

Board Charter.

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1. Introduction.

- 1.1 The role of the Board is to provide strategic guidance for Judo Capital Holdings Limited and Judo Bank Pty Ltd (collectively “Judo”) and effective oversight of the Executive Committee to protect and enhance the value of Judo in the interests of the company and in accordance with the duties and obligations imposed upon it by the company’s constitution (“Constitution”) and by law, while taking due regard of other stakeholder interests.
- 1.2 In performing its role, the Board aspires to uphold the highest standards of corporate governance in accordance with all relevant legislative and regulatory obligations and good practice guidelines including, but not limited to, APRA Prudential Standard CPS 510 Governance, the Banking Act, Financial Accountability Regime (FAR) Act, and the ASX Corporate Governance Principles and Recommendations.
- 1.3 This Charter sets out the Board’s roles and responsibilities, membership, and terms of operation.

2. Responsibilities of the Board.

- 2.1 The Board is responsible for:
 - a. Setting the business strategy and the financial objectives of Judo, and monitoring the implementation of those strategies and objectives;
 - b. Approving Judo’s annual budgets (and any re-forecasts) and financial statements and monitoring financial performance against forecast and prior periods;
 - c. Overseeing the capital management of Judo including initial approval of the Internal Capital Adequacy Assessment Process, and when significant changes are made;¹
 - d. Overseeing the operational and financial performance of Judo;
 - e. Approving, with the guidance of the Board Risk Committee, Judo’s Risk Management Strategy (RMS) and Risk Appetite Statement (RAS)²
 - f. Forming a view of Judo’s risk culture and the extent to which the risk culture supports Judo’s ability to operate consistently within its risk appetite;³
 - g. Overseeing, with the guidance of the Board Risk Committee, the management of material risks consistent with the strategic objectives, RAS, and Board-approved policies⁴, that Judo’s operational structure facilitates effective risk management⁵, risk policies and procedures are developed that are consistent with the RMS and RAS⁶, and sufficient resources are dedicated to risk management⁷;
 - h. Considering the social and environmental impact of Judo’s activities and approving Judo’s Environmental, Social and Environmental (ESG) strategy and Policy;
 - i. Overseeing Judo’s processes for making timely and balanced disclosure of all material information concerning Judo that a reasonable person would expect to have a material effect on the price or value of Judo’s securities;

¹ APS 110: paragraph 15(b)

² CPS220: paragraph 9(a)

³ CPS 220: paragraph 9(b)

⁴ CPS 220, paragraph 9(c)

⁵ CPS 220, paragraph 9(d)

⁶ CPS 220, paragraph 9(e)

⁷ CPS 220, paragraph 9(f)

- j. Reviewing and approving, with the guidance of the Board Remuneration Committee, the appointment and replacement of the Chief Executive Officer (CEO)⁸, members of the Executive Committee and the Company Secretary;
- k. Reviewing and approving, with the guidance of the Board Remuneration Committee, Judo's Remuneration Policy, including ensuring that the Policy is aligned with Judo's purpose, values, strategic objectives and risk appetite;
- l. Reviewing and approving, with the guidance of the Board Remuneration Committee, Judo's Code of Conduct, including Judo's Values;
- m. Reviewing and approving, with the guidance of the Board Nominations Committee, Board and Board Committee composition;
- n. Monitoring work, health and safety (WHS) matters and approving relevant WHS policies,
- o. Reviewing, with the guidance of the Board Audit Committee, the integrity of financial, regulatory and other reporting and reviewing and evaluating the performance and independence of the external auditor and the internal auditor;
- p. Ensuring that an appropriate framework exists for relevant information to be reported by management to the Board, and whenever required, challenging management and holding it to account;
- q. Maintaining an open, constructive, cooperative, and ongoing dialogue with Judo's external auditors, APRA, ASIC, and other regulators; and
- r. Approving any other policies required to be approved by the Board and in accordance with Judo's Policy Governance Framework.

3. Role and responsibilities of the Chair.

- 3.1 The Chair of the Board (the "Chair") shall be appointed in accordance with the Constitution.
- 3.2 The Chair must be an independent non-executive director.⁹ The Board shall assess whether the Chair is independent from time to time considering the relevant criteria adopted by the Board.
- 3.3 The role and responsibilities of the Chair include:
 - a. providing leadership to the Board and to Judo;
 - b. management of the CEO & MD and review of their performance¹⁰;
 - c. ensuring the efficient organisation and conduct of the Board;
 - d. monitoring the Board's and Board committees' performance;
 - e. facilitating Board discussions to ensure that core issues facing Judo are addressed and to maintain the Board's understanding of Judo's financial position, strategic performance, operations and affairs generally including any opportunities and challenges;
 - f. available to meet APRA upon request;¹¹

⁸ Including any Managing Director (MD)

⁹ CPS 510, paragraph 28

¹⁰ Board Chair Accountability Statement under the Financial Accountability Regime (FAR)

¹¹ CPS 510, paragraph 31

- g. facilitating the effective contribution and ongoing development of all directors;
- h. fostering a constructive governance culture and promoting consultative and respectful relations between Board members and between the Board and management; and
- i. facilitating effective decision making at Board meetings.

4. Responsibilities of Individual Directors.

- 4.1 All directors are expected to comply with their legal, statutory and fiduciary duties and obligations when discharging their responsibilities as directors, which include (but are not limited to):
- a. acting in good faith and in the best interests of Judo as a whole;
 - b. acting with honesty and integrity, and with due skill, care and diligence and in the best interests of Judo as a whole;
 - c. preventing matters from arising that would adversely affect the prudential standing or prudential reputation of Judo as a whole;
 - d. challenging constructively;
 - e. participating actively in the decision-making process of the Board;
 - f. scrutinising the performance of management in meeting agreed goals and objectives;
 - g. providing entrepreneurial leadership within a framework of prudent effective controls;
 - h. satisfying themselves on the integrity of financial information;
 - i. avoiding conflicts of interest wherever possible as well as maintaining the requirement of independence (for all independent non-executive directors);
 - j. refraining from making improper use of information gained through the position of director and from taking improper advantage of the position of director;
 - k. continuing to be a fit and proper person as prescribed by Prudential Standard CPS 520; and
 - l. discharging using reasonable steps, all responsibilities under their relevant accountabilities statements as required under the Banking Act.
- 4.2 Directors will keep Board information, discussions, deliberations and decisions, which are not publicly known, confidential.

5. Composition and Membership.

- 5.1 The Board shall consist of at least five (5) directors, the majority of whom must be independent, unless otherwise agreed and approved by the Australian Prudential Regulation Authority (APRA) at the appropriate time. At least half of the independent directors of Judo must ordinarily reside in Australia.
- 5.2 The Board has adopted a definition of independence in line with the term as defined in CPS 510 which sets out the interests and relationships to be considered by the Board in assessing the independence of each Director.
- 5.3 The Board assesses the independence of Directors upon appointment and annually through an attestation by each Director. The Board will have regard to the factors provided in the ASX Corporate Governance Principles and Recommendations in making such an assessment. Directors are expected

to provide information that would be relevant to the Board's assessment (and any relevant updates to this information) as this information arises (or changes).

- 5.4 The Board will comprise:
 - a. directors with an appropriate range of skills and experience;
 - b. directors who have a proper understanding of, and competence to deal with, current and emerging issues of the business and industry; and
 - c. directors who can effectively review and constructively challenge the performance of the management team and exercise independent judgement.
- 5.5 The Board Nominations Committee is responsible for the identification and recommendation of candidates for appointment to the Board, subject to any conditions of registration.
- 5.6 Prior to appointing a Director to the Board, the Board will undertake an assessment of the proposed Director in accordance with the Board Assessment Framework.
- 5.7 Directors will be appointed pursuant to formal letters of appointment (or a service contract in the case of a Managing or other Executive Director) setting out the key terms and conditions of their appointment to ensure that all directors clearly understand the expectations of Judo and the Board.
- 5.8 An induction program, to be devised by the Board Nominations Committee, will be provided to each new Director on appointment to the Board.
- 5.9 Each director must:
 - a. meet and attest to Judo's Fit and Proper Policy, as prescribed by Prudential Standard CPS 520; and
 - b. understand and comply with their accountability obligations under section 21 of the Financial Accountability Regime Act.
- 5.10 The Company Secretary will be responsible for keeping membership records.

6. Board Committees.

- 6.1 The Board may from time to time establish committees of the Board to assist it in carrying out its responsibilities.
- 6.2 The Board has established the following Committees to consider certain issues and function in more detail:
 - a. Board Audit Committee
 - b. Board Risk Committee
 - c. Board Remuneration Committee
 - d. Board Nominations Committee.
- 6.3 The Board may establish ad hoc committees from time to time to consider matters of special importance or to exercise the delegated authority of the Board.
- 6.4 The Board will determine the membership and composition of the Committees, having regard to workload, skills and experience and any applicable legal and regulatory requirements.
- 6.5 Each Committee shall adopt its own charter to be initially approved by the Board and where subsequent material changes are made, setting out matters relevant to its composition and responsibilities.

7. The Board and Management.

- 7.1 Excluding those reserved powers, and to the extent permitted by law, the Board has delegated authority for the day-to-day management and administration of Judo to the CEO & MD within approved limits and other specified delegations of authority approved by the Board as outlined in the Board Delegations of Authority Framework.
- 7.2 While the day-to-day responsibility for the operation of the business is delegated to the CEO & MD and the Executive Committee, there are several matters which are required to be, or that in the interests of the Judo should be, decided upon only by the Board.
- 7.3 The Company Secretary is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board.

8. Meetings.

- 8.1 The Board shall meet eleven (11) times a year, or more frequently if so required.
- 8.2 A quorum for a meeting shall be a majority of the non-executive directors¹².
- 8.3 The Chair and the Company Secretary will be responsible for setting the agenda for each meeting subject to input from any Board member. Subject to the Constitution, the Board may regulate its own procedures for meetings.
- 8.4 The Board may request members of the Executive Committee to attend part, or all of any Board meeting.
- 8.5 The Board may pass or approve resolutions of the Board by written resolution by adopting the procedures set out in the Constitution.
- 8.6 A Board meeting may take place using any form of technology that the Chair deems appropriate.
- 8.7 The agenda and supporting documentation will be circulated to the Board members within a reasonable period prior to each meeting.
- 8.8 The Company Secretary will circulate minutes of meetings to members of the Board within a reasonable period following each meeting. The draft minutes shall then be tabled at the next Board meeting for final review, approval and signing by the Chair.
- 8.9 The Board will refer to the relevant Board Committee any matters that have come to the attention of the Board that are relevant for that Board Committee's consideration.

9. Voting and Conflicts of Interest.

- 9.1 Each member present at a Board meeting, including the Chair, has one vote.
- 9.2 In the event that votes are deadlocked, the Chair does not have a casting vote.
- 9.3 Any Board member with a real or perceived conflict of interest, must

¹² CPS 510, paragraph 29

- a. disclose to the Board any actual or potential conflicts of interest, which may exist or be thought to exist as soon as they become aware of the issue;
 - b. take any necessary and reasonable measures to try to resolve the conflict; and
 - c. comply with the *Corporations Act 2001* (Cth) regarding the disclosure of conflicts of interests and restrictions on voting.
- 9.4 If a conflict or potential conflict situation exists, it is expected that the conflicted director shall be absent from the meeting whilst the Board discusses the matter and shall not vote on the matter, unless the other directors who do not have a material personal interest in the matter have passed a resolution that states that those directors are satisfied that the interest should not disqualify the director from voting or being present.
- 9.5 Directors are expected to advise the Chairman and Company Secretary of any proposed Board or executive appointment to other companies as soon as practicable.
- 9.6 The Company Secretary will maintain the interests register of the Company. Any material disclosures will be reported to the Board at the next Board meeting.

10. Access to information and independent advice.

- 10.1 Directors may access such information and seek such independent advice as they individually or collectively consider necessary to fulfil their responsibilities and permit independent judgement in decision-making. Independent professional advice includes legal advice and the advice of accountants and other professional financial advisors on matters of law, accounting or other regulatory matters, but excludes advice concerning the personal interests of the director concerned (such as service contracts with Judo or disputes with Judo).
- 10.2 Independent professional advice shall only be sought with the Chair's consent, which shall not be unreasonably withheld or delayed. Any advice obtained under this procedure will be at Judo's expense and will be made available to the other members of the Board.
- 10.3 Directors will be entitled to:
- a. have access to members of management via the CEO at any time to request relevant and additional information or seek explanations;
 - b. have access to internal and external auditors, without management present, to seek explanations of additional information; and
 - c. have access to the Company Secretary.

11. Board Performance.

- 11.1 The Board shall undertake a regular review, and at least annually, of its effectiveness and performance as outlined in the Board Assessment Framework. The review will consider objectives and responsibilities against (without limitation) any matter set out in this Charter.

12. Review and publication of Charter.

- 12.1 The Board is responsible for reviewing this Charter, and at least annually, and may make any amendments as it sees fit.
- 12.2 The Charter is available on Judo's website.