



Ridley Corporation Limited Board Charter

Purpose and Role of Board

1. Responsibilities

The Ridley Corporation Limited (**Ridley**) Board acting on behalf of Ridley shareholders with the aim of increasing shareholder value through performance maximisation is responsible for:

- (i) establishing the direction, strategies and financial objectives of Ridley and monitoring the implementation of them by management and employees;
- (ii) monitoring compliance with the Corporations Act, ASX Listing Rules, Accounting Standards and other state and federal legislation and ethical standards expected by the community;
- (iii) appointing, reviewing the performance and where appropriate termination of the Managing Director and Chief Executive Officer (**CEO**);
- (iv) establishing and monitoring the corporate governance framework and Ridley Code of Conduct and ensuring that the business is conducted openly and ethically;
- (v) establishing committees and charters for committees and monitoring the compliance of the committees with their charters;
- (vi) establishing and maintaining a policy and procedures for the effective management of risk throughout Ridley;
- (vii) establishing and maintaining policies and procedures designed to ensure the safety of all employees and contractors working on, and all visitors to, all Ridley sites; and
- (viii) taking all reasonable steps to ensure that the Company's financial and other internal reporting mechanisms result in adequate, accurate and timely information being

provided to the Board and that shareholders and the financial markets as a whole are informed of all material developments.

2. Manner to act

The Board will at all times when performing the responsibilities set out above:

- (i) act in a manner that is designed to create and build sustainable value for shareholders;
- (ii) act in accordance with the Constitution and law; and
- (iii) act fairly, honestly, diligently and in accordance with the Law in securing the interest of Ridley's shareholders, employees, customers and the community in general.

3 Disclosure of interests

A Director must disclose to the Board:

- (i) any material personal interest that he or she or any associate may have in a matter that relates to Ridley; and
- (ii) any other interest or relationship that may affect the Director's independence.

Notice of any such interest may be a standing notice.

Powers

Powers specifically reserved for the Board in addition to those required by law are:

- (i) Appointment of the CEO and determination of the CEO's terms and conditions including remuneration subject to shareholder approval if required by the ASX Listing Rules.
- (ii) Approval on the recommendation of the CEO of the appointment and remuneration of the direct reports to the CEO.
- (iii) All financial matters in excess of discretion delegated to the CEO.
- (iv) Approval of the strategic plan and budget annually.
- (v) The acquisition, establishment, disposal or cessation of any significant business or significant changes to organisational structures.
- (vi) The issue of, or change to ordinary shares, options, equity investments or other Ridley Consolidated Group security.
- (vii) Public statements, which reflect significant issues of Ridley policy or strategy.
- (viii) All changes to delegated discretion of the Board.

Specific Responsibilities

The Board has a specific responsibility to:

- (i) Monitor and assess management's performance against approved strategies and budgets.
- (ii) Set criteria and evaluate each year the performance of the CEO.
- (iii) Ensure the structure of management is adequate to run the business.

Delegated Authority

Except for the areas specifically reserved for the Board set out above the Board will delegate the day today management of Ridley to the CEO and permit the CEO to delegate some of his responsibilities to other management as appropriate.

Board Memberships

- (i) The Board will have a minimum of three directors (or such number as determined by the Company's Constitution) and comprise a majority of independent non-executive directors.
- (ii) The Chair of the Board will always be an independent non-executive director.
- (iii) Executive Directors must resign from the Board when they cease to occupy their executive position within Ridley.

Director Independence

- (i) A majority of the directors should be independent.
- (ii) The Board will determine on appointment and as necessary if a Director is independent in accordance with its assessment process to determine if a Director is independent and free from extraneous influences, which could materially interfere with independent judgment.
- (iii) The Board will consider the particular circumstances, attributes, interests and relationships of each Director and reach a conclusion about each Director's status on an objective basis.
- (iv) The Board will also have regard to a list of criteria and other relationships which are contained in the ASX Guidelines and associated commentary as being relevant indicators of independence (or lack of it).

Meetings

- (i) Structured Board meetings with agenda and papers should be held as often as necessary to monitor the management of Ridley.

- (ii) Board and committee papers should where possible be provided to directors at least 4 days prior to meetings.
- (iii) Non-executive directors should meet alone at least twice a year to discuss management issues.

Board Committees

- (i) The Board may from time-to-time establish committees to assist it to carry out its responsibilities and will adopt charters setting out the composition, responsibilities and administration of such committees.
- (ii) As a minimum the Board will establish an Audit Committee and Remuneration and Nomination Committee.

Self Assessment

The Board shall undertake annually, an evaluation of itself that:

- (i) Compares the performance of the Board and Committees against the requirement of their charters.
- (ii) Effects any improvement in the Board Charter deemed desirable.

The evaluation process will be conducted by the Chair.

Chair

The Chair is responsible for leadership of the Board, for ensuring that the Board functions effectively, and for communicating the views of the Board to the public. In performing this role the Chair's responsibilities include:

- (i) setting the agenda of matters to be considered by the Board;
- (ii) managing the conduct, frequency and length of Board meetings so as to ensure that the Board maintains an in depth understanding of the Ridley Consolidated Group's financial position and performance and the opportunities and challenges facing the Ridley Consolidated Group;
- (iii) facilitating open and constructive communications between Board members and encouraging their contribution to Board deliberations; and
- (iv) facilitating open and constructive discussions between the CEO and the Board.