

# **RICHFIELD INTERNATIONAL LIMITED**

**ACN 103 306 403**

18 March 2016

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Company Announcements Officer  
ASX Limited  
Exchange Centre  
Level 4, 20 Bridge Street  
SYDNEY NSW 2000

## **Appendix 4G and Corporate Governance Statement for the 2015 Financial Year**

In accordance with ASX Listing Rules 4.7.3, 4.7.4 and 4.10.3, a copy of the Richfield International Limited Corporate Governance Statement and a completed Appendix 4G for the 2015 financial year is **attached**.



**Eryn Kestel**  
**Company Secretary**

## Appendix 4G

### Key to Disclosures Corporate Governance Council Principles and Recommendations

Name of entity:

Richfield International Limited

ABN / ARBN:

31 103 306 403

Financial year ended:

31 December 2015

Our corporate governance statement<sup>2</sup> for the above period above can be found at:<sup>3</sup>

☐ These pages of our Annual Report:

☒ This URL on our website: <http://www.richfield.com.sg/corporategovernance.pdf>

The Corporate Governance Statement is accurate and up to date as at 18 March 2016 and has been approved by the board.

The annexure includes a key to where our corporate governance disclosures can be located.

Date: 18 March 2016



**Eryn Kestel**  
**Company Secretary**

<sup>1</sup> Under Listing Rule 4.7.3, an entity must lodge with ASX a completed Appendix 4G at the same time as it lodges its annual report with ASX.

Listing Rule 4.10.3 requires an entity that is included in the official list as an ASX Listing to include in its annual report either a corporate governance statement that meets the requirements of that rule or the URL of the page on its website where such a statement is located. The corporate governance statement must disclose the extent to which the entity has followed the recommendations set by the ASX Corporate Governance Council during the reporting period. If the entity has not followed a recommendation for any part of the reporting period, its corporate governance statement must separately identify that recommendation and the period during which it was not followed and state its reasons for not following the recommendation and what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

Under Listing Rule 4.7.4, if an entity chooses to include its corporate governance statement on its website rather than in its annual report, it must lodge a copy of the corporate governance statement with ASX at the same time as it lodges its annual report with ASX. The corporate governance statement must be current as at the effective date specified in that statement for the purposes of rule 4.10.3.

<sup>2</sup> "Corporate governance statement" is defined in Listing Rule 19.12 to mean the statement referred to in Listing Rule 4.10.3 which discloses the extent to which an entity has followed the recommendations set by the ASX Corporate Governance Council during a particular reporting period.

<sup>3</sup> Mark whichever option is correct and then complete the page number(s) of the annual report, or the URL of the web page, where the entity's corporate governance statement can be found. You can, if you wish, delete the option which is not applicable.

Throughout this form, where you are given two or more options to select, you can, if you wish, delete any option which is not applicable and just retain the option that is applicable. If you select an option that includes "OR" at the end of the selection and you delete the other options, you can also, if you wish, delete the "OR" at the end of the selection.

## ANNEXURE – KEY TO CORPORATE GOVERNANCE DISCLOSURES

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
<b>PRINCIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT</b>			
1.1	A listed entity should disclose: (a) the respective roles and responsibilities of its board and management; and (b) those matters expressly reserved to the board and those delegated to management.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement  ... and information about the respective roles and responsibilities of our board and management (including those matters expressly reserved to the board and those delegated to management):  <input checked="" type="checkbox"/> in the Board Charter at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b>  <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.2	A listed entity should: (a) undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement  <input checked="" type="checkbox"/> in 2015 Annual Report at <a href="http://www.richfield.com.sg/2015_annual_report.pdf">http://www.richfield.com.sg/2015_annual_report.pdf</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b>  <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b>  <input checked="" type="checkbox"/> in the Board Charter at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b>  <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.4	The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b>  <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable

<sup>4</sup> If you have followed all of the Council's recommendations in full for the whole of the period above, you can, if you wish, delete this column from the form and re-format it.

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
1.5	<p>A listed entity should:</p> <p>(a) have a diversity policy which includes requirements for the board or a relevant committee of the board to set measurable objectives for achieving gender diversity and to assess annually both the objectives and the entity's progress in achieving them;</p> <p>(b) disclose that policy or a summary of it; and</p> <p>(c) disclose as at the end of each reporting period the measurable objectives for achieving gender diversity set by the board or a relevant committee of the board in accordance with the entity's diversity policy and its progress towards achieving them and either:</p> <p>(1) the respective proportions of men and women on the board, in senior executive positions and across the whole organisation (including how the entity has defined "senior executive" for these purposes); or</p> <p>(2) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.</p>	<p>... the fact that we have a diversity policy that complies with paragraph (a):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p> <p>... and a copy of our diversity policy or a summary of it:</p> <p><input checked="" type="checkbox"/> at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a></p> <p>.... And the measurable objectives for achieving gender diversity set by the board or a relevant committee of the board in accordance with our diversity policy and our progress towards achieving them:</p> <p><input checked="" type="checkbox"/> In our Corporate Governance Statement and diversity policy</p> <p><a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a></p> <p>... And the information referred to in paragraphs (c)(1)</p> <p><input checked="" type="checkbox"/> In the 2015 Annual Report at <a href="http://www.richfield.com.sg/2015_annual_report.pdf">http://www.richfield.com.sg/2015_annual_report.pdf</a></p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
1.6	<p>A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and</p> <p>(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.</p>	<p>... the evaluation process referred to in paragraph (a):</p> <p><input checked="" type="checkbox"/> in Performance Evaluation Charter at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a></p> <p>... and the information referred to in paragraph (b):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
1.7	<p>A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of its senior executives; and</p> <p>(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.</p>	<p>... the evaluation process referred to in paragraph (a):</p> <p><input checked="" type="checkbox"/> in Performance Evaluation Charter at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a></p> <p>... and the information referred to in paragraph (b):</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
PRINCIPLE 2 - STRUCTURE THE BOARD TO ADD VALUE			
2.1	<p>The board of a listed entity should:</p> <p>(a) have a nomination committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.</p>	<p>[If the entity complies with paragraph (b):]</p> <p>... the fact that we do not have a nomination committee and the processes we employ to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement <b>AND</b></p> <p><input checked="" type="checkbox"/> in the Remuneration and Nomination Charter at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a></p>	<p><input checked="" type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership.	<p>... our board skills matrix:</p> <p><input checked="" type="checkbox"/> attached as Appendix A in our Corporate Governance Statement</p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
2.3	A listed entity should disclose: (a) the names of the directors considered by the board to be independent directors; (b) if a director has an interest, position, association or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, association or relationship in question and an explanation of why the board is of that opinion; and (c) the length of service of each director.	... the names of the directors considered by the board to be independent directors: <input checked="" type="checkbox"/> in Board Charter at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a>  ... and, where applicable, the information referred to in paragraph (b): <input checked="" type="checkbox"/> in our Corporate Governance Statement  and the length of service of each director: <input checked="" type="checkbox"/> at the Directors' Report in the 2015 Annual Report at <a href="http://www.richfield.com.sg/2015_annual_report.pdf">http://www.richfield.com.sg/2015_annual_report.pdf</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement
2.4	A majority of the board of a listed entity should be independent directors.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
2.6	A listed entity should have a program for inducting new directors and provide appropriate professional development opportunities for directors to develop and maintain the skills and knowledge needed to perform their role as directors effectively.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
<b>PRINCIPLE 3 – ACT ETHICALLY AND RESPONSIBLY</b>			
3.1	A listed entity should: (a) have a code of conduct for its directors, senior executives and employees; and (b) disclose that code or a summary of it.	... our code of conduct or a summary of it: <input checked="" type="checkbox"/> in our Corporate Governance Statement; <b>AND</b> <input checked="" type="checkbox"/> in Code of Conduct Charter at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
PRINCIPLE 4 – SAFEGUARD INTEGRITY IN CORPORATE REPORTING			
4.1	<p>The board of a listed entity should:</p> <p>(a) have an audit committee which:</p> <p>(1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, who is not the chair of the board,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the relevant qualifications and experience of the members of the committee; and</p> <p>(5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.</p>	<p>[If the entity complies with paragraph (b):]</p> <p>... the fact that we do not have an audit committee and the processes we employ to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement; <b>AND</b></p> <p><input checked="" type="checkbox"/> at the Audit and Risk Management Charter at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a></p>	<p><input checked="" type="checkbox"/> an explanation why that is so in our Corporate Governance Statement</p>
4.2	<p>The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.</p>	<p>... the fact that we follow this recommendation:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement; <b>AND</b></p> <p><input checked="" type="checkbox"/> in Risk Management Policy at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a></p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement</p>

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
4.3	A listed entity that has an AGM should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity that does not hold an annual general meeting and this recommendation is therefore not applicable
<b>PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE</b>			
5.1	A listed entity should: (a) have a written policy for complying with its continuous disclosure obligations under the Listing Rules; and (b) disclose that policy or a summary of it.	... our continuous disclosure compliance policy or a summary of it: <input checked="" type="checkbox"/> in our Corporate Governance Statement; <b>AND</b> <input checked="" type="checkbox"/> in Shareholder Communication Charter at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement
<b>PRINCIPLE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS</b>			
6.1	A listed entity should provide information about itself and its governance to investors via its website.	... information about us and our governance on our website: <input checked="" type="checkbox"/> at <a href="http://www.richfield.com.sg/index2.htm">http://www.richfield.com.sg/index2.htm</a> <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement
6.2	A listed entity should design and implement an investor relations program to facilitate effective two-way communication with investors.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement; <b>AND</b> <input checked="" type="checkbox"/> in Shareholder Communication Charter at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement
6.3	A listed entity should disclose the policies and processes it has in place to facilitate and encourage participation at meetings of security holders.	... our policies and processes for facilitating and encouraging participation at meetings of security holders: <input checked="" type="checkbox"/> at Shareholder Communication Policy <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity that does not hold periodic meetings of security holders and this recommendation is therefore not applicable
6.4	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	... the fact that we follow this recommendation: <input checked="" type="checkbox"/> in our Corporate Governance Statement	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement



Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
PRINCIPLE 7 – RECOGNISE AND MANAGE RISK			
7.1	<p>The board of a listed entity should:</p> <p>(a) have a committee or committees to oversee risk, each of which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.</p>	<p>[If the entity complies with paragraph (b):]</p> <p>... the fact that we do not have a risk committee or committees that satisfy (a) and the processes we employ for overseeing our risk management framework:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement; <b>AND</b></p> <p><input checked="" type="checkbox"/> at the Audit and Risk Management Charter at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a></p>	<p><input checked="" type="checkbox"/> an explanation why that is so in our Corporate Governance Statement</p>
7.2	<p>The board or a committee of the board should:</p> <p>(a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound; and</p> <p>(b) disclose, in relation to each reporting period, whether such a review has taken place.</p>	<p>... the fact that board or a committee of the board reviews the entity's risk management framework at least annually to satisfy itself that it continues to be sound:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p> <p>... and that such a review has taken place in the reporting period covered by this Appendix 4G:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement</p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement</p>

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
7.3	A listed entity should disclose: (a) if it has an internal audit function, how the function is structured and what role it performs; or (b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its risk management and internal control processes.	[If the entity complies with paragraph (b):] ... the fact that we do not have an internal audit function and the processes we employ for evaluating and continually improving the effectiveness of our risk management and internal control processes: <input checked="" type="checkbox"/> in our Corporate Governance Statement; <b>AND</b> <input checked="" type="checkbox"/> in the Remuneration and Nomination Charter at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a>	<input checked="" type="checkbox"/> an explanation why that is so in our Corporate Governance Statement
7.4	A listed entity should disclose whether it has any material exposure to economic, environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks.	... whether we have any material exposure to economic, environmental and social sustainability risks and, if we do, how we manage or intend to manage those risks: <input checked="" type="checkbox"/> in our Corporate Governance Statement; <b>AND</b> <input checked="" type="checkbox"/> in Board Charter and Code of Conduct Charter at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a>	<input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
<b>PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY</b>			
8.1	<p>The board of a listed entity should:</p> <p>(a) have a remuneration committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.</p>	<p>... the fact that we do not have a remuneration committee and the processes we employ for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement; <b>AND</b></p> <p><input checked="" type="checkbox"/> in the Remuneration and Nomination Charter at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a></p>	<p><input checked="" type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
8.2	A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	<p>... separately our remuneration policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement; <b>AND</b></p> <p><input checked="" type="checkbox"/> at the Remuneration Report within the Directors' Report in the 2015 Annual Report</p> <p><a href="http://www.richfield.com.sg/2015_annual_report.pdf">http://www.richfield.com.sg/2015_annual_report.pdf</a></p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed ...	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed ... <sup>4</sup>
8.3	<p>A listed entity which has an equity-based remuneration scheme should:</p> <p>(a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and</p> <p>(b) disclose that policy or a summary of it.</p>	<p>... our policy on this issue or a summary of it:</p> <p><input checked="" type="checkbox"/> in our Corporate Governance Statement; <b>AND</b></p> <p><input checked="" type="checkbox"/> in Share Dealing Policy at <a href="http://www.richfield.com.sg/corporategovernance.pdf">http://www.richfield.com.sg/corporategovernance.pdf</a></p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
<b>ADDITIONAL DISCLOSURES APPLICABLE TO EXTERNALLY MANAGED LISTED ENTITIES</b>			
-	<p><i>Alternative to Recommendation 1.1 for externally managed listed entities:</i></p> <p>The responsible entity of an externally managed listed entity should disclose:</p> <p>(a) the arrangements between the responsible entity and the listed entity for managing the affairs of the listed entity;</p> <p>(b) the role and responsibility of the board of the responsible entity for overseeing those arrangements.</p>	<p>... the information referred to in paragraphs (a) and (b):</p> <p><input type="checkbox"/> in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> at [insert location]</p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement</p>
-	<p><i>Alternative to Recommendations 8.1, 8.2 and 8.3 for externally managed listed entities:</i></p> <p>An externally managed listed entity should clearly disclose the terms governing the remuneration of the manager.</p>	<p>... the terms governing our remuneration as manager of the entity:</p> <p><input type="checkbox"/> in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> at [insert location]</p>	<p><input type="checkbox"/> an explanation why that is so in our Corporate Governance Statement</p>

# RICHFIELD INTERNATIONAL LIMITED

## CORPORATE GOVERNANCE STATEMENT – Compliance with ASX Principles

ASX Principle	Corporate Governance Document	Aim of Corporate Governance Document	Compliant with ASX Principle	On Company Webpage
<b>Principle 1</b>	<i>Lay solid foundations for management and oversight</i>	Establishes the roles, responsibilities and segregation of functions of the Board and management, how their performance is monitored and evaluated.	Yes	Yes
		Establishes the principles to promote and encourage diversity at all levels within the Company.	Partly	Yes
<b>Principle 2</b>	<i>Structure the board to add value</i>	Establishes the roles and responsibilities of the Nomination Committee.	No	Yes
		Establishes the principles of director independence and defines the role of the Chairperson.	Yes	Yes
<b>Principle 3</b>	<i>Act ethically and responsibly</i>	Details the policies, procedures and guidelines to ensure that all those that work with the Company acts in a manner consistent with the principles of honesty, integrity, fairness and respect including being ethical.	Yes	Yes
		Establishes the obligations of each director with respect to conflicts of interest and the procedures to follow if a director has a conflict or a potential conflict is identified.	Yes	Yes
<b>Principle 4</b>	<i>Safeguard integrity in corporate reporting</i>	Establishes the roles and responsibilities of the Audit Committee	No	Yes
<b>Principle 5</b>	<i>Make timely and balanced disclosure</i>	Establishes principles to ensure timely disclosure of market sensitive information.	Yes	Yes
<b>Principle 6</b>	<i>Respect the rights of shareholders</i>	Establishes strategy for engaging and communicating with Shareholders - including an investor relations program and participation at meetings.	Yes	Yes
<b>Principle 7</b>	<i>Recognise and manage risk</i>	Establishes the role of a risk committee and the benefits of an internal audit function as part of the Company's risk management framework.	No	Yes
<b>Principle 8</b>	<i>Remunerate fairly and responsibly</i>	Establishes the roles and responsibilities of the Remuneration Committee.	No	Yes
		Establishes the prohibition of directors, management and employees from insider trading and from entering into arrangements limiting risk exposure to an element of their remuneration.	Yes	Yes

**Principle 1:**

*Lay solid foundations for management and oversight*

Establish and disclose the respective roles and responsibilities of the board and management and how their performance is monitored and evaluated

**1.1 The Company should disclose**

- (a) the respective roles and responsibilities of the board and management; and
- (b) those matters expressly reserved to the board and those delegated to management

**The Company's Board Charter (as per the Company's webpage) discloses the specific responsibilities of the Board and those delegated to the Managing Director.**

**1.2 The Company should**

- (a) undertake appropriate checks before appointing a person, or putting forward to shareholders a candidate for election as a director; and
- (b) provide shareholders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director

**The Board, oversees the appointment, selection and induction process for directors. When a vacancy exists or there is need for particular skills, the Board determines the selection criteria based on the skills deemed necessary.**

**The last appointment to the Board was February 2011 with the appointment of a Non-Executive Director.**

**The Board identifies potential candidates and are assessed by the Board against background, experience, professional skills, personal qualities and their availability to commit themselves to the Board's activities. The Board then appoints the most suitable candidate.**

**Board candidates must stand for election at the next general meeting of shareholders.**

**A profile of each director is disclosed in the Company's Annual Report and when directors are due for re-election, the Company discloses the information to Shareholders in the Notice of Meetings at which directors will be elected or re-elected in order for them to make an informed decision about the election/re-election of that director.**

**1.3 The Company should have a written agreement with each director and senior executive setting out the terms of their appointment.**

**New directors, appointed to the Board, will be provided with a letter of appointment including their remuneration details together with copies of Company and Board policies, the Constitution and access to prior Board minutes and papers.**

**New directors will also be advised of their confidentiality and disclosure obligations, share trading policy guidelines, indemnity and insurance arrangements.**

**Procedures are currently being reviewed regarding written agreements with each of the current Directors that sets out their terms of their appointment.**

**1.4 The Company Secretary should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.**

**The Company Secretary reports directly to the Chairman, Managing Director and the Board.**

**The Company Secretary has a direct line of communication with the Chairman, Managing and all Directors and is responsible for supporting the proper functioning of the Board which includes, but is not limited to, providing advice on governance and procedural issues, and the preparation of detailed Board papers and minutes.**

**Each Director of the Company is able to communicate directly with the Company Secretary and vice versa.**

**1.5 The Company should:**

- (a) Have a diversity policy which includes requirements for the board or a relevant committee of the board to set measurable objectives for achieving gender diversity and to assess annually both the objectives and the Company's progress in achieving them;
- (b) Disclose that policy or a summary of it; and

- (c) Disclose as at the end of each reporting period the measurable objectives for achieving gender diversity set by the board or a relevant committee of the board in accordance with the Company's diversity policy and its progress towards achieving them, and either
- The respective proportions of men and women on the board, in senior executive positions and across the whole organization; or
  - The most recent "Gender Equity Indicators" as defined in the Workplace Gender Equality Act

**The Company has established a policy on gender diversity in the boardroom and for senior management which provides a framework for new and existing diversity related initiatives and policies to be implemented and maintained. The Policy is available on the Company's webpage.**

**The Company has not at this time mandated a fixed number of women at any given level within the organisation, so no measurable objectives are included.**

**Richfield International Limited has:**

- fourteen (14) women employees in the organization which represents 54% of all employees in the whole organisation;
- one (1) female in a senior executive position;
- one (1) female on the Board, who has held that role since being elected a Director in January 2003; and
- one (1) female Company Secretary

**The Company has established measurable objectives for achieving gender diversity.**

- Promote women in the Company;
- At least one (1) woman must be included in any short-list of potential candidates for a position as a non-executive director, if applicable; and
- Ensure that in the interview process for each executive and management position there is at least one (1) female on the interview panel

1.6 The Company should

- (a) Have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and
- (b) Disclose in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process

**The Company's Corporate Governance Policies includes a Performance Evaluation Process Policy which discloses the annual process for evaluating performance.**

**No formal performance evaluation for the Board or its members took place in the reporting period.**

1.7 The Company should

- (a) Have and disclose a process for periodically evaluating the performance of its senior executives; and
- (b) Disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period on accordance with that process

**The Company's Corporate Governance Policies includes a Performance Evaluation Process Policy which discloses the annual process for evaluating performance.**

**No formal performance evaluation for the senior executive took place in the reporting period but when required, the evaluation of the performance of non-board members will be completed by the Chairman.**

**Principle 2:**

*Structure the board to add value*

The board should be of an appropriate size, composition, skills and commitment to enable it to discharge its duties effectively.

**2.1 The Company should****(a) Have a nomination committee**

- With a least three (3) members, a majority of who are independent directors;
- Chaired by an independent director

And discloses:

- The charter of the committee;
- The members of the committee; and
- The number of times the committee met throughout the period and the individual attendance of the members at those meetings

**(b) If the Company has no nomination committee, there must be disclosure of that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience independent and diversity to enable it to discharge its duties and responsibilities effectively.**

**Due to the size and low level of complexity of operations within Australia, the Company has not established a nomination committee. The Board has decided that no efficiencies will be achieved by establishing a separate nomination committee.**

**The Board decides the selection of members of the Board and makes the necessary recommendations to Shareholders for election of Directors. In considering membership of the Board, directors take into account the appropriate skills and characteristics needed by the Board to maximize its effectiveness and the blend of skills, knowledge and experience for the present and future needs of the Company.**

**Each Board member is responsible for assessing the necessary competencies of Board members to add value to the Company, reviewing Board succession plans and evaluating the Board's performance.**

**2.2 The Company should have and disclose a board skills matrix of skills and diversity that the board currently has or is looking to achieve in its membership.**

**The experience and knowledge of each of the Directors is disclosed in the Company's Annual Report and the Board Skills Matrix is attached to this Statement at Appendix A.**

**2.3 The Company should disclose:**

- (a) The names of the directors considered by the board to be independent;
- (b) If a director has an interest, position, association or relationship that might cause doubts about the independence of a director but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, association or relationship in question and explanation of why the board is of that opinion; and
- (c) The length of service of each director

**The Board has adopted a charter to give formal recognition to a detailed definition of independence. Of the current Board of five (5), three (3) are independent within the definition.**

**The directors' status is disclosed in the Company's Annual Report.**

**2.4 A majority of the board should be independent directors**

**The Board is currently made up of five (5), with three (3) being independent in terms of the relationships affecting Independent Status in Recommendation 2.3 of the Principles.**

**The Executive and Managing Directors are not independent within the strict meaning as they are both employed in an executive capacity and the Managing Director is a substantial shareholder. However, the Independent Directors believe that the Executive and Managing Directors have the mix of qualifications, skills and experience which allow them to be effective in their role and their ability to perform is not compromised by not being independent.**

**The directors believe that there exists a strong incentive for all board members to carry out their directorial duties in an independent manner. The board considers that this, combined with sufficient independence of view and variety of intellectual input between the directors to be satisfied with the ratio of independent and non-independent directors.**



**A determination with respect to independence is made by the board on an annual basis. In addition, the directors are required on an ongoing basis to disclose relevant personal interests and conflicts of interest which may in turn trigger a review of a director's independent status.**

2.5 The chair of the board should be an independent director and, in particular should not be the same person as the CEO.

**The Chairman of the board is independent and is not the CEO.**

**The Chairman is responsible for the leadership and efficient performance of the board, to facilitate the effective contribution of all directors and promote respectful relations between the board and management. The Chairman's responsibilities are set out in more detail in the Board Charter.**

**The Managing Director fulfils the CEO role ensuring the segregation of duties.**

2.6 The Company should have a program for inducting new directors and provide appropriate professional development opportunities for directors to develop and maintain the skills and knowledge needed to perform their role as directors effectively.

**Availability to speak and meet with the Independent Directors and Company Secretary to assist with the process for new Directors to familiarise themselves with the Company.**

**Professional Development requirements are addressed at the time of Chairman reviews or as circumstances require.**

### **Principle 3:**

*Act ethically and responsibly*

**The Company should act ethically and responsibly**

3.1 The Company should:

- (a) Have a code of conduct for its directors, senior executives and employees; and
- (b) That disclose that code or a summary of it.

**A Directors and Executive Officers' Code of Conduct Policy, is in place and provides a framework for decisions and actions in relation to ethical conduct in employment.**

### **Principle 4:**

*Safeguard integrity in corporate reporting*

**The Company should have formal and rigorous processes that independently verify and safeguard the integrity of its corporate reporting**

4.1 The Company should:

- (a) Have an audit committee
  - With a least three (3) members, all of whom are non-executive directors and the majority of who are independent directors;
  - Chaired by an independent director who is not the chair of the board

And discloses:

- The charter of the committee;
  - The relevant qualifications and experience of the members of the committee; and
  - The number of times the committee met throughout the period and the individual attendance of the members at those meetings
- (b) If the Company has no audit committee, there must be disclosure of that fact and the processes it employs to independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.

**The directors do not consider that the Company's affairs are of such a size and complexity to merit the establishment of a separate audit committee. Until this situation changes, the Board will carry out all audit committee functions.**

**The Board monitors the form and content of the Company's financial statements and maintains an overview of the Company's internal financial control and audit system and risk management systems.**

4.2 Before the board approves the financial statements for a financial period, it should receive from its CEO and CFO a declaration that, in their opinion the financial records have been properly maintained and that the financial statements comply with the appropriate accounting standards and gives a true and fair view of the financial position and performance of the Company which has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

**On an annual basis the board receives a declaration from the Managing Director and Accountant covering the matters set out in section 295A of the Corporations Act 2001.**

4.3 The external auditors are to attend the Company's AGM and are available to answer questions from shareholders relevant to the audit.

**The Company's Annual General Meeting is conducted in accordance with the Corporations Act and the Constitution of the Company.**

**The Company ensures that a representative from the external auditor attends the Annual General Meeting to answer questions concerning the conduct of the audit, the preparation and content of the auditor's report, accounting policies adopted by the Company and the independence of the auditor in relation to the conduct of the audit.**

**The Auditor's presence is made known to Shareholders during the Meeting and Shareholders are provided with an opportunity to put forward questions to the external auditor.**

#### **Principle 5:**

##### *Make timely and balanced disclosure*

The Company should make timely and balanced disclosure of all matters concerning it that a reasonable person would expect to have a material effect on the price or value of its securities

5.1 The Company should

- (a) Have a written policy for complying with its Continuous disclosure obligations under the Listing Rules; and
- (b) Disclose that policy or a summary of it

**Compliance procedures, to ensure timely and balanced disclosure of information in line with the Recommendations, have been noted and adopted by the Company and a Continuous Disclosure Policy has been adopted.**

**The Policy is available on the Company's website.**

**The Company Secretary is charged with ensuring that any disclosure steps which need to be taken by the Company are brought before the Board for discussion and, subject to amendment, approved.**

**The Company Secretary is responsible for disclosures to the market, in addition to communicating with the ASX.**

#### **Principle 6:**

##### *Respect the rights of shareholders*

The Company should respect the rights of its shareholders by providing them with appropriate information and facilities to allow them to exercise those rights effectively

6.1 The Company should provide information about itself and its governance to investors via its website.

**The Company maintains a website and shareholders can find all recent information on the Company under various headings on the Company's website, including latest ASX releases, details of its projects and its Corporate Profile.**

**Shareholders may also request a copy of the Company's ASX recent releases.**

6.2 The Company should design and implement an investor relations program to facilitate effective two-way communication with investors.

**The Company has established a Shareholder Communications Policy which aims to ensure that shareholders are fully informed by communicating to them through**

- **Continuous disclosure reporting to the ASX;**
- **Quarterly, half yearly and annual reports; and**
- **Media releases, copies of which are lodged with the ASX and place on the Company's website**

6.3 The Company should disclose the policies and processes it has in place to facilitate and encourage participation at meetings of shareholders.

**The Shareholder Communications Policy aims to ensure shareholder participation at all Annual and General Meetings that they are permitted to attend.**

6.4 The Company should give shareholders the option to receive communications from and send communications to the Company and its share registry electronically.

**Shareholders are given the option to receive information such as the Annual Report and Notice of Meeting in print or electronic form.**

**Principle 7:**

*Recognise and manage risk*

The Company should establish a sound risk management framework and periodically review the effectiveness of that framework

7.1 The Company should:

- (a) Have a committee or committees to oversee risk, each of which
  - Has at least three (3) members, a majority of who are independent directors; and
  - Chaired by an independent director

And discloses:

- The charter of the committee;
  - The members of the committee; and
  - The number of times the committee met throughout the period and the individual attendance of the members at those meetings
- (b) If the Company has no risk committee or committees, that satisfy (a) above, disclose that fact and the processes it employs to oversee the Company's risk management framework.

**The Company has not established a committee to oversee risk.**

**The Company has a management policy in place for the identification and effective management of risk. The policy provides for the management of risk by the Board and management reporting to the Executive Director, being principally the risks involved in the Company's main business enterprise – mineral exploration.**

**The Directors have significant experience in and understanding of the industry in which the Company operates and the risks associated with public companies in mineral exploration to perform the functions associated with risk that would be performed by a committee established to oversee risk.**

7.2 The board or a Committee of the board should:

- (a) Review the Company's risk management framework at least annually to satisfy itself that, it continues to be sound; and
- (b) Discloses, in relation to each reporting period, whether such a review has been taken.

**Management has established a register of business risks, identified the material business risks affecting the Company and reviews to determine if an alternative course of action is required to be implemented to mitigate any risk, particularly financial risk, given the size and complexity of operations.**

**To the extent possible in a Company with a very small staff, internal controls are in place to mitigate against any material business risks.**

**Risks of a strategic, financial and operational nature (such as ability to raise capital to fund exploration, commodity price and currency fluctuations, adequate levels of insurance, contract documentation, maintaining tenements in good standing and meeting financial reporting and compliance obligations) are reviewed on a regular basis by the Board.**

**Potential operational risks involved in running the Company are managed by the Board. Due to the size of the Company, the Board does not consider it practical to establish a separate committee to focus on these issues.**

**A review of the Company's risk management framework was completed in June 2015 on the back of the Takeovers Panel findings and then again in December 2015 on the back of a Takeover bid.**

7.3 The Company should disclose:

- (a) If it has an internal audit function, how the function is structured and what role it performs; or
- (b) If it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its risk management and internal control processes.

**The Company's affairs are of such a size and complexity as to not merit the establishment of an internal audit function.**

**An internal audit function will be established after the setup of the Audit and Risk Management Committee and in consultation with the external auditors as to when the Company is at the stage where such a function is warranted.**

**In the interim the functions that would be performed by this Committee are performed by the Board.**

7.4 The Company should disclose whether it has any material exposure to economic, environmental and social sustainability risks and if it does, how it manages or intends to manage those risks.

**The Company recognises that it has exposure to economic, environmental and social sustainability risks which are managed through a series of internal and publicly available policies including but not limited to the Board Charter and the Code of Conduct.**

## **Principle 8**

### *Remunerate fairly and responsibly*

The Company should pay director remuneration sufficient to attract and retain high quality directors and design its executive remuneration to attract, retain and motivate high quality senior executives and to align their interests with the creation of value for Shareholders.

8.1 The Board should

- (a) Have a remuneration committee which
  - Has at least three (3) members, a majority of who are independent directors;
  - Chaired by an independent directorAnd discloses:
  - The charter of the committee;
  - The members of the committee; and
  - The number of times the committee met throughout the period and the individual attendance of the members at those meetings
- (b) If the Company has no remuneration committee disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.

**The Company does not have a separate remuneration committee with the full Board carrying out the functions of a Remuneration Committee.**

**The Board is responsible for reviewing executive remuneration and incentive policies.**

**The Board also reviews and approves the audited remuneration report set out in the Directors' Report.**

**The Board, where necessary, consults external consultants and specialists.**

8.2 The Company should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.

**The Board distinguishes the remuneration of non-executive directors from that of executive directors.**

**The Company's Constitution provides that the remuneration of non-executive directors is fixed and not a commission on or a percentage of profit or operating revenue. For information about non-executive director remuneration practice, reference can be made to the audited remuneration report set out in the Directors' Report.**

**The Board is responsible for determining the remuneration of any director or senior executive without the participation of the concerned director or executive**

**Furthermore, the information provided in the Remuneration Report is audited as required by Section 308(3C) of the Corporations Act 2001.**

8.3 The Company if it has an equity based remuneration scheme should

- (a) Have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and
- (b) Disclose that policy or a summary of it

**The Company's policy on Dealing in Securities prohibits participants from entering into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme.**

**A copy of the Dealing Policy is on the Company's webpage.**

## Appendix A

### Board Skills Matrix

	BOARD OF DIRECTORS					
	Steven PYNT (Chairman)	Chak Chew TAN (Managing Director)	Jennifer LIM (Executive Director)	Andrew PHILLIPS	Jwee Phuan NG	
Appointment Date						
Month/Year	26 November 2004	07 January 2003	10 January 2003	21 July 2010	17 February 2011	
Term in Office						
Month/Year	12 years	13 years	13 years	6 years	5 years	
Skills and Experience						
ASX Listed Board of Director experience	√	-	-	√	√	
Complex Organisation experience	√	√	√	√	√	
Financial Specialism	√	√	√	√	√	
Shipping experience	-	√	√	-	-	
Development and logistics experience	-	√	√	-	-	
Legal	√	-	-	-	-	
Ability to Chair Audit Committee	√	- **	- **	√	√	
Ability to Chair Remuneration Committee	√	- **	- **	√	√	

\*\* Mr Tan and Ms Lim are unable to chair the Audit and Remuneration Committees because they are both not independent in accordance with the Corporate Governance definition. Mr Tan is a Substantial Shareholder and Managing Director and Ms Lim is the Company's Executive Director.