

Remuneration Policy

August 2014

If there are any questions in relation to this Policy, please refer to the Company Secretary.

Remuneration Policy

Greencross Ltd and its subsidiaries (the Company)

1. Background

1.1 Overview

The Company is committed to attracting and retaining the best people to work in the organisation, including directors and senior management. A key element in achieving that objective is to ensure that the Company is able to appropriately remunerate its key people.

1.2 Purpose of policy and key principles

The purpose of this remuneration policy is to establish a framework for remuneration that is designed to:

- (a) ensure that coherent remuneration policies and practices are observed which enable the attraction and retention of directors and management who will create value for shareholders;
- (b) fairly and responsibly reward directors and senior management having regard to the Company's performance, the performance of the senior management and the general pay environment; and
- (c) comply with all relevant legal and regulatory provisions.

2. Key concepts

2.1 Responsibility

The Remuneration and Nomination Committee (the **Committee**) is responsible, amongst other things, for assisting the Board to determine the appropriate remuneration for directors and senior management.

2.2 Principles

In order to fulfil the role of the Committee set out above, the Committee members must refer to the purpose and key principles underpinning this remuneration policy as outlined in paragraph 1.2, when developing recommendations to the Board regarding remuneration.

2.3 Remuneration packages for executive directors and senior executives

Remuneration for executive directors and senior executives may incorporate fixed and variable pay performance elements with both a short term and long term focus. Remuneration packages may contain any or all of the following:

- (a) annual base salary - reflecting the value of the individuals' personal performance, their ability and experience, as well as the Company's obligations at law and labour market conditions and should be relative to the scale of the business of the Company;

- (b) performance based remuneration - rewards, bonuses, special payments and other measures available to reward individuals and teams following a particular outstanding business contribution having regard to clearly specified performance targets;
- (c) equity based remuneration - share participation via employee share and option schemes, reflecting the Company's medium and long term performance objectives;
- (d) other benefits - such as holidays, sickness benefits, superannuation payments and long service benefits;
- (e) expense reimbursement - for any expenses incurred in the course of the personnel's duties; and
- (f) termination payments - any termination payments should reflect contractual and legal obligations and will not be made when an executive is removed for misconduct.

2.4 Remuneration for non-executive directors

Remuneration for non-executive directors may contain any or all of the following:

- (a) annual fees - reflecting the value of the individuals' personal performance, time commitment and responsibilities of the role;
- (b) equity based remuneration - issues of shares or securities, reflecting the contribution of the Director towards the Company's medium and long term performance objectives;
- (c) other benefits - superannuation payments, but not including retirement benefits that are additional to the individual's superannuation.

2.5 Assessing remuneration

The Committee will make a recommendation to the Board regarding the remuneration of executive directors and senior management having regard to various factors including performance and any recommendations made by the Managing Director/CEO, senior management, compensation consultants and other advisors.

The Committee will also make a recommendation to the Board regarding the remuneration of non-executive directors having regard to, amongst other things, any recommendations made by compensation consultants and other advisors.

2.6 Economic risk management for equity participation schemes

If a participant in an equity based remuneration scheme established by the Company enters into any transactions (whether through the use of derivatives or otherwise) which is designed to limit the economic risk of participating in the equity based remuneration scheme:

- (a) the participant must disclose details of the transaction to the Company Secretary;

- (b) the Company Secretary will disclose to the Board all details of any such economic risk management transactions; and
 - (c) the Board will consider:
 - (i) whether the participant is a key management personnel and if so whether there has been a breach of any law;
 - (ii) whether the equity based remuneration scheme should be amended; or
 - (iii) whether future participation of the senior executives in the equity based remuneration scheme should be amended in any way.
-

3. Other matters

3.1 Amendment of policy

This Policy can only be amended with the approval of the Board.

3.2 Adoption of Policy and Board review

This Policy was adopted by the Board with effect from August 2014, and replaces any previous policy in this regard.

The Remuneration and Nomination Committee and the Board will review this Policy periodically. The Company Secretary will communicate any amendments to employees as appropriate.