



BOARD CHARTER

This Charter sets out the roles and responsibilities of the Board of Directors of Twenty Seven Co. Limited (**Twenty Seven Co.** or **Company**).

ROLE OF THE BOARD

The role of the Board is to maintain and build Twenty Seven Co.'s capacity to deliver sustainable total shareholder return, in a manner consistent with the Company's values including prioritising safety, health, the environment and community.

The Board's key responsibilities are to:

- Determine Twenty Seven Co.'s strategic objectives. The Board may do this by reviewing, testing, challenging and providing oversight and input into the management recommended strategic plans for Twenty Seven Co..
- Optimise Company performance and shareholder value within a framework of appropriate risk assessment and management.
- Appoint and, when necessary, replace, the CEO/Managing Director, and regularly evaluate their performance.

The Board must perform its role in accordance with the duties and obligations imposed on it by the Twenty Seven Co. Constitution, ASX Listing Rules and by law.

CONSTITUTION

The Board is constituted by the Constitution, under which it is vested with the power to manage the Company. The Board may delegate certain of its powers to the CEO/Managing Director, Board committees and other persons. The Board retains ultimate responsibility for the management of the Company.

The Constitution governs the regulation of meetings and proceedings of the Board.

BOARD COMPOSITION

The Board shall have at least 3, but no more than 10, members. Appointments to the Board are based on merit and are made with a view to maintain an appropriate balance of skills and experience on the Board.

All directors (except for an exempt CEO/Managing Director under item 6.1 of the Constitution) shall submit themselves at least once every 3 years for election or re-election (as the case may be) in accordance with the Constitution.

New directors are given a thorough briefing by the Chairman (and other company personnel as deemed appropriate) on key Board issues and provided with appropriate background documentation. These issues shall include:



- the Company's financial, strategic, operational and risk management position;
- their rights, duties and responsibilities; and
- the role of the Board and the Board committees.

Refer to the Company's 'Director Induction Program' on the Company's website.

Subject to the approval of the Board, a director may appoint an alternate to exercise some or all of the director's powers for a specified period. The appointing director may terminate the alternate's appointment at any time. An appointment or its termination must be in writing and a copy provided to the Company Secretary.

CHAIRMAN

The Chairman is responsible for leadership of the Board, for the efficient organisation and conduct of the Board's function. The Chairman is also responsible for shareholder communication and arranging Board performance evaluation.

The Directors from time to time elect one of their number to the office of Chairman and may determine the period for which that Director is to be Chairman. The Chairman, where possible, will be independent (and not the current or former CEO/Managing Director).

The Chairman is responsible for leadership of the Board and ensuring the Board functions effectively. In performing this role the Chairman's responsibilities include:

- approving the agenda of matters to be considered by the Board and convening Board meetings as necessary or appropriate;
- managing the conduct, frequency and length of Board meetings so as to ensure that the Board maintains an in-depth understanding of Twenty Seven Co.'s performance and the opportunities and strategic issues it faces;
- facilitating constructive and respectful communications between Directors and between the Board and management; and
- annually implementing a review of the performance of the Board as a whole.

Should the Chairman be absent from a meeting, the members of the Board present shall appoint a Chairman for that particular meeting.

BOARD COMMITTEES

The Board may from time to time establish committees to assist it with carrying out its responsibilities. The Board approves charters setting out the composition and responsibilities of such committees and such other matters as the Board may consider appropriate.



The Board has established an Audit & Risk Committee, which comprises Directors with the necessary skills and experience and independence required to perform the role of the Committee. Other Directors may be invited to attend Committee meetings and senior executives, advisors and other employees may also attend by invitation. Following each committee meeting the Board is provided with a verbal report on meeting proceedings as well as the minutes of that meeting. Copies of Committee papers are made available to the Board.

The Board may also delegate specific responsibilities to ad-hoc committees from time to time.

COMPANY SECRETARY

The Company Secretary acts as Secretary of the Board and shall attend all meetings of the Board. The Company Secretary must:

- be accountable to (and report directly to) the Board (through the Chairman if appropriate) on all governance matters;
- advise and support the Chairman, the Board and its committees in managing the day-to-day governance framework of Twenty Seven Co.;
- assist with Board effectiveness by monitoring whether applicable Board and committee policies procedures and charters are followed and coordinate timely completion and despatch of Board agendas and papers; and
- assist with all matters to do with the proper functioning of the Board including advising on governance matters and assisting with induction and professional development of Directors.

MEETINGS AND MINUTES

The Board shall meet regularly, in accordance with a schedule agreed at the beginning of each year and as the circumstances of the Company require. Any director can convene a Board meeting.

Any action permitted to be taken at any meeting of the Board may be taken without a meeting, if a written consent thereto is signed by all the members of the Board, provided that such written consent shall be filed with the minutes of the proceedings of the Board.

Minutes of meetings of the Board shall be prepared by the Secretary, approved by the Chairman in draft and circulated to all directors as soon as practicable after each meeting.

Minutes of meetings of the Board shall be confirmed at the next meeting of the Board and then signed by the Chairman.



ACCESS TO INFORMATION

Any director shall have direct access to and may seek information directly from any employee or external party, including External Auditors, provided that:

- all enquiries are made known to the Chairman; and
- comments on the performance of management should be made through the Chairman.

Subject to the approval of the Chairman or CEO/Managing Director, any director may obtain any external, professional advice they require to fulfil their duties, at the Company's expense.

RESPONSIBILITY AND DUTIES OF THE BOARD

In addition to the above matters and those for which the Board is responsible by law, the Board has the following responsibilities:

- overseeing control and accountability systems designed to ensure appropriate standards are met in relation to Twenty Seven Co.'s health safety environment and community obligations;
- appointing and removing executive management and other officers (such as the Company Secretary), determining their terms and conditions of engagements including the remuneration framework;
- review of performance and remuneration of executive directors and staff;
- monitoring and assessing management's development and implementation of strategies, business plans, budgets and objectives, and ensuring sufficient resources are available to management for those purposes;
- ensuring that systems are in place to facilitate the effective management of the principal risks to the Company;
- ensuring that the Company has adequate reporting systems and internal controls (both financial and operational), codes of conduct and legal compliance systems and monitoring them;
- approving and monitoring the progress of major capital expenditure, capital management, and acquisitions and divestitures;
- protecting the Company's financial position and its ability to meet its debts and other obligations as they fall due;
- ensuring that the Company's accounts comply with relevant accounting standards and present a true and fair view;
- approving business plans and budgets and monitoring performance against them;
- approving and monitoring the progress of capital expenditure, capital management and material acquisitions and divestments;



- overseeing the continuous disclosure process to ensure timely and balanced disclosures and ensuring that the Company has an effective process for communicating with shareholders, other stakeholders and the public;
- approving and monitoring financial and other reporting;
- annually assessing the independence of Directors (having regard to the ASX Corporate Governance Principles and Recommendations with respect to independence);
- approving the issue of shares or other securities in Twenty Seven Co.; and
- monitoring the effectiveness of governance practices generally.

The Board must convene regular meetings with such frequency as is sufficient to appropriately discharge its responsibilities.

The Board may from time to time, delegate some of its responsibilities to its senior management team.

MATTERS DELEGATED TO MANAGEMENT

The Board has delegated to the CEO/Managing Director and the senior executive group authority over the day-to-day management of Twenty Seven Co. and its operations. This delegation of authority includes responsibility, and accountability to the Board, for:

- developing business plans, budgets and strategies for consideration by the Board and, to the extent approved by the Board, implementing these plans, budgets and strategies;
- operating the business within the parameters set by the Board from time to time, and keeping the Board informed of material developments in the businesses;
- where proposed transactions, commitments or arrangements exceed the parameters set by the Board, referring the matter to the Board for its consideration and approval;
- identifying and managing operational and other risks and, where those risks could have a material impact on the business, formulating strategies for managing these risks for consideration by the Board;
- managing financial and other reporting mechanisms and control and monitoring systems to ensure that these mechanisms and systems capture all relevant material information on a timely basis and are functioning effectively;
- ensuring that the Board is provided with sufficient information on a timely basis, in particular with respect to performance, financial condition, operating results and prospects, to enable the Board to fulfil its governance responsibilities; and
- implementing the policies, processes, procedures and codes of conduct approved by the Board.



BOARD PERFORMANCE REVIEW

The Board shall conduct a formal review of its effectiveness, against this charter, on an annual basis, which shall involve:

- evaluating the performance of each Director against appropriate measures (including if warranted by considering the use of external advisers to conduct this performance review);
- for the non-executive Directors, evaluating the performance of the Chairman;
- comparing its performance with the requirements of its Charter;
- setting out its future goals and objectives; and
- reviewing and recommending any changes to its Charter deemed necessary or desirable.

The performance evaluation shall be conducted in such manner as the Board deems appropriate.

The review of the Board's performance shall also address the ability for directors to access continuing education to update and enhance their skills and knowledge as they relate to the Company's strategy and objectives.

CHARTER REVIEW

The Board will review this Charter annually to ensure it is consistent with the Board's roles and responsibilities. Any proposed amendments to this Charter arising from a review will be put to the Board for consideration.