section of the Company's website at www.aluminalimited.com/diversity-policy.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

The Diversity Policy includes a commitment by the Board of Directors to establishing measurable objectives for gender diversity. Alumina Limited’s current diversity objectives are:

Current objectives	Result
To engage consultants who support and promote the Company’s diversity policy, including assisting to identify additional suitably qualified external female candidates	Achieved throughout 2023
To ensure that candidate lists for permanent employee positions are recognisably diverse by age, sex or ethnicity	Achieved throughout 2023
To ensure that in the interview process for each executive position (ie CEO level, immediate management level below CEO) there is at least an equal number of appropriately qualified female candidates compared to male candidates and at least an equal number or majority of female on the interview panel	Achieved throughout 2023
To consider diversity when reviewing Board succession plans with the aim to improve gender representation and diversity	Achieved throughout 2023
That the Company’s Board of Directors should have a target of 40:40:20 being a target minimum of 40% male and 40% female respectively, recognising the limits posed by a small sized Board	Achieved throughout 2023*
Develop flexible and part-time work arrangements where employees can balance work-life commitments and pursue career development	Achieved throughout 2023
Aiming to maintain scores for employee engagement for identified groups that are not less than the whole-of- company engagement scores	N/A*
Implementing leadership programs that assist in the development of a diverse pool of skilled and experienced employees, and that prepare them for senior management	Achieved throughout 2023



Gender Balance*

For 2023, the Board consisted of six Directors, including five Non-Executive Directors of which two were female (representing 40 per cent of the Non-Executive Directors and approximately 33 per cent of total Directors). As at 31 December 2023, 47 per cent of Alumina Limited’s 15 office-based employees were women. Ms Galina Kraeva served as the CFO and Ms Kloeden as the General Counsel/Company Secretary and are members of the senior management team. They represent two of the three direct reports to the CEO (“Senior Executives”).

* Individual qualitative interviews, rather than an employee engagement survey were undertaken in 2023. This did not identify any individual groups where employee engagement was less than the whole-of-company.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

ACCOUNTABLE

Work Practices

Corporate Reporting and Risk Management

The CEO and the CFO have made the following written certifications to the Board for the 2023 full year financial statements:

- In their opinion:
- a. the financial records of the Company have been properly maintained in accordance with section 286 of the *Corporations Act 2001*;
 - b. the Financial Report:
 - i. gives a true and fair view of the financial position and performance of the Company and consolidated entity;
 - ii. is in accordance with the *Corporations Act 2001*
 - iii. complies with Accounting Standards, the Corporations Regulations 2001 and other mandatory professional reporting requirements.
 - c. that the statements made in (a) and (b) above regarding the integrity of the Financial Report is founded on a sound system of risk management and internal control which, in all material respects, implements the policies adopted by the Board of Directors; and
 - d. that the risk management and internal control systems to the extent they relate to financial reporting are operating effectively, in all material respects, based on the risk management model adopted by the Company.

Managing Business Risk

Alumina Limited’s Risk Management Policy sets out the policies and procedures for covering risks such as those relating to markets, credit, price, operating, safety, health, environment, financial reporting and internal control. The Board has adopted the Risk Management Policy. Alumina Limited is exposed to risks, both indirectly, through its investment in AWAC, and directly as a separately listed public company.

Alcoa Corp. (**Alcoa**), as the manager of AWAC, has direct responsibility for managing the risks associated with the AWAC business. Alcoa utilises its policies and management systems to identify, manage and mitigate those risks. Alumina Limited reviews the management and mitigation of AWAC risks through participation on the AWAC Strategic Council and the Boards of various operating entities within AWAC.

Alumina Limited uses internal controls as well as risk management policies that are appropriate to our risks as an independent corporate entity. The Company has developed a risk management framework that profiles a range of material business risks, both financial and non-financial in nature, which are potentially significant for the current operation and profitability and/or long-term value of the Company. Each material business risk identified has an explicit risk strategy and system of internal controls.

The Company also maintains a risk appetite statement in relation to its key risks.

Alumina Limited’s most significant commercial risk exposures are to alumina prices and related markets, foreign exchange movement, operating cost risk, energy security risk, production risk, and regulatory risks. See Risks Section of the Annual Reports (pages 23) for further detail.

Alumina Limited has considered details of Alumina Limited’s material economic, environmental and social sustainability risks, as well as details of how those risks are managed, are referred to in the Risks section of the Operating and Financial Review of the Directors’ Report (in the Annual Report 2023).

Management has provided a report to the Audit and Risk Management Committee on the effectiveness of Alumina Limited’s management of material business risks. This report includes an assurance from the CEO and CFO that the declaration provided in accordance with section 295A of the Corporations Act (refer to Corporate Reporting and Risk Management) is founded on a sound system of risk management and internal control and that the system is operating effectively.

The Audit and Risk Management Committee reviews the Company’s risk management framework at least annually.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders



The Committee, in its 2023 review of the risk management framework, was satisfied in regards to its soundness.

Also, Alumina Limited produces an annual sustainability update which is available on the Company's website at www.aluminalimited.com/sustainability-report.

Informed by the Global Reporting Initiative Standards 2021 and Sustainability Accounting Standards Board (SASB) Metals and Mining requirements that identifies material sustainability aspects of the AWAC business including environmental and social aspects. Alcoa also engaged a third-party business assurance group who prepared a limited assurance report in regards to key sustainability indicators including emissions, energy consumption and safety statistics. The Board is informed quarterly on sustainability matters by management through the Sustainability Committee. Management receive quarterly formal briefings from Alcoa in respect of sustainability matters. In addition, sustainability matters are also discussed at of AWAC's governing body, the Strategic Council. In terms of sustainability governance for AWAC, Alumina Limited's principal interest is the integration of sound environmental, social and governance practices alongside sustainable financial performance.

This is achieved through:

- discussing AWAC's long term strategies and objectives with managing partner Alcoa;
- supporting the policies and practices that are implemented in AWAC companies to ensure sustainable operations; and

- reviewing reports of non-compliances including for environmental and labour matters.

Alumina Limited assesses potential sustainability risks and opportunities for shareholders. We do this through our risk management framework's processes that are reviewed and updated through the Audit and Risk Management Committee.

Alumina Limited's Risk Management Policy and controls are covered in more detail in the Governance section of our website at www.aluminalimited.com/risk-management/.

Verifying the Integrity of Periodic Corporate Reports

The Company's annual Financial Report and the Remuneration Report included in the annual Director's Report are audited by our external auditor, and the half yearly Financial Report is reviewed by our external auditor.

The Company also has certain policies and processes in place to confirm the integrity of other periodic corporate reports prepared for the benefit of investors before they are released to the market.

Any periodic corporate report must receive requisite approval before it is released externally. Generally speaking, the approvals process includes review and sign off on material statements by a number of employees, including the appropriate senior executives within the function responsible for the report and legal review. Where appropriate, in certain circumstances, disclosures are approved by the Chairman or the Board.

As noted above, key data contained within the Sustainability Update is prepared and verified by third-party experts.

Continuous Disclosure

Alumina Limited has a Continuous Disclosure Policy that defines the legal and regulatory obligations, materiality guidelines and reporting process, and is designed to ensure compliance with the continuous and periodic disclosure obligations under the Corporations Act and ASX Listing Rules and to ensure accountability at a senior executive level for that compliance. Responsibility for meeting ASX disclosure requirements rests primarily with the Company Secretary. Training is conducted annually with all staff to ensure they understand the Company's obligations, and their role in fulfilling them, under the continuous disclosure provisions. A review of continuous disclosure matters, if any, is conducted at each Board meeting.

Copies of Alumina Limited's releases to the ASX, investor presentations and Annual Reports are available on the Company's website at www.aluminalimited.com/announcements.

Alumina Limited's Continuous Disclosure Policy is available on the Company's website at www.aluminalimited.com/continuous-disclosure-policy.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

Audit Governance

External audit

PricewaterhouseCoopers is Alumina Limited’s external audit services provider and reports through the Audit and Risk Management Committee to the Board. The Audit and Risk Management Committee has the primary responsibility for managing the relationship with the external auditor including their appointment, compensation and agreeing on the scope and monitoring the performance and effectiveness of the annual internal and external audit plans and approval of non-audit related work. The Committee also reviews, at least annually, the assessment of the Company’s exposure to business risks and the strategies in place for managing key risks, and determines whether there is appropriate coverage in the internal audit plans.

All formal audit reports issued by the auditor to the Audit and Risk Management Committee are prepared in accordance with Australian Auditing Standards. In accordance with the applicable provisions of the Corporations Act, the external auditor provides an annual declaration of its independence to the Audit and Risk Management Committee. Alumina Limited’s External Auditor Selection and Rotation Policy requires that the lead Partner involved in the external audit of the Company should not remain beyond five years.

Further information on the relationship with the external auditor is covered in the Audit and Risk Management Committee Charter, which is available on the Company’s website at www.aluminalimited.com/audit-risk-committee-charter/.

Non-audit Services

Alumina Limited and PricewaterhouseCoopers have adopted the following policy in relation to any work undertaken by PricewaterhouseCoopers that does not directly relate to the audit of the Company:

- PricewaterhouseCoopers services that have fees of up to \$100,000 require the prior approval of the Audit and Risk Management Committee Chairman. Such approval shall include the scope of the services and the approximate amount of fees, and shall be reported at the next Audit and Risk Management Committee meeting.
- For PricewaterhouseCoopers’ services that have fees of more than \$100,000 and less than \$250,000, the provision of such services requires the prior approval of the Audit and Risk Management Committee.
- For services that have fees of more than \$250,000, unless PricewaterhouseCoopers’ skills and experience are integral to the services (in which case the provision of such services requires the prior approval of the Audit and Risk Management Committee), the proposed services are to be put to competitive tender. The approval of the CFO, CEO and Audit and Risk Management Committee Chairman is required for the inclusion of PricewaterhouseCoopers in the tender list. The awarding of a contract, following a competitive tender, to PricewaterhouseCoopers for the provision of these services also requires the prior approval of the Audit and Risk Management Committee.

Details of non-audit services provided by PricewaterhouseCoopers in 2023 are described in the Financial Report (Note 13, Notes to the Consolidated Financial Statements) on page 92 of the Annual Report 2023.

Attendance at the Annual General Meeting

The Partner representing the external auditor attends Alumina Limited’s AGM and is available at the meeting to respond to shareholder questions relating to content and conduct of the audit and accounting policies adopted by the Company regarding preparation of the financial statements.

Alumina Limited will accept written questions for the auditor up to five business days before the AGM.

Internal Audit

Alumina Limited’s internal audit function is conducted by independent accounting firm Deloitte Touche Tohmatsu. It is the internal auditor’s role to act independent of management and the external auditor to evaluate whether the Company’s processes and controls provide an effective risk management and control framework, and to report their findings to the Audit and Risk Management Committee. The internal auditor has open access to the Chairman of the Audit and Risk Management Committee. The Audit and Risk Management Committee approves the annual internal audit plan and reviews reports on internal audit findings at least annually.



Donations

Alumina Limited does not make donations to political parties.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

Shareholders

Alumina Limited has approximately 52,000 shareholders, with the 20 largest holding 74 per cent of the approximately 2.9 billion shares on issue.

Approximately 97 per cent of all registered shareholders have registered addresses in Australia. Alumina Limited’s shares are listed on the ASX and trading on the OTCQX.

Alumina Limited has a large number of shareholders. The level of beneficial ownership of the Company’s shares by US persons is approximately 7.7 per cent.¹

Shareholder Rights

To ensure that all security holders have equal opportunity to vote on all substantive resolutions, the Company conducts all voting on items of business at the Annual General Meeting by Poll.

Shareholder Communication

Effective and timely communication with Alumina Limited shareholders and the market is a critical objective of the Company. We also recognise that communication is two-way.

Alumina Limited uses internet-based information systems to provide efficient communication with shareholders and the investment community. Examples include posting Company announcements on Alumina Limited’s website and webcasting financial presentations and briefings. Shareholders may elect to receive all Company reports and correspondence by mail or email.

The Company engages in an Investor Relations program of discussions and meetings with institutional investors, analysts and financial media. Also, new and substantive analyst and investor presentations are released to the ASX and are available for review on the Company website.

We are interested in shareholder questions and feedback, which can be directed to the Company through the mail or via the feedback facility available on our website.

Shareholders are encouraged to ask questions of the Company at the AGM and shareholders have the opportunity to submit questions prior to the AGM.

Shareholders have easy access via the Company website to information regarding:

- Directors and Senior Management;
- Company Constitution and Charters;

- Governance policies of the Company including Company Values and Code of Conduct;
- Annual Reports and other Company reports;
- Company announcements;
- Notice of Meeting and recording of meetings; and
- Investor or analyst presentations.

The Company website also provides an overview of the business including its history, market prices, dividend history and a calendar of events.

For further information on shareholder communications, including our Continuous Disclosure Policy, refer to the Shareholder Communication Strategy located on Alumina Limited’s website at www.aluminalimited.com/shareholder-communication-strategy.

Approach to Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders

1. As at 31 December 2023.



Alumina Limited

ABN 85 004 820 419

Registered Corporate Head
Office and Postal Address
Level 36, 2 Southbank Boulevard
Southbank Victoria 3006 Australia

Telephone +61 (0)3 8699 2600

Facsimile +61 (0)3 8699 2699

Website www.aluminalimited.com

Email info@aluminalimited.com



Approach to
Corporate Governance

Governance Guidelines

Governance Oversight

Board Committees

Delegation and Controls

Accountable Work Practices

Shareholders