

CODE OF BUSINESS CONDUCT AND ETHICS

POLICY

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Name:	Code of Business Conduct and Ethics

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1 Purpose

1.1 The Kamoa Copper S.A. ("Company") Code of Business Conduct and Ethics ("Code") reflects the Company's commitment to a culture of honesty, integrity, accountability and respect for the environment and communities in which the Company operates. This Code also outlines the basic principles and policies with which every Covered Person (as specified) is required to comply.

1.2 The Company requires the highest standards of professional and ethical conduct from all its Covered Persons. Its reputation for honesty and integrity is important for the success of the business and no one at the Company will be permitted to achieve results through violations of laws or regulations, or unscrupulous dealings.

1.3 The Company aim for its business practices is to be compatible with, and sensitive to, the economic, social, and environmental priorities of the locations in which it operates. The Company is committed to conducting business with its internal and external stakeholders in a fair and ethical manner to promote a corporate culture that is socially and environmentally responsible.

2 Scope

2.1 The Code applies to all employees of the Company, including directors, officers, and authorized spokespersons, as well as all consultants, contractors, advisors, and other persons involved in business with the Company (i.e., all persons working for or with the Company defined as "Covered Persons").

2.2 In addition to conforming with this Code, Covered Persons are expected to seek guidance in any case where they consider there may be a question about compliance with the letter or spirit of the Company's policies and applicable laws. This Code is not a complete code of conduct. It sets forth general principles and does not supersede specific policies and procedures that are or might be in effect.

2.3 The Company has a responsibility to monitor all legal boundaries and comply with all applicable laws and regulations in all its activities. Compliance with the letter and spirit of all laws, rules, and regulations applicable to its business is important for its reputation and continued success.

2.4 All Covered Persons must respect and obey the laws of the Democratic Republic of Congo ("DRC") and avoid even an appearance of impropriety. Individuals who fail to comply with this Code and applicable laws will be subject to disciplinary proceedings, up to and including discharge from the Company.

3 Expectations of Stakeholders

3.1 The Company respects the opinions, needs, and expectations of its stakeholders. The Company actively communicates with stakeholders to better understand and integrate their requirements and concerns into its operations, where possible.

3.2 The Company establishes a fair, convenient, and efficient complaint and grievance mechanism that enables tracking, management escalation (if required) and closure of complaints and grievances to resolve any concerns raised by stakeholders.

3.3 The Company ensures that stakeholders' information and disclosure needs and requirements are met as adequately and reasonably as possible.

4 Conflicts of Interest

4.1 A conflict of interest occurs when an individual's private interest interferes, or appears to interfere, in any way with the interests of the Company. A conflict of interest could arise when:

- an individual acts for his or her direct or indirect benefit, or the direct or indirect benefit of a third party, which is inconsistent with, or may be harmful to, the interests of the Company; or

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- an individual, or a member of his or her family or acquaintance, receives improper personal benefits as a result of his or her position in the Company.

4.2 Activities that could give rise to conflicts of interest by Covered Persons are prohibited unless specifically approved in advance by the Senior Executive Committee (hereinafter referred to as “Senior Exco.”). Where a conflict involves a Senior Exco member, (i.e., where a Senior Exco member has an interest in a material contract or material transaction involving the Company), the Senior Exco member involved is required to disclose his or her interest to the Senior Exco and recuse himself/herself and refrain from voting at the Senior Exco meeting considering such contract or transaction, in accordance with applicable laws.

4.3 Since it is not always easy to determine whether a conflict of interest exists, any potential conflicts of interest should be reported immediately, by way of a form or email to the Governance and Compliance Office, who will issue a legal opinion and submit the matter to the Senior Exco.

5 Corporate Opportunities

5.1 Each director, officer and employee owe a duty to the Company to advance the Company’s legitimate interests whenever an opportunity to do so arises. Directors, officers and employees are prohibited from taking, for themselves personally, opportunities that arise through the use of corporate property, information or position and from using corporate property, information or position for personal gain, except where the Senior Exco has, after receiving the necessary information concerning such opportunity and obtaining previous legal advice from the Legal Department, if required, relinquished its interest in an opportunity in compliance with applicable corporate laws, rules and regulations. A Director interested in a corporate opportunity being considered by the Senior Exco shall refrain from voting at the Senior Exco meeting considering such opportunity.

5.2 Should employees have any doubts about whether any activities they are contemplating violate this requirement, they must refer the issue to the Governance and Compliance Office that can escalate the matter to the Senior Exco, if necessary.

6 Confidentiality

6.1 Covered Persons must maintain the confidentiality of information entrusted to them by the Company or that otherwise comes into their possession in the course of their employment, in accordance with the Company’s Confidentiality Policy. The obligation to preserve confidential information continues even after a Covered Person leaves the Company.

7 Protection and Proper Use of Company Assets

7.1 Each Covered Person should endeavour to protect the Company’s assets and ensure their efficient use. Theft, carelessness, and waste have a direct impact on the Company’s operational and financial success. Any suspected incidents of fraud or theft should be immediately reported to a supervisor, a member of the Company’s management or through the whistleblowing dedicated channels for investigation.

7.2 Company assets, such as funds, data, products, or computers, may be used only for legitimate business purposes or other purposes approved by management. Company assets may never be used for illegal purposes.

7.3 The obligation to protect Company assets includes proprietary information. Proprietary information includes any information that is not generally known to the public or would be helpful to our competitors. Examples of proprietary information include exploration data and results, project studies, intellectual property, business and marketing plans, and employee information. The obligation to preserve proprietary information continues even after Covered Persons have left the Company.

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8 Insider Trading

8.1 Insider trading is unethical, illegal, and criminal. Subject to this Code, Covered Persons must comply with Kamoa's parent Companies' Securities Trading Policies and other appropriate communication, pronouncements and blackout periods made time-time by our parent companies' Corporate Secretary (or equivalent) prior to major corporate updates such as quarterly or annual financial performance publications. To protect Kamoa's reputation and to avoid an appearance of impropriety, all the Company's directors, officers, employees, consultants, and advisors are required to pre-clear all proposed purchases and sales of Kamoa's parent companies' securities, in accordance with the established policies and pronouncements of our parent companies.

9 Fair Dealing

9.1 Each Covered Person should endeavour to deal fairly and responsibly with the Company's customers, suppliers, competitors, and employees. No one at the Company should take unfair advantage of anyone through illegal conduct, concealment, manipulation, abuse of privileged information, misrepresentations, or any other unfair dealing practice.

10 Compliance with Environmental Laws and Conservation Requirements

10.1 The Company is sensitive to the environmental impacts and consequences of its activities, which it strives to reduce and mitigate. The Company's policy is to comply with all applicable environmental laws and regulations of the DRC.

10.2 The Company will utilize natural resources responsibly, and will also endeavour to restore areas disturbed by its activities in accordance with legal requirements and international best practice, including, where practicable, the rehabilitation of conservation zones, forest buffer zones, and other environmentally sensitive areas to a state generally equivalent to that which existed prior to the conduct of the Company's exploration and mining activities or an alternative, sustainable end use of the land.

10.3 The Company particularly acknowledges the increasingly adverse effects of climate change, as well as the DRC's international commitments to reduce greenhouse gas emissions and advance climate change adaptation measures. The Company strives to assist in the achievement of these goals and commitments.

10.4 If any Covered Person has any doubt as to the applicability or meaning of a particular environmental law or regulation as it applies to the Company, the individual should discuss the matter with the relevant supervisor that may escalate the matter to the Legal Department if necessary.

11 Respect for Human Rights

11.1 The Company is committed to respecting and protecting the human rights of its people and surrounding communities and expects all Covered Persons to do the same.

11.2 Covered Persons are prohibited from participating in, tolerating, or profiting from any violations of human rights and or co-operating with any parties who have violated or are likely to violate human rights.

11.3 We will ensure that when we operate in conflict-affected or high-risk areas, our operations do not cause, support, or benefit unlawful armed conflict or contribute to human rights abuses or breaches of international humanitarian law. We affirm that the role of public or private security forces is to provide preventive and defensive security to workers, facilities, equipment, and property within legitimate areas in accordance with the rule of law, including laws that guarantee human rights. We will not employ or co-operate with security forces that commit abuses and human rights violations.

11.4 The Company further does not tolerate any behaviour that can be perceived as bullying, intimidation, harassment, or discrimination in the workplace. Covered Persons subject to this Code must comply with the

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Company's Workplace and Non-Discrimination Anti-Harassment Policy. We strive to create a workplace where all Covered Persons treat each other with professional courtesy, dignity, and respect, and in a fair and non-discriminatory manner during all employment or Company-related dealings.

11.5 We respect the right to freedom of association and collective bargaining of all employees, as well as the freedom of opinion and expression. We strive to protect labour rights and fair labour practices in accordance with appropriate policies and regulations.

11.6 In order to demonstrate the Company' firm commitment to ensure that slavery and human trafficking is not taking place in our supply chains or in any part of our business, the Company shall issue, until the end of January of each year, a Modern Slavery Statement setting out the steps taken in the previous year to address and prevent the risk of modern slavery.

12 Respect for Communities and Local Customs

12.1 The Company is committed to the support of, and appreciation for, the customs and traditions of the local communities of the region(s) in which it operates. All Covered Persons are expected to show respect for the culture and people of the communities in which they work and to observe project-specific best practices when visiting the Company's work sites. We will seek to preserve cultural heritage from adverse impacts associated with project activities.

12.2 Under no circumstances may a Covered Person:

- engage in unauthorized hunting and fishing, the collection or possession of plants or animals, or trespass upon holy or sacred sites, including those honoring ancestry, unless such employee is a national acting in accordance with applicable laws or has been provided with customary authorization.
- pay or hire people from local communities to provide sexual services of any kind or engage in or counsel any form of sexual exploitation.
- purchase or possess archaeological or sacred artefacts (if such an artefact or site is encountered during operations, work at the specific location should be halted, a supervisor informed, and instructions sought); or
- purchase precious stones, minerals, or metals for personal use, unless such purchase is made from an authorized vendor who holds a valid licence from the relevant government department or agency.

12.3 If any Covered Person has any doubt as to the customs or practices of a particular community or region, the individual should discuss the matter with a supervisor that can escalate the matter to the Legal Department if necessary.

12.4 The Company aims to have an open and honest, long-term, mutually beneficial relationship with the local communities of the regions in which it operates. We will consult regularly and in good faith with the communities associated with our operations on matters of interest to them and will consider their perspectives and concerns through dedicated stakeholder engagement mechanisms.

13 Equal Opportunity

13.1 We value the diversity of our employees and are committed to providing equal opportunity in all aspects of employment. Covered Persons subject to this Code must comply with the Company's Diversity and Inclusion Statement. Mutual respect is required among all Covered Persons, regardless of an individual's ancestry, race, gender, religious beliefs, or sexual orientation.

14 Health and Safety

14.1 The Company is committed to the priority of protecting employees and ensuring a safe working environment for all work activities.

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14.2 All Covered Persons are responsible for maintaining a safe workplace by diligently following health and safety rules and best practices. The Company is committed to keeping its workplaces free from unnecessary hazards and effectively managing health and safety risks.

14.3 To protect the health and safety of all individuals at the Company's various work sites, illegal drugs and alcohol are strictly banned from any of the Company's project and work sites. Covered Persons must report to work free from the influence of any substance that could jeopardize the safe and effective conduct of work activities. The possession of all unauthorized weapons is strictly prohibited.

14.4 Any accidents, injuries, unsafe equipment, practices, or conditions should be immediately reported to a supervisor or other designated person. If anyone subject to this Code has any doubt about the applicability or meaning of a particular health or safety regulation, the individual should discuss the matter with a supervisor and escalate the matter to the Company's Health and Safety Committee if necessary.

15 Transportation and Road Safety

15.1 As part of the Company's commitment to safe work environments, Covered Persons are expected to observe safe-driving rules, including established speed limits, when operating vehicles on or off the Company's project and work sites. Covered Persons operating Company vehicles are not permitted to transport anyone, not also a Covered Person, or otherwise authorized by the Company and are encouraged not to make stops *en route* to or off project or work sites, except for activities directly related to work or emergencies. Additionally, personal use of Company vehicles is not permitted unless prior written authorization is obtained.

16 Use of E-mail and Internet Services

16.1 E-mail systems and Internet services are provided to help Covered Persons perform assigned work. Incidental and occasional personal use is permitted, but never for personal gain or any improper purpose. Covered Persons should not access, send, or download any information that could be insulting, offensive, or defamatory to another person, such as sexually explicit messages, ethnic or racial slurs, or other messages that could be viewed as harassment.

16.2 Messages, including voice mail, and computer information (including records of websites visited) are considered the property of the Company and Covered Persons should not have any expectations of privacy. Unless prohibited by law, the Company reserves the right to access and disclose this information as necessary for business purposes. Covered Persons should use good judgment and not exchange messages or access or store any information that they would not want to be seen or heard by other individuals.

16.3 Violation of these policies may result in disciplinary actions up to and including discharge from the Company.

17 Gifts and Entertainment

17.1 Business gifts and entertainment are customary courtesies designed to build goodwill among business partners. These courtesies include such things as meals and beverages, tickets to sporting or cultural events, discounts not available to the public, travel, accommodation and other merchandise or services. In some cultures, gifts and entertainment play a significant role in establishing and maintaining business relationships. However, problems may arise when such courtesies compromise, or may appear to compromise, a person's ability to make objective and fair business decisions. The same rules apply to Covered Persons offering gifts and entertainment to our various business associates.

17.2 Covered Persons should avoid offering or receiving any gift, gratuity or entertainment that might be perceived as unfairly influencing a business relationship. As per the Company's Gifts, Entertainment, and Hospitality Policy, stricter rules apply to any gifts and entertainment given to or for the benefit of public officials.

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17.3 The value of all gifts should be nominal with respect to frequency and amount. Gifts that are repetitive, no matter how small, may be perceived as an attempt to create an obligation to the give and therefore are inappropriate. Similarly, business entertainment should be moderately scaled and intended only to facilitate business goals. If Covered Persons are having difficulty determining whether a specific gift or entertainment item lies within the bounds of acceptable business practice, they should consult their supervisors and ask themselves whether the gift or item is legal, business related, moderate and reasonable, whether public disclosure would embarrass the Company, and whether there is any pressure to reciprocate or grant special favours.

17.4 The Company will establish a Gift and Entertainment register. All business meals, gifts, and entertainment – whether offered, accepted, or declined by employees – must be recorded in the register. The cost threshold for recording such items is defined in the Company’s Gifts, Entertainment, and Hospitality Policy.

17.5 As per the Company’s Gifts, Entertainment, and Hospitality Policy, the Governance and Compliance Department will keep a consolidated record of the gifts and entertainment register and perform a quarterly review of the consolidated register and bring any questionable matter or practice to the attention of the Senior Exco.

18 Payments to Domestic and Foreign Officials

18.1 All Covered Persons must comply with all applicable laws and regulations prohibiting improper payments or other contributions or benefits to domestic and foreign Public Officials (collectively, the "Laws").

18.2 The Congolese Criminal Code criminalizes most forms of corruption by and of Public Officials, and in particular:

- offering or granting, directly or indirectly, to a Public Official or any other person sums of money, any asset, or any other advantage, such as a donation, a favor, a promise or a profit, whether for himself/herself or any other natural or legal person, in view of the accomplishment or omission of an act in the performance of his/her duties.
- offering, giving, or promising, directly or indirectly, an undue advantage to any person that manages a private-sector organization, or is employed by this organization in any position whatsoever so that this person acts in breach of his/her duties or refrains from acting.
- using, concealing, or fraudulently disposing of the proceeds or assets obtained as a result of one of the acts mentioned above.
- using fraud to avoid, or make others avoid, fiscal, customs or administrative obligations.
- illicit enrichment (i.e., a substantial increase in the assets of a Public Official or any other person, for which that Public Official or person cannot provide a reasonable justification with regard to his/her legitimate revenue); and
- influence peddling, which consists in particular of promising, offering or giving an undue advantage to a Public Official or any other person in order for this Public Official or other person to abuse his/her actual or supposed influence, with a view to obtaining from a public authority or administration an undue advantage for the initial instigator or for any other person.

18.3 For purposes of these prohibitions, a “Public Official” includes any civil servant or any employee of the State or one of its institutions, including those that have been selected, appointed, or elected to undertake activities or perform duties in the name or at the service of the State, at any level of its hierarchy. This definition is very broad, and could include traditional chiefs receiving payments from governments, such as chiefs of chiefdoms and chiefs of groupings in DRC. This definition could also include officials and employees of state-owned entities, although a nuanced distinction must be made between circumstances in which these officials and employees engage in commercial activities and circumstances in which they represent the interests of the State. Members of political parties and politically exposed persons could also be considered as being part of “other persons”.

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18.4 Foreign Public Officials include persons holding legislative, administrative, or judicial positions with a foreign state or a subdivision of that state, persons who perform public duties or functions for a foreign state (such as persons employed by boards, commissions or government-owned or -controlled corporations), officials and agents of international organizations, foreign political parties, and candidates for office.

18.5 Covered Persons should assume that any payment to a Public Official, including so-called facilitation payments or influence peddling, are illegal. Covered Persons must comply with the Company's Gifts, Entertainment, and Hospitality Policy prohibition of such payments. Sponsored travel, accommodation, meals, and entertainment involving DRC Public Officials are all areas that present risks under the Congolese Criminal Code. Any such activity that is approved and does in fact occur must be completely and accurately recorded in the Company's Gifts and Entertainment Register.

18.6 Any Covered Person who has any questions about the application of this policy to any situation should promptly report the matter to the Legal Department.

18.7 Violation of any of the Laws is a criminal offence, which could subject the Company to substantial fines and other penalties and any Covered Person to imprisonment and/or fines. Violation of this Code may result in disciplinary actions up to and including discharge from the Company. Violations of this Code may also constitute violations of law and may result in civil or criminal penalties to Covered Persons, their supervisors and/or the Company.

19 Anti-Bribery, -Corruption, and -Money Laundering

19.1 Any act of bribery or corruption is prohibited. Covered Persons are further prohibited from engaging in or assisting any third party in money laundering activities.

20 Responsible Procurement

20.1 When procuring goods, services and labour, the Company encourages and prioritises ethical decision-making in such procurement practices and strives to promote the principles of decent work and protection of fundamental human rights throughout the supply chain.

20.2 We require that our suppliers and contractors conduct their business responsibly and ethically and expect that all suppliers and contractors of the Company follow the same policies and principles as contained in this Code.

21 Financial and Business Disclosure and Accuracy of Company Records and Reporting

21.1 Honest and accurate recording and reporting of information is critical to our ability to make responsible business decisions and to meet our reporting obligations to our stakeholders. This includes the Company's accounting and financial reporting and ongoing disclosure requirements under applicable corporate, anti-corruption and securities laws, rules, and regulations. The Company's accounting and other records are relied upon to produce reports for the Company's management, shareholders, creditors, governmental agencies, and others.

21.2 Full, fair, accurate, timely, and understandable disclosure in our reports and other documents that we file with, or submit to, regulators and in our other public communications is critical for us to maintain our good reputation, to comply with our obligations under applicable laws, rules, and regulations, and to meet the expectations of our shareholders, members of the investment community, and our stakeholder base more broadly.

21.3 In preparing such accounts, reports and documents and other public communications, the following guidelines should be adhered to:

- All accounting records, and the reports produced from such records, must be in accordance with all

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- applicable laws.
- All accounting records must fairly and accurately reflect all transactions or occurrences to which they relate.
 - All accounting records must fairly and accurately reflect in reasonable detail the Company's assets, liabilities, revenues, and expenses.
 - No transactions should be intentionally misclassified as to accounts, departments, or accounting periods.
 - All transactions must be supported by accurate documentation in reasonable detail and recorded in the proper account and in the proper accounting period.
 - No records should contain any intentionally false or misleading entries or material omissions.
 - All non-financial information which is reported or disclosed must be accurate, credible, verifiable, reliable, and relevant.
 - No information should be concealed from the internal auditors or the independent external auditors; and
 - Compliance with the Company's system of internal controls (including, but not limited to, applicable policies, procedures, and standards) is required.

21.4 If any Covered Person has concerns or complaints regarding accounting, auditing, or disclosure / reporting issues, the individual is encouraged to submit those concerns in writing to the Finance Executive or use the Company's confidential whistleblower reporting system.

21.5 Business records and communications often become public through legal or regulatory investigations, or the media. We should avoid exaggeration, misrepresentation, inconsistencies, derogatory remarks, legal conclusions, or inappropriate characterizations of people and companies. This applies to communications of all kinds, including e-mail and informal notes or inter-office memos. Records must be retained in strict accordance with the Company's records retention policy and should be destroyed only as and when permitted under that policy.

22 Reporting of Any Illegal or Unethical Behaviour

22.1 The Company is strongly committed to conducting its business in a lawful and ethical manner.

22.2 Covered Persons are expected to report all known and suspected violations of this Code or of laws and regulations promptly by one of the following methods: to their respective supervisors or confidentially through the Company's established Whistleblowing mechanism.

22.3 Covered Persons may choose to remain anonymous in reporting possible or known violations of this Code and all reports will remain confidential. It is unacceptable for a person to file a report knowing it to be false.

22.4 The Company prohibits retaliatory action against any Covered Person who, in good faith, reports a possible or known violation.

23 Compliance Procedures

23.1 This Code cannot, and is not intended to, address all the situations Covered Persons may encounter. There will be occasions when circumstances not explicitly covered by corporate policy may arise and a judgment as to the appropriate course of action will have to be made. In those circumstances, or if Covered Persons have any questions concerning their obligations under this Code, we encourage them to use their common sense and to contact their supervisors and the Governance and Compliance Department who might consult the Legal Department if needed.

23.2 If Covered Persons fail to comply with this Code or applicable laws, rules, or regulations, they will be subject to disciplinary measures, up to and including discharge from the Company. Violations of this Code may also constitute violations of law and may result in civil or criminal penalties for Covered Persons and/or the Company.

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24 Amendment, Modification, and Waivers of the Code of Business Conduct and Ethics

24.1 This Code will be reviewed periodically by the Policy Committee, or any delegated committee, and supplemented and/or adjusted from time to time as required for optimum effectiveness.





Document Change History

Revision Number	Date of Change	Reason for Change	Paragraph Number (If Relevant)
000	2024/03/05	New document	
001	2026/03/06	<ul style="list-style-type: none"> Updated formatting Changed reference from “Exco” to “Senior Exco” 	Entire document Sections 4, 5, and 17

Document Control Data

Document Control Data:	
Document Title:	Code of Business Conduct and Ethics
Document Number:	1013-PL-27-006
Revision:	001
Next Revision Date:	2028/03/06
Implementation Date:	2026/03/06

Document Approval

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