

EVENT

HOSPITALITY & ENTERTAINMENT



BOARD CHARTER

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BOARD CHARTER

1. INTRODUCTION

In carrying out its responsibilities and powers as set out in this Charter, the Board will at all times recognise its overriding responsibility to act honestly, fairly, diligently and in accordance with the law in serving the interests of the Company's shareholders, as well as its employees, customers and the community. It will work to promote and maintain an environment within Event Hospitality & Entertainment Limited that establishes these principles as basic guidelines for all employees and representatives at all times.

2. PURPOSE AND ROLE OF THE BOARD

Under the Company's constitution, the Board is vested with accountability to shareholders for the management of the Company and its controlled entities (the "Group"), businesses and areas. The Board delegates responsibility for day-to-day management of the Group to the Chief Executive Officer ("CEO"). The CEO is an executive Director (the "Chief Executive Officer"). The Chairman and other members of the Board are non-executive Directors.

3. COMPOSITION OF THE BOARD

The composition of the Board is determined using the following principles.

- the Board should comprise of a majority of non-executive independent Directors;
- the Board should comprise of Directors with a broad range of relevant expertise; and
- the same individual should not exercise the role of Chairman and Chief Executive Officer.

The composition of the Board is reviewed periodically by the Chairman and the other Directors to ensure that the Board has an appropriate mix of expertise and experience. When a vacancy exists, through whatever cause, or where it is considered that the Board would benefit from the services of a new Director with particular skills, the Nomination and Remuneration Committee identifies suitable candidates with the appropriate expertise and experience, as well as taking into consideration other attributes including diversity, and makes a recommendation to the Board. The Board then appoints the most suitable candidate who must then stand for election at the next general meeting of shareholders. Non-executive Directors must stand for re-election at least every three years. The terms and

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conditions of the appointment and the retirement of Directors, including the Chief Executive Officer, are first considered by the Nomination and Remuneration Committee and then recommended for determination by the Board. A formal letter of appointment is provided to all incoming non-executive Directors.

The number of Directors is subject to the Company's constitution, which specifies a minimum of four Directors and a maximum of eight Directors.

4. SPECIFIC RESPONSIBILITIES

In addition to the matters expressly required by law to be approved by the Board, the role and powers of the Board are set out below.

4.1 Strategic Direction

- Providing input into, reviewing and approving the corporate and divisional strategic plans.
- Decision-making in relation to matters of a sensitive, extraordinary or strategic nature.
- Providing advice and counsel to management on a periodic and ad hoc basis.

4.2 Governance

General

- Ensuring corporate governance practices are consistent with the ASX Corporate Governance Council's Principles and Guidelines, and are appropriate for the particular circumstances of the Group.
- Monitoring the performance of the Chief Executive Officer and senior management and approving remuneration policies and practices for such Chief Executive Officer and senior management.
- Enhancing and protecting the reputation of the Group.
- Reporting to shareholders.

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Compliance

- oversight of the compliance frameworks and controls implemented by management.
- Approving and monitoring the effectiveness of and compliance with policies governing the operations of the Group.
- Monitoring compliance with regulatory requirements and ethical standards.

Risk Management

With the assistance of the Audit and Risk Committee:

- Monitoring the integrity of internal control and reporting systems.
- Monitoring strategic risk management systems, including review of significant business risks, including those associated with legal compliance obligations, monitoring risk management policies and procedures and providing oversight of internal controls.

4.3 Operating Performance

- Reviewing and approving business plans, the annual budget and financial plans, including available resources and major capital expenditure initiatives.
- Monitoring and assessing management's performance in achieving any strategies and budgets approved by the Board.
- Approving decisions concerning the capital of the Company, including capital restructures.
- Reviewing and approving annual and half-yearly statutory accounts and other reporting and monitoring financial results on an on-going basis.
- Determining dividend policy and declaring dividends.

4.4 Organisational Development

- Appointing and where appropriate removing the Chief Executive Officer and approving succession plans.
- Ratifying the appointment and where appropriate the termination of the direct reports to the Chief Executive Officer.

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4.5 Other

- Any matters in excess of discretions that it may have, from time to time, delegated to the Chief Executive Officer and senior management in relation to major transactions, limits of authority and expenditure.

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.
- In accordance with the duties and obligations imposed upon them by the Constitution and by law.

5. MEETINGS

The Board meets regularly in accordance with an agreed schedule and special meetings are held as required. Under the Company's constitution, any Director may, and the Company Secretary on the request of a Director must, convene a meeting of the Board.

The terms of the Company's constitution shall govern the regulation of the meetings and proceedings of the Board, so far as the Constitution may be applicable.

The standing agenda items for each meeting shall include the declaration of director's interests, if any, in matters scheduled for discussion at the meeting, and continuous disclosure requirements, if any, in respect of the matters discussed at the meeting.

The Company Secretary shall keep minutes of all Board Meetings.

6. KEY BOARD FUNCTIONS

6.1 Strategy

Under the present arrangements a schedule has been established of matters that are to be developed by management for consideration and approval by the Board in relation to strategic, corporate and financial planning for the Group.

Matters approved by the Board are executed by management and monitored by the Board in accordance with a business unit/specific project reporting timetable developed annually.

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6.2 Delegation

Board Committees

The Board also operates through committees that hold responsibility for particular areas. Committees comprise Directors chosen by the Board and are accountable to the Board. As with all delegations made by the Board, Directors must be satisfied that the Committee members are competent and reliable and will exercise the delegated functions in conformity with Directors' duties.

The two main committees and their responsibilities are detailed below.

Audit and Risk Committee

This committee assists the Board in its oversight of:

- The reliability and integrity of accounting policies and financial reporting and disclosure practices including approving the appointment and monitoring the performance and independence of the audit firm that undertakes the audit role for the Company and its subsidiaries.
- The provision of advice to the Board on matters of financial statements, due diligence, financial systems integrity and business risks enabling the Board to fulfil its fiduciary and stewardship obligations.
- The establishment and maintenance of processes designed to ensure that there is:
 - Compliance with all applicable laws, regulations and Group policy.
 - An adequate system of internal control, risk management and safeguard of assets.

The Audit and Risk Committee has its own Charter, which is approved by the Board.

Nomination & Remuneration Committee

This Committee reviews Board and senior management remuneration and appointments including:

- Recommending the appointment of the Chief Executive Officer to the Board.
- Reviewing and reporting to the Board on the proposed remuneration strategy and package for the Chief Executive Officer and senior executives.
- Succession plans for senior executives.

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The Committee also reviews the need for appointment of new Directors for recommendation to the Board and shareholders for approval. All such newly appointed Directors receive a letter of appointment setting out the terms and conditions thereof.

The Nomination & Remuneration Committee has its own Charter, which is approved by the Board.

Delegation to the Chief Executive Officer

The Chief Executive Officer must consult with the Chairman on any matters which the Chief Executive Officer considers are of such a sensitive, extraordinary or strategic nature as to warrant the attention of the Board regardless of value.

In addition, the Chief Executive Officer has power to approve "Routine Matters" arising in the ordinary course of business in accordance with Board approved Limits of Authority.

Management Delegations

The Chief Executive Officer may sub-delegate his or her powers to management. The Chief Executive Officer has sub-delegated certain management delegation to Divisional Chief Executive Officers. The Chief Executive Officer has also put in place general delegations in relation to the day-to-day running of the Group, which are subject to limits relating to expenditure level and job level.

The exercise of certain powers is restricted to joint approval of management and technical specialists within the Group including: determining conditions of employment, staff dismissals, instructing external legal advisers, entering into legal contracts, insurance cover, taxation matters and treasury transactions.

Special Purpose Committees

From time to time the Board may constitute committees to address special matters or provide oversight to specific business projects or request one of the main committees to undertake specific tasks.

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6.3 Nominee Directors of Subsidiaries and Related Entities

Governance of subsidiaries and controlled entities is formalised through a Group policy on appointment, conduct and indemnification of subsidiary and related entity nominee Directors which sets out the circumstances in which nominee Directors are required to comply with Event Hospitality & Entertainment Limited directions, consult with the Event Hospitality & Entertainment Limited Board and senior management.

6.4 Continuous Disclosure

The Company has in place a comprehensive continuous disclosure policy which is reviewed and updated on a regular basis. The aim of the procedure is to ensure that the Company releases price-sensitive information in a timely fashion to the ASX on which its shares and debt securities are listed.

The Board has ultimate responsibility to ensure that the Company complies with its disclosure obligations under the ASX Listing Rules. It has delegated day-to-day management of that responsibility to the Joint Disclosure Managers (the Chairman, Chief Executive Officer and Director Finance and Accounting) as set out in the Continuous Disclosure Policy. Where appropriate, the Board reviews ASX disclosures prior to their release to the market.

7. ROLE OF THE CHAIRMAN

Under the Company's Constitution, the Chairman is appointed by the Board. The Chairman's responsibilities are to ensure that the Board discharges its role including:

- Chairing Board meetings and shareholders' General meetings.
- Providing the appropriate leadership to the Board and the Group.
- Ensuring membership of the Board is skilled and appropriate for the Company's and the Group's needs.
- Facilitating Board discussions to ensure the core issues facing the Group are addressed.
- Maintaining a regular dialogue and mentoring relationship with the Chief Executive Officer, providing guidance and counsel as required.
- Monitoring Board performance.

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- Guiding and promoting the on-going effectiveness and development of the Board and individual Directors.

The Chairman should be a non-executive Director. If a Chairman is not, or ceases to be, an independent Director then the Board will appoint a lead independent Director.

8. ROLE OF THE CHIEF EXECUTIVE OFFICER

The Chief Executive Officer is responsible to the Board for the development of corporate strategy and performance objectives and implementation thereof and the overall management and performance of the Group. The Chief Executive Officer manages the organisation to achieve the agreed goals in accordance with the strategy, business plans and policies approved by the Board.

9. DUTIES OF INDIVIDUAL DIRECTORS

9.1 Participation in Board Meetings

Directors are encouraged to question, request information, raise any issue which is of concern to them, fully canvas all aspects of any issue confronting the Group and cast their vote on any resolution according to their own judgement. Outside the boardroom, Directors should support the letter and spirit of Board decisions.

Directors must keep confidential Board discussions, deliberations and decisions that have not been publicly disclosed by the Company.

Confidential information received by a Director in the course of the exercise of directorial duties remains the property of the Company and it is improper to disclose it, or allow it to be disclosed, unless that disclosure has been properly authorised, or is required by law.

9.2 Legal Obligations

In accordance with legal and statutory requirements, Directors must:

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- Discharge their duties in good faith and honestly in the best interests of the Company and for a proper purpose.
- Act with required care and diligence, demonstrating commercial reasonableness in their decisions and with the level of skill and care expected of a Director.
- Avoid conflicts of interest - ie. Be alert to potential conflicts of interest and do not vote on or participate in the discussion of matters where the Directors have a material personal interest in the matter (except as permitted by the Corporations Act) (see 8.3 below).
- Act for the benefit of the company at all times.
- Not make improper use of information gained through their position as a Director.
- Not take improper advantage of the position of Director.
- Make reasonable enquiries to consider whether the Company and the Group is operating efficiently, effectively and legally towards achieving its goals.
- Undertake diligent analysis of all proposals placed before the Board.

Directors decide which Company matters are delegated to management and must consider whether adequate controls are in place to oversee the operation of the delegated powers.

Individual Directors, other than the Chief Executive Officer, must not purport to bind the Company unless expressly authorised to do so by the Board.

9.3 Conflicts of Interest

The Corporations Act 2001 and the Company's constitution require Directors to disclose any conflicts of interest and to abstain from participating in any discussion or voting on matters in which they have a material personal interest. In addition, the Board has developed procedures to be followed by a Director who believes he or she may have a conflict of interest or material personal interest.

Directors must:

- Disclose to the Board any actual or potential conflicts of interest which may exist or might reasonably be thought to exist as soon as they arise.

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- If deemed appropriate by the Board or the Director, take such steps as are necessary and reasonable to resolve any conflict of interest within an appropriate period.
- Comply with the Corporations Act provisions about disclosing interests and restrictions on voting.

Generally speaking, a Director should absent themselves from the room when the Board discusses and votes on matters to which the conflict relates.

It is expected that a Director would inform the Chairman of any related party transactions, other than personal and domestic dealings with the Company or a related entity that are on normal commercial terms and conditions. Related party transactions should be reported in writing to the Company Secretary, and where appropriate raised for consideration at the following Board meeting. The Company Secretary maintains a register of standing notice provided by Directors regarding conflicts of interest.

9.4 Code of Ethics and Business Conduct

The Company has adopted a Code of Ethics and Business Conduct outlining the standards of personal and corporate behaviour required of all officers and employees. This Code reinforces an already strong ethical culture for the benefit of all stakeholders and has application to Director's conduct.

9.5 Dealing with the Media, Analysts and Institutional Investors

Generally, communication with the media, analysts or institutional investors on issues relating to the Company and Group, will be overseen by the Chief Executive Officer or the Chairman. Non-executive Directors are not expected to become involved in such communications in the normal course of business.

9.6 Access to Senior Management

Directors have access to the Company's senior management. In addition to regular representations by senior management to Board meetings, Directors may seek briefings from senior management on specific matters after first conferring with the Chairman or Chief Executive Officer.

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9.7 Directors' Remuneration

Directors' remuneration is determined by the Board upon recommendation of the Nomination & Remuneration Committee and is reviewed each financial year. It is subject to the aggregate cap on non-executive Directors' remuneration approved in the Company's general meeting.

9.8 Retirement of Directors

The tenure of the Chief Executive Officer is linked to his executive office while, under the Company's constitution, no Director who is not the Chief Executive Officer may hold office without re-election beyond the third Annual General Meeting following the meeting at which the Director was last elected or re-elected. A Director, appointed by the Directors, is subject to re-election at the next annual general meeting. The Chairman may negotiate the retirement or resignation of individual Directors after consultation with the Board.

10. ROLE OF THE OFFICE OF COMPANY SECRETARY

The Board is supported by the Office of the Company Secretary which is responsible for:

- Organising Board meetings.
- Preparing agendas.
- Preparing Board packs.
- Organising Directors' attendances.
- Providing technical and telecommunications support and maintenance to Directors.
- Providing a point of reference for all dealings between Board and Management.

As well as certain statutory requirements relating to the Company's registered office, annual returns and lodgement of other documents with the Australian Securities and Investment Commission ("ASIC") and all communications with the Australian Securities Exchange.

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11. COMPANY POLICIES

The Company has introduced internal policies and operating principles on a wide range of matters designed to define the business directives and rules of the Company and to articulate the minimum requirements for practices within the Group. Some codes and manuals apply personally to Directors.

12. INDEMNITIES AND INSURANCE

12.1 Directors' and Officers' Indemnity

Under the Company's constitution, the Company indemnifies each officer to the maximum extent permitted by law for any liability incurred as an officer provided that:

- The liability is not owed to the Company or a related body corporate.
- The liability is not for a pecuniary penalty or compensation order made by a court under the Corporations Act.
- The liability does not arise out of conduct involving a lack of good faith.

The Company also indemnifies each officer to the maximum extent permitted by law, for legal costs and expenses incurred in successfully defending civil or criminal proceedings.

If an officer or employee of the Company is asked by the Company to be a nominee Director or alternate Director of a non-related company, the Company may indemnify the officer or employee out of its property for any liability he or she incurs. This indemnity only applies if the liability was incurred in the officer's or employee's capacity as a Director of that other company. It is also subject to any corporate policy made by the Chief Executive Officer.

12.2 Deeds of Indemnity, Access and Insurance

The Company may, from time to time, execute deeds of indemnity in favour of:

- Directors (including past Directors)
- Executive officers (other than Directors) and certain employees generally.

These deeds provide an indemnity on substantially the same terms as the indemnity provided in the constitution in favour of officers.

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The deeds of indemnity in favour of Directors also allows each Director to access, inspect and make copies of the Company's books and Board papers at reasonable times during their directorship and for 7 years after ceasing to be a Director. Under the deed, the Company undertakes to ensure that it will take out and maintain insurance cover for the Directors.

12.3 Directors' and Officers' Insurance

The Company maintains a Directors' and Officers' insurance policy. It provides worldwide insurance cover to past, present or future Directors, Secretaries and Executive Officers of the Company and its subsidiaries. The Company's insurance broker meets with Directors annually to discuss the terms of the Directors' and Officers' insurance policy.

13. SELF ASSESSMENT

The Board shall undertake an annual performance evaluation of itself that:

- Review performance of all Directors.
- Compares the performance of the Board with the requirements of its Charter.
- Effects any improvements to the Board Charter deemed necessary or desirable.

The performance evaluation shall be conducted by the Chairman or in such other manner as the Board deems appropriate.

14. ACCESS TO THIS BOARD CHARTER

This Board Charter will be available for viewing by any person on the Company's website or is otherwise available upon request from the Company Secretary.

15. REVIEW OF THIS BOARD CHARTER

The Board will review this Charter annually to keep it up to date and consistent with the Board's objectives and responsibilities.

Approved: 15 May 2019