

Board Charter

Date: 29 June 2020

Document: SENEX-CORP-CW-CTR-001

Revision: 5

1. Purpose of this charter

The Constitution of Senex Energy Limited (the **company**) provides that:

... the business of the company is to be managed by or under the direction of the directors who may exercise all powers of the company that the Constitution, Corporations Act or ASX Listing Rules do not require to be exercised by the company in general meeting.

This board charter sets out the role, authority, responsibilities, membership, committees and operation of the board.

2. Reserved powers and role of the board

In addition to the matters required by law or the constitution to be approved by the Board, the following responsibilities and matters are reserved to the board:

- a) approval of Senex's strategy, annual budgets and balance sheet management;
- b) approval of revenue, expenditure, acquisition and divestment decisions in excess of the express authority levels delegated to the chief executive (which are determined by the board from time to time);
- c) expansion of the company's activities into new geographic areas involving substantial sovereign risk or new, non-core or substantive businesses;
- d) approval of dividends and dividend policy;
- e) the issue of equity or equity-like instruments;
- f) appointment and removal of the chief executive, chief financial officer and company secretary;
- g) monitor performance of the chief executive and the Senex Group (including the framework for receiving relevant information);
- h) remuneration of non-executive directors (subject to shareholder approved limits), chief executive and executives reporting to the chief executive;
- i) any changes to the delegation of authority to the chief executive by the board;
- j) satisfy itself that an appropriate framework exists for relevant information to be reported by management to the board;
- k) wherever required, challenge management and hold management to account;
- l) establishment of board committees, their membership, charters and delegated authorities (see further discussion in section 5);
- m) determining and adopting the company's corporate policies (including the statement of values and code of conduct) and documents (including the publication of financial statements, public reports and statements to shareholders) that are required by the company's constitutional documents, statute or by other external regulations to be adopted by the board;
- n) monitoring board composition, processes and performance (see further discussion in section 5);
- o) set the 'risk appetite' for the company, to oversee the risk management framework and to satisfy itself that the risk management framework is sound;
- p) reviewing and monitoring systems of risk management (including hedging strategy) and internal controls;
- q) any other specific matters nominated by the board from time to time.

3. Role of Management and Delegation of authority to the Chief Executive

Other than the items reserved to the board in section 2 of this charter and subject to the specific authority levels and conditions delegated to the chief executive, the board delegates to the chief executive all authority to achieve Senex's purpose and strategic objectives.

Further, the role of management is to:

- manage and control the operation of the Company; and
- design and implement the risk management framework and to ensure that the company operates within the 'risk appetite' set by the board.

4. Board committees

The current standing board committees are:

- the Audit and Risk Committee,
- the People and Remuneration Committee and
- the Nomination Committee.

For each committee of the board:

- (a) the committee should have its own written charter setting out its role and responsibilities, composition, structure, membership requirements and the manner in which the committee is to operate;
- (b) the committee charter should be reviewed regularly and should be available on the company's website;
- (c) the directors may at any time revoke any delegation of power to a committee;
- (d) at least one member of each committee must be a director of the company;
- (e) a committee may be authorised by the directors to sub-delegate all or any of the powers for the time being vested in it;
- (f) meetings of any committee will be governed by the provisions of the Constitution which deal with directors' meetings so far as they are applicable.

The Audit and Risk Committee will comprise a majority of independent, non-executive directors. The People and Remuneration Committee and the Nomination Committee will comprise only non-executive directors and a majority of independent directors. The Chair of the board cannot be the Chair of the Audit and Risk Committee.

The board may also delegate specific functions to ad-hoc committees on an 'as needs' basis.

5. Board Structure

Board composition, appointment and election of directors

- (a) The board, advised by the Nomination Committee, determines the size and composition of the board and each board committee, subject to the terms of the Constitution.
- (b) The board, advised by the Nomination Committee, will ensure appropriate checks (including, but not limited to, criminal record checks and bankruptcy checks) are undertaken before:
 - a. appointing a person as a director; and
 - b. putting forward to shareholders a candidate for election as a director.
- (c) A director should have qualifications and experience relevant to the business, needs and strategy of the company.
- (d) The board, advised by the Nomination Committee, will provide to shareholders all material information in the company's possession relevant to a decision on whether or not to re-elect a director.
- (e) The board should, where practical, comprise a majority of independent non-executive directors.

- (f) The board should provide to the company, through the diversity of its directors, a broad and balanced range of skills, learning, expertise and experience.
- (g) The chair of the board should be an independent non-executive director and should not be a former chief executive of the company.
- (h) The appointment, election and re-election of directors is governed by the Constitution and ASX Listing Rules.
- (i) The company must enter into a written agreement with each director that sets out the key terms and conditions of their appointment and inviting them to participate in induction programs and any professional development arranged for them.
- (j) The company must offer a director induction program and provide appropriate professional development opportunities for directors to develop and maintain the skills and knowledge needed to perform their role as directors effectively.

Independence of directors

- (k) The board will regularly review the independence of each non-executive director and each director will provide to the board all information in their possession that is relevant to this assessment.
- (l) A director is considered to be independent for the purposes of service on the board and board committees if the director satisfies the standards or policy adopted by the board from time to time to assist it in its regular 'independence' determinations.

Role of chair of the board

- (m) The responsibilities of the chair include:
 - a. *promoting the efficient organisation and conduct of the board's functions;*
 - b. *monitoring the performance of the board;*
 - c. *guiding the effectiveness and development of the board and individual directors; and*
 - d. *chairing general meetings.*

Role of secretary

- (n) The company secretary is accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.

Meetings

- (o) The board and each board committee should meet regularly in a pre-arranged cycle and follow agreed meeting guidelines to ensure all directors are made aware of all agenda items and are provided with all necessary information to enable them to participate in informed discussion.
- (p) Non-executive directors should periodically meet without the presence of the executive directors or senior management to address such matters as succession planning, key strategic issues, and to assess the operation and effectiveness of the board.

Access to information and advice

- (q) Every director will have access to company employees, advisers and records in carrying out their duties and responsibilities.
- (r) Every director will have access to advice and counsel from the chair and the company secretary in carrying out their duties and responsibilities. Where appropriate, and after consultation with the chair, every director will be able to seek independent professional advice at the company's expense.

Performance evaluation and review

- (s) The board, through the Nomination Committee, will review the performance of each director who is retiring by rotation under the Constitution and seeking re-election. The results of this review will form

the basis of the board's recommendation to shareholders on the proposal for re-election of the director.

- (t) Periodically, the directors will conduct a performance evaluation of the board as a whole and each board committee, and the governance processes that support the board.

6. Authority

This charter was approved and adopted by the directors on 11 June 2014 and amended most recently by the directors on 29 June 2020.



David Pegg
Company Secretary

Senex Energy Limited

DOCUMENT HISTORY

This charter is a Board approved document.

Revision date	Comments
11 Jun 2014	3 rd edition ASX Corporate Governance Principles and Recommendations (approved)
17 Jul 2017	Update to reflect changes to committees (approved)
18 Feb 2019	Update to reflect review period (approved)
19 Aug 2019	Update to reflect revised delegated authority (approved)
29 Jun 2020	4 th edition ASX Corporate Governance Principles and Recommendations (approved)



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