

BOARD CHARTER

1. Role of the Board

The role of the Board is to provide leadership for and supervision of the Company's senior management. In particular, the Board is responsible for charting the strategic direction and financial objectives of the Company and monitoring the implementation of policies to ensure the long-term success of the Company and its subsidiaries (the **Group**).

2. Role of Senior Management

Those who have the opportunity to materially influence the integrity, strategy and operation of the Company and its financial performance are considered to be part of senior management.

The role of senior management is to progress the strategic direction provided by the Board. In particular, the chief executive officer, or equivalent, is responsible for the day-to-day activities of the Company in advancing the strategic direction.

3. Responsibilities of the Board

The Board is collectively responsible for promoting the success of the Company by:

- (a) overseeing the Company, including its control and accountability systems;
- (b) appointing the chief executive officer, or equivalent, for a period and on terms as the directors see fit and, where appropriate, removing the chief executive officer, or equivalent;
- (c) ratifying the appointment and, where appropriate, the removal of senior executives, including the chief financial officer and the company secretary;
- (d) ensuring the Company's *Policy and Procedure for Selection and (Re)Appointment of Directors* is reviewed in accordance with the Company's *Nomination Committee Charter*,

- (e) approving the Company's policies on risk oversight and management, internal compliance and control, the *Code of Conduct*, and legal compliance;
- (f) identifying the principal risks of the Group's businesses and the nature and extent of those risks that it is willing to take in achieving its strategic objectives;
- (g) satisfying itself that senior management has developed and implemented a sound system of risk management and internal control in relation to financial reporting risks and reviewed the effectiveness of the operation of that system;
- (h) assessing the effectiveness of senior management's implementation of systems for managing material business risk including the making of additional enquiries and to request assurances regarding the management of material business risk, as appropriate;
- (i) monitoring, reviewing and challenging senior management's performance and implementation of strategy;
- (j) ensuring appropriate resources are available to senior management;
- (k) approving and monitoring the progress of major capital expenditure, capital management, and acquisitions and divestitures;
- (l) monitoring the financial performance of the Company;
- (m) ensuring the integrity of the Company's financial (with the assistance of the Audit Committee, if applicable) and other reporting through approval and monitoring;
- (n) providing overall corporate governance of the Company, including conducting regular reviews of the balance of responsibilities within the Company to ensure division of functions remain appropriate to the needs of the Company;
- (o) appointing the external auditor (where applicable, based on recommendations of the Audit Committee) and the appointment of a new external auditor when any vacancy arises, provided that any appointment made by the Board must be ratified by shareholders at the next annual general meeting of the Company;
- (p) engaging with the Company's external auditors and Audit Committee (where there is a separate Audit Committee);
- (q) ensuring that the Board and Nomination Committee make an annual assessment of the objectives set out in the *Diversity Policy* and monitoring implementation of the *Diversity Policy* more generally;

- (r) monitoring compliance with all of the Company's legal obligations, such as those obligations relating to the environment, native title, cultural heritage and occupational health and safety; and
- (s) making regular assessment of whether each non-executive director is independent in accordance with the Company's *Policy on Assessing the Independence of Directors*.

The Board may not delegate its overall responsibility for the matters listed above. However, it may delegate to senior management the responsibility of the day-to-day activities in fulfilling the Board's responsibility provided those matters do not exceed the Materiality Threshold as defined below.

Directors are encouraged to request information from senior executives where they consider such information necessary to make informed decisions.

The Board must convene regular meetings with such frequency as is sufficient to appropriately discharge its responsibilities. It is usual practice for the Board to meet at least four times a year.

4. Materiality Threshold

The Board has agreed on the following guidelines for assessing the materiality of matters:

Materiality – Quantitative

Balance sheet items

Balance sheet items are material if they have a value of more than 5% of pro-forma net asset.

Profit and loss items

Profit and loss items are material if they will have an impact on the current year operating result of 5% or more.

Materiality – Qualitative

Items are also material if:

- (a) they impact on the reputation of the Company;
- (b) they involve a breach of legislation;
- (c) they are outside the ordinary course of business;
- (d) they could affect the Company's rights to its assets;
- (e) if accumulated they would trigger the quantitative tests;
- (f) they involve a contingent liability that would have a probable effect of 5% or more on balance sheet or profit and loss items; or

- (g) they will have an effect on operations which is likely to result in an increase or decrease in net income or dividend distribution of more than 5%.

Material Contracts

Contracts will be considered material if:

- (a) they are outside the ordinary course of business;
- (b) they contain exceptionally onerous provisions in the opinion of the Board;
- (c) they impact on income or distribution in excess of the quantitative tests;
- (d) there is a likelihood that either party will default, and the default may trigger any of the quantitative or qualitative tests;
- (e) they are essential to the activities of the Company and cannot be replaced, or cannot be replaced without an increase in cost of such a quantum, triggering any of the quantitative tests;
- (f) they contain or trigger change of control provisions;
- (g) they are between or for the benefit of related parties; or
- (h) they otherwise trigger the quantitative tests.

Any matter which falls within the above guidelines is a matter which triggers the materiality threshold ("**Materiality Threshold**").

5. Statement of Position or Authority

The division of responsibilities between the Chair, the lead independent director, if any, and the CEO is set out below.

6. Responsibilities of the Chair

The Chair is responsible for leadership of the Board, for the efficient organisation and conduct of the Board's function and for the briefing of all directors in relation to issues arising at Board meetings. The Chair is also responsible for shareholder communication and arranging Board performance evaluation. The Chair should facilitate the effective contribution of all directors (executive and non-executive) and promote openness and debate as well as constructive and respectful relations between directors and between board and senior management.

The Chairman, in conjunction with the Company Secretary, is responsible for setting the Board's agenda and ensuring that adequate time is available to discussion of agenda items.

The Chairman is responsible for ensuring that Directors continually update their skills, knowledge and familiarity with the Company, and for reviewing and agreeing with each Director their training and development needs.

The roles of the Chair and CEO should be separate and distinct. If the roles are combined, the Company will provide to shareholders an explanation as to how governance is protected (for example, through the appointment of a senior independent director), the exceptional circumstances that cause the roles to be combined and the intentions for the separation of the roles. The chief executive will not, unless exceptional circumstances exist, go on to be chairman of the Company. If, exceptionally, this does happen, appropriate explanation will be provided.

Any other position which the Chair may hold either inside or outside the Company should not hinder the effective performance of the Chair in carrying out their role as Chair of the Company. Any such position should be disclosed to the Board and included in the Company's Annual Report.

7. Responsibilities of the Lead Independent Director

Where the Chair is not an independent director, a lead independent director will be appointed, primarily to provide a sounding board for the Chairman and to serve as an intermediary for the other Directors when necessary. The lead independent director will take over the role of the Chair when the Chair is unable to act in that capacity as a result of their lack of independence.

The Lead Independent Director, in conjunction with the CEO, is responsible for meeting with major shareholders of the Company to listen to their views and concerns

8. Responsibilities of the CEO

The CEO is responsible for running the affairs of the Company under delegated authority from the Board and to implement the policies and strategy set by the Board. In carrying out their responsibilities the CEO must report to the Board in a timely manner on those matters included in the Company's risk profile, all relevant operational matters and any other matter that is likely to have to fall within the Materiality Threshold.

All reports to the Board must present a true and fair view of the Company's financial condition and operational results.

The CEO is also responsible for appointing and, where appropriate, removing senior executives, including the chief financial officer and the company secretary, with the approval of the Board. The CEO is responsible for evaluating the performance of senior executives.

9. Responsibilities of Non-Executive and/or Independent Directors

The Board determines whether each of the non-executive directors of the Company is independent on a regular basis in accordance with its *Policy on Assessing the Independence of Directors*. The Board recognises the

importance of the appropriate balance between independent and non-independent representation on the Board. In making this determination, the Board takes into account the skills and experience required, in the context of the Company's operations and activities.

The independent directors may meet without other directors present, if appropriate.

The non-executive directors may meet without senior management present at times scheduled from time to time. Such meetings may be facilitated by the Chair or the lead independent director, as appropriate.

10. Directors and Officers

Individual directors should devote the necessary time to the tasks entrusted to them. All directors should consider the number and nature of their directorships and calls on their time from other commitments.

Directors and officers of the Company should be aware of their legal obligations, some of which are set out in the *Overview of Duties Imposed on Directors of Public Companies*.

11. Responsibilities of Senior Management

Senior Management is responsible for supporting the CEO and to assist the CEO implement the running of the general operations and financial business of the Company, in accordance with the delegated authority of the Board.

Senior Management is responsible for reporting all matters which fall within the Materiality Threshold at first instance to the CEO or, if the matter concerns the CEO, then directly to the Chair or the lead independent director, as appropriate.

12. Performance

The Chair is responsible for evaluation of the Board and, when deemed appropriate, the Board committees and individual directors. The Nomination Committee (or its equivalent) is responsible for evaluating the CEO.

13. Appointment to the Board and succession

- (a) The Company has adopted the Policy and Procedure for the Selection and (Re-)Appointment of Directors which covers the appointment of new Directors to the Board. It is monitored by the Nomination Committee.
- (b) The Board recognises that Board renewal is critical to performance and the impact of Board tenure on succession planning. Re-appointment of directors is not automatic.

- (c) The Board shall satisfy itself that plans are in place for orderly succession for appointments to the Board and to key executive positions, so as to maintain an appropriate balance of skills, experience, independence, knowledge and diversity within the Company and on the Board.
- (d) The Nomination Committee is responsible for reviewing Board and key executive succession plans so as to maintain an appropriate balance of skills and experience within the Company and shall provide the Board with appropriate advice in this respect.

14. Conflict of interests

Directors must keep the Board advised, on an ongoing basis, of any interest that could potentially conflict with those of the Company. Where the Board believes a conflict of interest exists, the Director concerned will not receive relevant Board papers and will not attend the meeting whilst the item is considered.

All Directors must act in what they consider to be the best interests of the Company, consistent with their statutory duties.

15. Trading in Company securities

- (a) Directors and relevant employees must not deal in any securities of the Company on considerations of a short term nature. A Director must take reasonable steps to prevent any dealings by or on behalf of any person connected with him in any securities of the Company on consideration of a short term nature.
- (b) Directors and relevant employees must comply with the Company's Policy for Trading in Company Securities.

16. Board Committees

The Board will establish Committees to assist the Board in exercising its authority. The permanent Committees of the Board are the:

- (a) Nomination Committee;
- (b) Audit Committee; and
- (c) Remuneration Committee.

Each Committee will:

- be composed of the individuals that the Board considers best suited to fulfil the role of each Committee;

- adopt a Charter setting out the membership, responsibilities and reporting obligations of each Committee; and
- have access to sufficient resources to carry out their activities effectively.

17. Other

In performing the responsibilities set out above, the Board should act at all times in a manner designed to create and continue to build sustainable value for shareholders and stakeholders alike, and in accordance with the duties and obligations imposed on them by the Company's Bye-Laws and all applicable legislation.