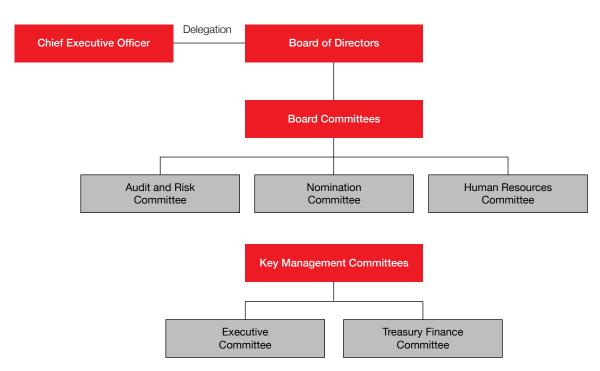
Corporate Governance Statement

Introduction

Scentre Group[®] is committed to ensuring that its policies and practices reflect a high level of corporate governance. During the year, the Group's corporate governance framework was consistent with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (3rd edition), other than that the Chair of the Board should be an independent director.

The Group's governance framework is outlined in the diagram below. The Group's corporate governance documentation, including charters and relevant corporate policies and codes, are available in the corporate governance section on Scentre Group's website – http://www.scentregroup.com/about/governance/.

GOVERNANCE FRAMEWORK



At the date of this report, the Board comprised 7 Non-Executive Directors and one Executive Director. The independence status of, and the period of office held by, each Director is as follows.

Name	Position Held	Independent (Y/N)	Year Appointed ⁽ⁱⁱ⁾
Frank Lowy	Non-Executive Chairman	N	1979
Brian Schwartz	Non-Executive Director and Deputy Chairman	Υ	2009
Peter Allen	Chief Executive Officer/ Executive Director	N	2011
Richard Egerton-Warburton	Non-Executive Director	Y	2014
Andrew Harmos	Non-Executive Director	Υ	2014
Michael Ihlein	Non-Executive Director	Υ	2014
Aliza Knox	Non-Executive Director	Υ	2015
Steven Lowy	Non-Executive Director	N	1989

Details of the qualifications, experience and responsibilities of the Directors are set out in the Directors' Report. On 23 October 2015, the Group announced that the Chairman, Mr Frank Lowy would retire at the Company's AGM to be held in May 2016 and that Mr Brian Schwartz, Deputy Chairman will succeed Mr Lowy as Chairman.

During the year, Mr Laurence Brindle and Ms Sandra McPhee retired from the Board at the conclusion of the AGM of on 7 May 2015. As part of the ongoing renewal of the Board, Ms Aliza Knox was appointed to the Board at the AGM.

Scentre Group is a stapled entity comprising Scentre Group Limited, Scentre Group Trust 1, Scentre Group Trust 2 and Scentre Group Trust 3. The Boards of Scentre Group Limited, Scentre Management Limited (as responsible entity of Scentre Group Trust 1), RE1 Limited (as responsible entity of Scentre Group Trust 2) and RE2 Limited (as responsible entity of Scentre Group Trust 3) are identical. Each Board has adopted a common Board Charter which sets out the objectives and responsibilities of the Scentre Group Board. Each Board Committee has the same membership and, for all purposes, operate as one "Scentre Group" Committee.

Reference to the date of appointment is to the date of appointment to Scentre Group Limited (formerly Westfield Holdings Limited).

PRINCIPLE 1: LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

1.1 Responsibilities of Board and management *Board charter*

The Board is responsible for overseeing the effective management and operation of the Group. The Board is ultimately accountable to securityholders and seeks to ensure that the business objectives of the Group are aligned with the expectations of securityholders and that the operations of the Group are effectively managed in a manner that is focussed on those business objectives, as well as meeting all regulatory and ethical requirements.

The Board Charter sets out the primary objectives of the Board and the practices and processes the Board has adopted to discharge its responsibilities including the matters reserved for the Board and the delegation of authority to the Chief Executive Officer (CEO) and other executive Key Management Personnel (KMP), including the limits on the execution of that authority by those officers.

This framework ensures accountability and a balance of authority by clearly defining the respective roles and responsibilities of the Board and the senior management team. In turn, this enables the Board to maintain its focus on strategic guidance, while exercising effective oversight of the Group.

Key responsibilities of the Board are to:

- oversee the effective management and control of Scentre Group including the composition, performance and remuneration of the senior executive team;
- set and review the strategic direction of Scentre Group;
- approve and monitor key budgets, business plans, financial statements, financial policies and financial reporting;
- establish, promote and maintain proper processes and controls and to maintain the integrity of financial accounting, financial records and reporting;
- develop and implement key corporate policies, procedures and controls as necessary to ensure appropriate standards of accountability, risk management and corporate governance and responsibility;
- oversee the adequacy of managerial resources to ensure there is adequate depth of resources and appropriate succession planning;
- monitor the performance of senior executives and the implementation of strategy;
- approve proposals for major new investments, capital expenditure and capital management initiatives as proposed by management;
- ensure that securityholders receive high quality, relevant and accurate information in a timely manner and that investors generally are able to trade in Scentre Group's securities in a market which is efficient, competitive and informed;
- determine and adopt distribution policies for Scentre Group; and
- oversee compliance by Scentre Group with its legal and regulatory obligations.

The Board Charter is available in the corporate governance section of the Group's website.

Board Committees

The Board delegates certain responsibilities to standing Committees which operate in accordance with charters approved by the Board. There are 3 standing Board Committees: the Audit and Risk Committee, the Human Resources Committee and the Nomination Committee.

The roles and responsibilities of the Committees are explained later in this report. The Board receives copies of the minutes of all Committee meetings. This ensures that all Directors have oversight and the opportunity for full discussion of the issues being considered by the Committees.

The Chair of each Committee (or a person nominated by the Chair of the Committee for that purpose) reports to the Board at the Board's next meeting on any matters relevant to the Committee's duties and responsibilities.

Delegation to Management

Day to day management of the business and operations of Scentre Group is delegated by the Board to management through the CEO subject to the agreed authority limits applicable to the senior executive management team.

The Board has delegated to management responsibility for:

- Strategy: development of strategies and the management and performance of the business and operations, and making recommendations to the Board on such strategies.
- Management: managing the Group in accordance with the strategy, business plans and policies approved by the Board.
- Financial performance: developing the Group's annual budget, managing day to day operations within the budget and ensuring that the financial reports present a true and fair view of the Group's financial condition and operational results and are in accordance with the relevant accounting standards.
- Risk management: establishing and maintaining appropriate and effective risk management frameworks and internal control systems.
- Continuous disclosure: keeping the Board and the market fully informed about material developments in the Group's business.
- Selection of senior management: making recommendations for the appointment of senior executives, determining terms of appointment, evaluating performance and developing and maintaining succession plans for senior management.

The CEO reports regularly to the Board on the progress being made by the Group in all aspects of the business including shopping centre operations, developments, capital markets and potential new business opportunities.

1.2 New appointments

Appropriate checks are undertaken before a new candidate is recommended to the Board for appointment. These include checks as to the person's experience, educational qualifications, character, criminal record and bankruptcy history.

The notice of meeting and explanatory notes for the Group's 2016 AGM will contain the relevant applicable information as specified by Recommendation 1.2.

1.3 Written agreements with Directors

New Directors receive a letter of appointment which sets out the main terms and conditions on which each Director is appointed. This letter provides that if a Director ceases to be a Director of Scentre Group Limited for any reason, they must also resign as a Director of Scentre Management Limited, RE1 Limited and RE2 Limited. The letter of appointment conforms to Recommendation 1.3.

The letter of appointment clearly defines the role of Directors, including expectations in terms of independence, participation, time commitment and continuous development. Directors are required to disclose, on an ongoing basis, circumstances that may affect, or be perceived to affect their ability to exercise independent judgment so that the Board can determine independence on a regular basis.

Procedures are also set out by which Directors are able to take independent professional advice at the Group's expense. Directors are encouraged to direct any enquiries or requests for additional information to the Company Secretary, who will facilitate a response to the query and/or provide the Director with the requested information. Further, Directors have access to key members of the senior management team, who regularly attend Board meetings to make presentations and respond to questions and comments from the Board.

1.4 Role of the Company Secretary

The Company Secretary is directly accountable to the Board, through the Chairman, on all matters relating to the proper functioning of the Board and its Committees. The Company Secretary works with the Chairman, the Board and the Board Committees and is responsible for ensuring the smooth running of the Board and Board Committees and that all governance matters are properly addressed. All Directors have access to the Company Secretary for the purpose of obtaining information or advice.

1.5 Diversity

The Group is committed to the success of its business and growth in securityholder value. The Board and senior management recognise the following principles as key contributors to the achievement of those goals.

- A workforce that is reflective of the communities in which the Group operates.
- Recognition that diversity in the workforce is a key contributor to the success of our business.
- Creating an inclusive culture that supports employees at all stages of their career and encourages employees to succeed to the best of their ability.

FY15 was a period of significant activity for the Group, both operationally and in its continued evolution as an independent entity with its own "Scentre Group" identity.

The Group continued to demonstrate its ongoing commitment to diversity and inclusion by developing targeted initiatives aimed at attracting, developing and retaining a diverse workforce to help fulfil our purpose of "creating extraordinary places, connecting and enriching communities".

While gender remains a strong focus for the Group, our view is that diversity is about recognising and valuing the contribution of people from different backgrounds, with different perspectives and experiences. With this focus, in FY15 the Group implemented a number of people and culture focused initiatives including:

- Establishing a Diversity and Inclusion Council.
- Introducing a flexible work arrangement policy.
- Introducing a purchase additional annual leave policy.
- Expanding the parental leave policy.

During the year, the CEO, Mr Peter Allen, continued in his role as a Property Male Champion of Change. Mr Allen was also recognised for his efforts on diversity and inclusion as a finalist in the Australian Human Resources Institute's CEO Diversity and Inclusion Award. The Group is also a finalist in the diversity category of the 2016 Property Council of Australia's Innovation & Excellence Awards.

In terms of gender representation, Scentre Group currently has one woman, Ms Aliza Knox, on its Board. The Board's intention is to increase the number of women on the Board and has confirmed its support of the 30% Club. The Board continues to plan Non-Executive Director succession with a view to meeting the 30% Club's target (30% female representation on the board) by 2018.

In terms of Scentre Group's total workforce, there is effectively equal representation of men and women with 50.5% being male and 49.5% female.

The Group's senior executives are those executives who are general manager level and above (CEO - 3). At the senior executive level, 83% of senior executives are male and 17% are female. By the first quarter of FY16 the representation of females will have increased to 20%. The Group's FY16 goal is to increase the representation of females at the senior executive level to 22% by the end of the year.

Progress against the Group's FY15 objectives is set out in the table below.

In addition to these objectives, pay equity remains under constant review by the Group. Following targeted reviews in 2013 and 2014, a total business review of all roles was undertaken in FY15.

Focus area		Commitment		What we achieved
Diversity and inclusion	•	To establish a Diversity and Inclusion Council.	•	A Diversity and Inclusion Council was established in March 2015. The Council is chaired by the Director, Design and Construction with membership reflecting representation from across the broader business.
				The Council's objective is to promote diversity and inclusion as a key corporate strategy. The Council reports to the Executive Committee which is chaired by the Chief Executive Officer, Mr Peter Allen and comprises the entire senior leadership team.
				For FY15, the Council focused on 4 key initiatives being:
				- Gender representation.
				- Workplace flexibility.
				 Awareness and education.
				 Indigenous employment.

Increased representation of females in senior positions

The Group is committed in 2015 to achieving 20% representation of females at the senior executive level (Director and General Manager), an increase from 17% in 2014.

Executives from Scentre Group will also participate in the Property Council's Women in Property Mentoring Program. Executives will participate both as mentors and mentees. The key objective of the program is for mentees to gain new perspectives to advance their career and develop meaningful professional connections and personal sponsors.

As at 31 December 2015, plans had been implemented to ensure the 20% target will be achieved by the end of the first quarter FY16.

The outcomes of these initiatives are outlined below.

As at 31 December 2015, the representation of females at the senior executive level was 17%. The shortfall in the target of 20% was due to unanticipated staff movements.

During FY15, in Australia, the Group achieved an increase in female representation at the senior management level (one level below general manager) from 19% (FY14) to 25%.

Succession planning continued at the senior management level, with 42% of the identified high performing employees being female.

During FY15, 1 in every 2 promotions was female with females representing 49% of total promotions during the year.

The Director, Human Resources and 3 other executives participated as mentors in the Property Council of Australia's Women in Property Mentoring Program, with 4 executives participating as mentees.

Flexible work practices

Identification of barriers to flexible work arrangements will continue as a priority with the implementation of a flexible work policy.

As part of this initiative, the Group recognises the importance of having a consistent policy and message on flexible work practices. Existing policies will be reviewed and a consistent policy developed and implemented. A focus will be on identifying barriers including negative perceptions of flexible work arrangements.

In FY15, a flexible workplace arrangements policy was launched. The underlying principle of the policy is the belief that all roles, regardless of level or location, can be undertaken with some form of flexibility.

During the year, a revised parental leave policy was launched which expanded the periods of parental leave and annual leave for primary carers. Superannuation contributions will be made during periods of unpaid leave and a reimbursement of childcare costs up to \$2,500 on the employees return to work.

A parents@work program was launched which provides coaching support to parents returning to work including a bi-monthly networking forum.

A purchase additional annual leave policy was also introduced which enables employees to take up to 4 weeks additional annual leave with the cost of the leave distributed over the year.

In FY15, in Australia, employee engagement was maintained above 80%. FY15 also saw:

- The reduction in voluntary employee turnover from 13.2% (FY14) to 11.6%.
- The reduction in female turnover from 44% (FY14) to 40% and with 42% of total hires being female.
- The reduction in parental leave resignations from 15% (FY14)

Since the launch of the flexible workplace arrangements policy, a pulse survey was undertaken that confirms, amongst those surveyed, 100% awareness of the policy with 83% working flexibly.

Focus area

Commitment

What we achieved

Education

Development of a diversity and inclusiveness change management plan and integration of the plan into the organisation through continued education of executives including the senior leadership team.

As part of the change management plan, a Diversity and Inclusion program will be offered aimed at people managers within the business.

 During FY15, 54 of the Group's most senior executives completed an assessment to measure conscious and unconscious biases and their ability to provide inclusive leadership and to be diversity champions within the business.

These executives also participated in a workshop to provide them with an understanding of the impact of leadership behaviour on fostering an inclusive culture as well as techniques to help them mitigate and, in the longer term, eliminate any biases.

Diversity and Inclusion Champions were appointed from across the business to support implementation of the Diversity and Inclusion Council's strategies.

AES sponsorship

 The Group will continue with its involvement in the Generation
 One partnership with Aboriginal Employment Strategy Limited (AES). ▶ The Group also continued its involvement in the Generation One partnership with AES.

AES is a 100% Indigenous-managed, national, not-for-profit recruitment company. In FY15, the Group agreed to recruit 21 trainees across New South Wales and Queensland. The recruitment of a further 15 trainees is scheduled for FY16.

Members of the Diversity and Inclusion Council also participated in a cultural immersion training and community experience sponsored by AES.

In FY15, the Group also commenced preparation of a Reconciliation Action Plan (RAP).

In FY16, the Group has determined 3 core objectives which will be used to measure diversity and inclusion performance. These are:

Objective

Focu

Diversity

To increase our attraction, recruitment and retention of a diverse workforce

Achieving 22% representation of females at the senior executive level (general manager and above), an increase from its prior target of 20% which will be achieved in the first quarter of FY16. This target will form part of the Key Performance Indicators in FY16 for the senior executive team.

Reviewing the Group's engagement of external recruitment agencies to include specialist agencies to ensure that a diverse range of candidates are identified.

Continued involvement in the Generation One partnership with AES, in relation to the recruitment of an additional 15 trainees

Finalisation and implementation of the RAP.

Inclusion

To provide a supportive work environment that leverages all the ways we are different

- The development of plans to support strategies in connection with:
 - Mental health.
 - The lesbian, gay, bisexual, transgender, intersex and questioning (LGBTIQ) community.

Awareness and education

To raise awareness and increase commitment to workplace diversity and inclusion across the business ► The continued rollout of a diversity and inclusiveness change management plan and integration of the plan into the broader organisation through continued education.

Implementation of an awareness program on domestic violence.

Development and implementation of a diversity and inclusion calendar recognising key events and dates in support of the diversity and inclusion strategy.

1.6 Board self-assessment and performance

The Board considers that ongoing self-assessment on various aspects of the Board's performance including skill sets is an important tool in reviewing Board performance.

As FY15 was the first full year of operation of the Group, a board survey was conducted by the Deputy Chairman (and Chairman elect), Mr Brian Schwartz, rather than appointing an external facilitator.

Matters considered in the Board survey include an assessment of the performance of the Board and its Committees; the composition and skills sets of the Board and the Board's relationship with management. The results of the survey were presented to the Board for discussion.

1.7 Process for evaluating the performance of senior executives

Scentre Group has an established process of objective setting and performance review of all employees, which is conducted on an annual basis. Senior executives, with a discretionary or at risk element in their total remuneration package, have well defined objectives which are discussed and agreed at the commencement of each financial year. Each executive's Key Performance Indicators (KPIs) are set annually with the purpose of motivating that executive to achieve performance objectives which will contribute to the short and longer term success of the Group.

KPIs are established each year under a performance and development system. KPIs are designed to measure both financial and non-financial performance. The objectives vary according to the role of the executive and typically relate to development, construction, retail management or corporate or strategic targets. Non-financial objectives include matters such as health and safety, risk management, compliance, people and culture, sustainability and a range of other matters relevant to the success of the Group.

During the year, each member of Scentre Group's senior executive team, including the CEO, were subject to a performance review as described above. Details of the performance criteria against which the CEO and Chief Financial Officer (CFO) were assessed for FY15 are set out in section 8.5 of the Remuneration Report.

PRINCIPLE 2: STRUCTURE THE BOARD TO ADD VALUE

2.1 Structure of the Board and role of the Nomination Committee

The membership of the Board is reviewed by the full Board, having regard to the ongoing and evolving needs of Scentre Group. It is the policy of the Board that its membership should reflect a wide range of general commercial skills, expertise and experience.

Board renewal and succession planning is a central component of the Group's overall governance program. The Board is committed to ensuring the Board draws on a combination of executive and non-executive members with exceptional track records and reputations at the highest levels of business and commerce generally.

Under the Board Charter, the appointment of a new member to the Board is only made after consultation between the Nomination Committee and the Board.

Nomination Committee

The role of the Nomination Committee is to support and make recommendations to the Board on the selection and appointment of Directors who are able to meet the needs of the Group presently and in the future. The Committee also facilitates the ongoing evaluation and review of the performance and effectiveness of the Board and the Directors.

Membership of the Nomination Committee during the year was as following:

Name	Position	Status	Term
Richard Egerton-Warburton	Chairman	Independent Non-Executive Director	Member for the whole period
Andrew Harmos	Member	Independent Non-Executive Director	Member for the whole period
Brian Schwartz	Member	Independent Non-Executive Director	Member for the whole period

The Nomination Committee met 7 times during the year, with the full Committee in attendance at all meetings.

The responsibilities of the Nomination Committee include:

- having regard to the strategic direction of the Group, assessing periodically the skills of current Board members against the collective skill set required by the Board to competently discharge the Board's duties;
- regularly reviewing and making recommendations to the Board regarding the structure, size, diversity and composition (including the balance of skills, knowledge and experience) of the Board and reviewing the effectiveness of the Board;
- identifying suitable candidates (executive and non-executive) to fill Board vacancies as and when they arise and nominating candidates for approval of the Board;
- annually reviewing the performance of the Board; and
- ensuring the existence of proper succession planning processes and plans for the Board.

No member of the Committee participates in a review of their own performance or nomination for re-election.

The Board, on the recommendation of the Nomination Committee, determines if it will endorse a retiring Director for re-election. The Notice of Meeting will provide information that is material to a securityholder's decision whether or not to support the re-election of a director. It will also state whether or not a re-election is supported by the Board.

Recommendations regarding future appointment of additional directors are made by the Nomination Committee and considered by the Board having regard to:

- the assessment made on the skill set required to discharge the responsibilities of the Board compared with the skills currently represented on the Board;
- the current strategic direction of Scentre Group and the consequent need to consider skills which may be required in the future; and
- the suitability of available candidates identified in the context of a detailed description of the role and capabilities required for a particular appointment.

Recommendations made by the Nomination Committee are considered by the Board, which retains an unfettered discretion on the appointment of a Director to fill a casual vacancy or act as an additional Director, prior to the formal election of that Director by the securityholders of the Company at a general meeting.

In relation to Non-Executive Directors, the Nomination Committee retains the services of external recruitment specialists to help identify potential candidates for appointment to the Board. The external firm operates independently of the Group and does not have any other connection with the Group.

Once a candidate is identified, the Nomination Committee, with the assistance of external consultants where required, conducts appropriate background and reference checks before the candidate is appointed to the Board or put forward to members for election.

New Board members are provided with the opportunity to experience first-hand the business and operations of the Group, and to meet and discuss all aspects of the Group's operations with key members of the senior executive team. As part of the induction program, the Company Secretary provides access to information in areas such as operations, finance, and treasury and risk management to assist the new Board member as required. This typically includes briefings with members of the senior executive team to provide the new director with a deeper understanding of the main issues and strategic direction of each key business unit within the Group.

The Committee's Charter is available in the corporate governance section of the Group's website.

Number of

2.2 Board Skills Matrix

The Board considers that a diversity of skills, backgrounds, knowledge, experience, expertise and gender is required in order to effectively govern the business. The Board and the Nomination Committee work together to ensure that the Board continues to have the appropriate balance of skills, experience, independence and Group knowledge necessary to discharge its responsibilities.

As noted, the Board's intention is to increase the number of women on the Board. The Board is also reviewing the need for any additional skills to be represented on the Board.

The current mix of skills is set out in the matrix below.

Skills and experience	Directors / Board representation (out of 8)
Leadership – organisational, including senior executive leadership experience	8
Strategy – experience in developing and implementing strategic business plans	8
Financial acumen – senior experience in finance, including in financial accounting and reporting	7
Real estate – experience in real estate management, leasing, funds management, development, design and construction	4
Retail – experience in retail formats including physical and digital	6
Capital management – senior experience in capital management strategies, corporate finance and capital markets	6
Governance – experience with governance in the listed sector	7
Human resources – senior experience in people management and human resources policy	8
Risk management – experience relating to workplace health and safety, environmental and insurance	7
Technology – experience relating to digital technology and social media	5

2.3 Directors' Independence

The Board considers that it should include significant representation by Directors who are capable and willing to make decisions which are in the best interests of securityholders, free from interests and influences which conflict with that duty and are also independent of management.

The Board regularly assesses the independence of each Director in accordance with the terms of the Board Charter, the interests they have disclosed and such other factors as the Board determines are appropriate to take into account.

In making this determination the Board sought to assess whether Directors were:

- independent of management; and
- free of any business or other relationship that could materially interfere or be perceived to materially interfere with their unfettered and independent judgement; and
- capable of making decisions without bias and which are in the best interests of all securityholders.

A Non-Executive Director is considered to be independent director if that Director:

- is not a substantial securityholder of Scentre Group or an officer of, or otherwise associated directly with, a substantial securityholder of Scentre Group;
- is not and has not within the last 3 years had been employed in an executive capacity by any member of Scentre Group;
- is not and has not within the last 3 years had been a partner or a senior management executive with audit responsibilities of a firm which has acted in the capacity of statutory auditor of any member of the Group;
- is not has not within the last 3 years had been a principal, employee or consultant of a material professional adviser to any member of the Group;
- is not a principal, employee or associate of a material supplier to, or material customer of, any member of the Group;
- does not have a material contractual relationship with any member of the Group other than as a Director of the Board; and
- does not have any interest or business or other relationship which could materially interfere with the Director's ability to act in the best interests of the Group and independently of management.

2.4 Independent Directors

As regards the Non-Executive Directors, applying the above criteria, the following directors are considered independent:

Mr Brian Schwartz, Mr Richard Egerton-Warburton, Mr Andrew Harmos, Mr Michael Ihlein and Ms Aliza Knox.

2.5 Chairperson and Independence

Scentre Group notes the ASX Corporate Governance Council's recommendation that listed companies should have an independent director as Chairman.

Mr Frank Lowy was appointed as Chairman of Scentre Group on its establishment in June 2014.

As Mr Lowy is the co-founder of Westfield and has overseen the success of Westfield since 1960, the Board was of the view that it was in the best interests of securityholders that Mr Lowy, with his extensive background and experience, be appointed Chairman on the formation of the Group.

However, as noted earlier, Mr Lowy will be stepping down as Chairman at the AGM to be held in May 2016. Mr Brian Schwartz, currently Deputy Chairman and an independent Director, will succeed Mr Lowy as Chairman, effective on the date of Mr Lowy's retirement.

2.6 Induction and ongoing education

Upon appointment, a new Director undertakes an induction program designed to their needs to help familiarise them with issues relating to the current business before the Board.

On an ongoing basis, Directors are provided with regular updates on legal and corporate developments, including updates on the responsibilities of boards and directors generally, changes to the Corporations Act, corporate governance principles, tax and accounting developments and other matters of interest. In addition, management conducts regular briefing sessions to the Board and Board Committees on operational, financial, treasury, legal and tax issues. The Board also undertakes site visits of major developments. Scentre Group recognises that developing industry and corporate knowledge is an ongoing process.

PRINCIPLE.3: ACT ETHICALLY AND RESPONSIBLY

3.1 Codes of Conduct

Directors' Code of Conduct

The Directors' Code of Conduct outlines the responsibilities of Directors in maintaining Scentre Group's commitment to high standards of ethical conduct. The Code of Conduct is available in the corporate governance section of the Scentre Group corporate website.

As part of the Code of Conduct, Directors are required to undertake, amongst other things, to: always act fairly, honestly and with integrity in all matters relating to the Group; perform their duties to the best of their ability; never act in a manner which is likely to harm the reputation of the Group and always abide by applicable laws.

Scentre Group Values

Scentre Group's values expressed as the Group's DNA require staff, at all times, to:

- Act with integrity.
- Act as an owner.
- Work together.
- Push the limits.
- Never give up.
- Create a positive legacy.

The Group's DNA is the cultural blueprint for the Group's organisational behaviour. These are the fundamental principles that guide staff and the conduct of staff in all dealings with stakeholders.

The Group is committed to high standards of ethical conduct and promotes a diverse and inclusive culture where employees are encouraged to succeed to the best of their ability.

Employee Handbook

Scentre Group's core principles are supplemented by the Employee Handbook which is provided to all employees at the time of joining the Group. The handbook outlines, among other matters, the high standards of personal conduct and ethical behaviour expected of all employees.

Compliance Manuals

Scentre Group has developed compliance manuals to provide guidance to employees of the Group on the laws applicable in the jurisdiction in which they work and the standards of conduct and the procedures to be adopted to comply with those laws. Management seminars are also conducted on an ongoing basis to help employees understand the legal requirements with which the Group must comply.

Whistleblower Policy

Scentre Group has adopted a whistleblower policy to ensure that any concerns regarding unethical, unlawful or improper conduct can be raised without fear of reprisal. Employees are encouraged to report any genuine matter or behaviour that they honestly believe contravenes the Group's code of conduct, policies or the law. A summary of the policy is available in the corporate governance section of the Group's website.

PRINCIPLE 4: SAFEGUARD INTEGRITY IN CORPORATE REPORTING

4.1 Audit and Risk Committee

The primary role of the Audit and Risk Committee is to oversee and monitor the integrity of consolidated financial reports and statements of the listed entities within the Group, and the Group's systems of risk management, internal controls and legal compliance.

Membership of the Audit and Risk Committee during the year was as follows:

Name	Position	Status	Term
Michael Ihlein	Chairman	Independent Non-Executive Director	Member for the whole period
Richard Egerton-Warburton	Member	Independent Non-Executive Director	Member for the whole period
Brian Schwartz	Member	Independent Non-Executive Director	Member from 7 May 2015
Laurence Brindle	Member	Independent Non-Executive Director	Member until 7 May 2015

The Committee met 5 times during the year. There was full attendance by Committee members at the meetings.

All members of the Committee are independent Non-Executive Directors, financially literate with significant relevant financial and/or accounting experience and significant understanding of the Group's business. Members of the Committee have a sound understanding of the Group's structure, internal controls and typical transactions which enabled them to assess the risks faced by the Group.

The objective of the Committee is to assist the Board in fulfilling its corporate governance responsibilities by:

(a) monitoring and reviewing:

- the accuracy, integrity and reliability of financial reports and statements of listed entities of the Group;
- the effectiveness of the Group's internal control environment including the systems of internal controls, risk management and legal compliance;
- the objectivity and effectiveness of the internal audit function; and
- the independence, objectivity and effectiveness of the external audit function;

(b) overseeing the processes for:

- identifying and managing significant risks faced by the Group;
- the Group's compliance with applicable laws and regulations;
- implementing appropriate and adequate control, monitoring and reporting systems; and
- (c) making recommendations to the Board in relation to the appointment of the external auditors and approving the remuneration and terms of their engagement.

The Committee is assisted in its role and responsibilities by the Executive Committee, details of which are outlined below. The Committee is also assisted by the independent assurance function provided by the Group's Business Review and Audit department (internal auditors) and the Group's external auditors.

Assessment of material economic, environment and social sustainability risks forms part of the Group's Enterprise Risk Management Framework. Details regarding this assessment will be included in the Group's Sustainability Report which is published annually on its website. The FY15 report will be published in the first quarter of FY16.

The Committee, on at least on annual basis, reviews the appropriateness of the Enterprise Risk Management Policy and the Enterprise Risk Management Framework and control systems adopted by Scentre Group. The Committee undertook such a review during the year.

The Audit and Risk Committee also monitors regulatory developments in relation to the audit regime and the role of audit and risk committees generally and how these developments may impact the Group's corporate governance.

The Group's external auditor is Ernst & Young. The Committee meets with external auditors at least twice each year without management being present to review the adequacy of existing external audit arrangements and the scope of the external audit. The lead audit partner is required to rotate after 5 years.

The internal audit function is overseen by the Audit and Risk Committee. The head of internal audit attends all meetings of the Audit and Risk Committee and reports on a regular basis as the adequacy and effectiveness of the internal audit function. The Committee meets with the internal auditor at least twice a year, without management being present.

Non-Audit Services Protocol

Scentre Group's Non-Audit Services Protocol is designed to ensure that the external auditor carries out the statutory audit function in a manner which is, at all times, demonstrably independent of Scentre Group.

The Protocol sets out key requirements in the relationship between the external auditor and Scentre Group, and defines the scope and value of the non-audit services which could be provided by the external auditor to Scentre Group, without impacting on the actual or perceived independence of the external auditor.

The Committee's Charter is available in the corporate governance section of the Group's website.

Executive Committee

To assist management in providing the information necessary to allow the Audit and Risk Committee to discharge its responsibilities, the Board has delegated specific risk related responsibilities to the Executive Committee which includes the CEO, CFO, Chief Operating Officer, Chief Risk Officer and General Counsel as its members.

This Committee is responsible for:

- assisting in the formulation of all aspects of the risk management process to be adopted by the Group;
- overseeing the implementation by management of the Group's policies and procedures by ensuring that all phases of the process of identification, assessment, control, review and reporting are reflected appropriately in the policies, processes, performance requirements and controls in the Group;
- ensuring that there is a proper allocation of responsibility for the implementation and conduct of the risk management process between the Group's management in Australia and New Zealand; and
- implementing appropriate systems to monitor compliance with all relevant laws and other regulatory obligations and for ensuring that the risk management processes of the Group are such that the CEO and the CFO are able to give the certifications required in order to comply with the Corporations Act, applicable accounting standards and the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations.

The Executive Committee reports to the Audit and Risk Committee on the effectiveness of Scentre Group's management of its material risks.

4.2 CEO and CFO declarations

The CEO and CFO are required to confirm in writing to the Board, at the time the financial statements of the Group are being considered for approval by the Board, that in all material respects:

- the financial statements present a true and fair view;
- that this assertion is founded on a sound system of financial risk management and internal compliance and control which implements the policies adopted by the Board; and
- that the Group's financial risk management and internal compliance and control systems are operating efficiently and effectively in all material respects in relation to financial reporting risks.

The Board receives regular reports from management and the Audit and Risk Committee on areas where there are considered to be significant business risks and on the management of those risks. The internal audit function also monitors these risks and reports to the Audit and Risk Committee.

4.3 External auditor attendance at AGM

The lead audit partner of Ernst and Young attends the AGM and is available to answer questions on the Group's financial statements and the conduct of the audit.

PRINCIPLE 5: MAKE TIMELY AND BALANCED DISCLOSURE

5.1 Continuous Disclosure and Communications Policy

Scentre Group is committed to providing securityholders with comprehensive, timely and equal access to information about its activities to enable them to make informed investment decisions.

Scentre Group's Continuous Disclosure and Communications Policy underlines the Group's commitment to ensuring that its securityholders and the market are provided with high quality, relevant and accurate information regarding its activities in a timely manner and that investors are able to trade in Scentre Group securities in a market which is efficient, competitive and informed as well as ensuring that market participants have an equal opportunity to review and assess information disclosed by the Group. The Group is also committed to complying with continuous disclosure obligations contained in the applicable ASX Listing Rules and the Corporations Act.

The policy includes a vetting and authorisation process to ensure that all disclosures are factual, do not omit material matters and are expressed in a clear and objective manner. The policy also outlines how the Group identifies and disseminates information to securityholders and the market generally.

The Continuous Disclosure and Communications Policy is available in the corporate governance section of the Group's website.

PRINCIPLE 6: RESPECT THE RIGHTS OF SECURITYHOLDERS

6.1 Corporate website

Scentre Group monitors and continues to utilise a broad range of communication approaches including direct communications with securityholders, publication of all relevant company information in the Investor Services section of the scentregroup.com/corporate website, access to market briefings via webcasting and teleconferencing facilities.

The Group's corporate website forms a key part of its communication platform to securityholders and the broader investment community. A section of this website is dedicated to securityholders. Current and past media releases, investor presentations and interim and full year financial reports are available for review on the website. These announcements, presentations and reports continue to be posted on the Group's corporate website immediately after they have been released to the market.

The website also contains an overview of the Group, its structure and history and biographical details of its Directors.

6.2 Investor relations program

Scentre Group has developed a program on investor engagement for engaging with securityholders, debt investors, and broader investment community. The aim of this program is for investors and other stakeholders to understand the Group's business, governance, financial performance and prospects.

6.3 Annual General Meeting

The Company's AGM represents a key opportunity for securityholders to meet the Board and ask questions of the Directors. Securityholders who are not able to attend the AGM in person may appoint proxies to represent them at the meeting. Key members of senior management, including the CEO and CFO are present and available to answer questions.

The AGM is webcast live from the Group's corporate website. Copies of the address delivered by the Chairman and CEO to the AGMs are released to the ASX and posted to the Group's corporate website. A summary of the meeting and the outcome of voting on items of business before the meeting are released to the ASX and posted to the corporate website as soon as they are available following completion of the AGM. These announcements are archived and searchable on the corporate website.

6.4 Electronic communications

Securityholders may elect to receive all or some of the Group's communications, including the annual report, electronically.

The Group's registry provides securityholders with the option to update their details electronically via their website.

PRINCIPLE 7: RECOGNISE AND MANAGE RISK

The Group adopts a rigorous approach to understanding and managing its business risks. There is a discussion of the Group's approach to risk under Principle 4.

PRINCIPLE 8: REMUNERATE FAIRLY AND RESPONSIBLY

8.1 Human Resources Committee

The role of the Human Resources Committee includes determining and agreeing with the Board the broad policy establishing appropriate human resources strategies including remuneration. The Committee also has oversight of policies that promote and support equal opportunity and diversity within Scentre Group.

Membership of the Committee during the year was as follows:

Name	Position	Status	Term
Brian Schwartz	Chairman	Independent Non-Executive Director	Member for the whole period
Andrew Harmos	Member	Independent Non-Executive Director	Member for the whole period
Michael Ihlein	Member	Independent Non-Executive Director	Member from 7 May 2015
Sandra McPhee	Member	Independent Non-Executive Director	Member until 7 May 2015

The Committee met 4 times during the year. The full Committee was in attendance at all meetings.

The objective of the Committee is to assist the Board in establishing appropriate human resources strategies including remuneration policies and practices which:

- enable the Group to attract and retain executives and Directors who will create sustainable value and returns for securityholders and other stakeholders;
- fairly and responsibly reward executives and Directors, having regard to the performance of the Group, the executive and the external compensation environment; and
- appropriately align the interests of executives with securityholders.

The responsibilities of the Committee include:

- determining and reviewing remuneration policies that apply to Directors and to members of the senior executive team;
- determining the specific remuneration packages for the CEO, and other executive KMPs;
- reviewing contractual rights of termination for members of the senior executive team;
- reviewing the depth of the senior executive team and the appropriateness of the succession planning policies in place; and
- reviewing the performance of the CEO, and other executive KMP and report on such reviews to the Board.

The Group's remuneration objectives and policies and further details on the role of the Committee are set out in the remuneration report section of the Directors' Report.

The Committee's Charter and the Hedging of Executive Awards and Performance Rights Policy are available in the corporate governance section of the Group's website.

Investor Relations

Scentre Group is listed on the Australian Securities Exchange (ASX) under the code "SCG" and as an ADR under code "SCTRY".

Please visit our website at www.scentregroup.com/investors for a variety of investor information.

Scentre Group securities

A Scentre Group stapled security comprises:

- 1 Scentre Group Limited share
- 1 Scentre Group Trust 1 unit
- 1 Scentre Group Trust 2 unit
- 1 Scentre Group Trust 3 unit

and trade together as one security.

Scentre Group Website

- About Scentre Group
- News
- Centres
- Investor Information

Electronic Information

By becoming an electronic investor and registering your email address, you can receive via email, news, notifications and announcements, dividend/distribution statements, taxation statements and annual reports.

Secure Access to Your Securityholding Online

You can go to www.scentregroup.com/investors to access your securityholding information by clicking on 'My SCG Securityholder Login' as well as extensive information on the Group including the latest press releases, results announcements, presentations and more.

To view your securityholding, you will need your Holder Number (SRN/HIN) and will be asked to verify your registered postcode (inside Australia) or your country of residence (outside Australia).

Phone – you can confirm your holding balance, request forms and access distribution and trading information by phoning:

1300 730 458 or call +61 3 9946 4471 (outside Australia) then, pressing 1. You will be asked to enter your Holder Number (SRN/HIN).

Scentre Group Distribution Details

Your interim distribution will be paid at the end of August and your final distribution paid at the end of February. Details of the 2015 year distributions are provided in the table to the right. To ensure timely receipt of your distribution, please consider the following:

Direct Credit

You can receive your distribution payment efficiently and safely by having it direct credited to your bank account. If you wish to register for direct credit, please complete the form and return it to the registry. This form can be downloaded from http://scentregroup.com/investors/security-holder-forms or by phoning our Registry on 1300 730 458 (Please have your Holder Number (SRN/HIN) available to quote). Alternatively, you can update your details directly online at www.scentregroup.com/investors and by clicking on "Access your online account".

	Ordinary Securities (Cents per Security)
* Dividends/distributions for the year ended 31 December 2015	20.90
Dividend/distribution for the six months ended 30 June 2015 paid on 31 August 2015	10.45
Dividend in respect of a Scentre Group Limited share	Nil
Distribution in respect of a Scentre Group Trust 1 unit	4.20
Distribution in respect of a Scentre Group Trust 2 unit	6.25
Distribution in respect of a Scentre Group Trust 3 unit	Nil
Dividend/distribution for the six months ended 31 December 2015 to be paid on 29 February 2016	10.45
Dividend in respect of a Scentre Group Limited share	Nil
Distribution in respect of a Scentre Group Trust 1 unit	4.35
Distribution in respect of a Scentre Group Trust 2 unit	6.10
Distribution in respect of a Scentre Group Trust 3 unit	Nil

Note: The Group does not operate a distribution reinvestment plan.

Tax File Number (TFN)

You are not required by law to provide your Tax File Number (TFN), Australian Business Number (ABN) or Exemption.

However, if you do not provide your TFN, ABN or Exemption, withholding tax at the highest marginal rate, currently 49% for Australian resident members, may be deducted from distributions paid to you. If you have not supplied this information and wish to do so, please advise our Registry or your sponsoring broker.

Alternatively, you can update your details directly online at www.scentregroup.com/investors and by clicking on "My SCG Securityholder Login".

Annual Tax Statement and 2016 Tax Guide

The Annual Tax Statement and Tax Guide are dispatched to securityholders in July each year.

Unpresented Cheques & Unclaimed Funds

Scentre Group is required to remit to the NSW Office of State Revenue amounts greater than \$100 held in an account that has been inactive for at least 6 years. If you believe you have unpresented cheques please contact the Registry which will be able to check the records and assist you in recovering any funds. Checks can be done for the last 7 years. For any enquiries beyond 7 years, you will need to contact the NSW Office of State Revenue (www.osr.nsw.gov.au) to check for unclaimed money.

Australian Capital Gains Tax Considerations

A Scentre Group stapled security comprises four separate assets for capital gains tax purposes. For capital gains tax purposes you need to apportion the cost of each stapled security and the proceeds on sale of each stapled security over the separate assets that make up the stapled security. This apportionment should be done on a reasonable basis. One possible method of apportionment is on the basis of the relative Net Tangible Assets (NTAs) of the individual entities.

These are set out by entity in the table below.

Relative Net tangible Assets (NTA)

of entities in Scentre Group	30 Jun 15	31 Dec 15
Scentre Group Limited	3.74%	4.17%
Scentre Group Trust 1	34.39%	34.83%
Scentre Group Trust 2	61.74%	60.87%
Scentre Group Trust 3	0.13%	0.13%

American Depositary Receipts (ADR)

Scentre Group has an established ADR program providing a tradeable security in the United States.

Details of the ADR program are available on our website at http://www.scentregroup.com/american-depositary-receipts/

Contact Details

All changes of name, address, tax file number, payment instructions and document requests should be passed to the Registry or alternatively, you can update your details directly online at www.scentregroup.com/investors and by clicking on "Access your online account".

Principal Share Registry

Computershare Investor Services P/L GPO Box 2975 Melbourne VIC 3001 Telephone 1300 730 458 International +61 3 9946 4471 Facsimile +61 3 9473 2500

All other queries are best directed to Scentre Group Investor Relations:

Level 30, 85 Castlereagh Street Sydney NSW 2000, Australia GP0 Box 4004 Sydney NSW 2001 Telephone +61 2 9358 7877 investor@scentregroup.com www.scentregroup.com/investors

Investor Feedback

If you have any complaints or feedback, please direct these in writing to Scentre Group Investor Relations at GPO Box 4004, Sydney NSW 2001.

Scentre Group Calendar

February

- Full year results released
- Distribution for 6 months ending December

March

- Trust Accounts
- Shareholder Review

May

- 1st Quarter Update
- Annual General Meeting

July

- Annual Tax Statements released

August

- Half year results released
- Distribution for the 6 months ending June

November

- 3rd Quarter Update

Twenty Largest Holders of Stapled Securities in Scentre Group*

		Number of Securities
1.	HSBC Custody Nominees (Australia) Limited	1,794,446,351
2.	J P Morgan Nominees Australia Limited	877,630,926
3.	National Nominees Limited	623,325,189
4.	BNP Paribas Nominees Pty Ltd < Agency Lending DRP A/C>	389,112,455
5.	Citicorp Nominees Pty Limited	386,615,567
6.	Cordera Holdings Pty Limited	181,710,620
7.	BNP Paribas Noms Pty Ltd <drp></drp>	176,575,241
8.	Citicorp Nominees Pty Limited < Colonial First State Inv A/C>	86,923,446
9.	RBC Investor Services Australia Nominees Pty Limited <apn a="" c=""></apn>	71,302,129
10.	AMP Life Limited	55,069,858
11.	RBC Investor Services Australia Nominees Pty Limited <bkcust a="" c=""></bkcust>	19,207,495
12.	Mr Frank P Lowy	17,577,810
13.	HSBC Custody Nominees (Australia) Limited-Gsco Eca	13,637,667
14.	RBC Investor Services Australia Nominees Pty Limited <piselect></piselect>	13,459,300
15.	Bond Street Custodians Limited <enh a="" c="" property="" securities=""></enh>	11,909,964
16.	Australian Foundation Investment Company Limited	11,736,859
17.	Argo Investments Limited	8,526,662
18.	SBN Nominees Pty Limited <10004 Account>	7,400,000
19.	Amondi Pty Ltd <s a="" c="" e="" o="" p="" t=""></s>	7,313,304
20.	BNP Paribas Noms (NZ) Ltd <drp></drp>	6,462,494
		4,759,943,337

^{*} Ordinary shares in Scentre Group Limited are stapled to units in Scentre Group Trust 1, Scentre Group Trust 2 and Scentre Group Trust 3.

The stapled securities trade on the Australian Securities Exchange under the code SCG.

Voting Rights

Scentre Group Limited – At a meeting of members, on a show of hands, every person present who is a member or representative of a member has one vote, and on a poll every member present in person or by proxy or attorney and every person who is a representative of a member has one vote for each share they hold or represent.

Scentre Group Trust 1, Scentre Group Trust 2 and Scentre Group Trust 3 – At a meeting of members, on a show of hands, every person present who is a member or representative of a member has one vote, and on a poll, every member present in person or by proxy or attorney and every person who is a representative of a member has one vote for each dollar value of the total interest they have in the respective trusts.

Distribution Schedule

Category	Number of Stapled securities*	Number of Security-holders	% of securities in each category
1-1,000	14,278,593	33,103	0.27
1,001-5,000	109,844,692	45,114	2.06
5,001-10,000	79,703,646	11,360	1.50
10,001-100,000	162,870,457	7,735	3.06
100,001 and over	4,957,599,290	369	93.11
Total	5,324,296,678	97,681	100.00

As at 15 February 2016, 6,873 security holders hold less than a marketable parcel of quoted securities in Scentre Group.

Substantial Securityholders

The names of the Scentre Group substantial securityholders and the number of ordinary stapled securities in which each has a relevant interest, as disclosed in substantial shareholding notices given to the Group, are as follows:

The Vanguard Group	383,562,964
BlackRock Group	340,719,406
National Nominees as custodian for Unisuper Limited	294,417,792

^{*} There are 11,270,149 performance rights on issue to a total of 122 Scentre Group employees. These rights may be satisfied by either the transfer or issue of Scentre Group securities to employees, or settled by way of cash payout which amount is calculated by reference to the market price of Scentre Group securities at the time of vesting. Under the stapling arrangement, in the case of the issue of securities, each of the Company, Scentre Group Trust 1, Scentre Group Trust 2 and Scentre Group Trust 3 is required to issue securities on the vesting of a performance right.

^{**} During FY15, 3,532,360 Group securities (at an average price \$4.0493) were acquired on-market by the Group's Performance Rights Trust to satisfy executive entitlements on the vesting of rights under the Group's equity-linked incentive plans.

Directory

Scentre Group

Scentre Group Limited ABN 66 001 671 496

Scentre Group Trust 1

ARSN 090 849 746 (responsible entity Scentre Management Limited ABN 41 001 670 579, AFS Licence No 230329)

Scentre Group Trust 2

ARSN 146 934 536 (responsible entity RE1 Limited ABN 80 145 743 862, AFS Licence No 380202)

Scentre Group Trust 3

ARSN 146 934 652 (responsible entity RE2 Limited ABN 41 145 744 065, AFS Licence No 380203)

Registered Office

Level 30 85 Castlereagh Street Sydney NSW 2000 Telephone: +61 2 9358 7000 Facsimile: +61 2 9028 8500

New Zealand Office

Level 2, Office Tower 277 Broadway Newmarket, Auckland 1023 Telephone: +64 9 978 5050 Facsimile: +64 9 978 5070

Secretaries

Maureen T McGrath Paul F Giugni

Auditor

Ernst & Young The Ernst & Young Centre 680 George Street Sydney NSW 2000

Investor Information

Scentre Group Level 30 85 Castlereagh Street Sydney NSW 2000 Telephone: +61 2 9358 7877 Facsimile: +61 2 9028 8500 E-mail: investor@scentregroup.com Website: www.scentregroup.com

Principal Share Registry

Computershare Investor Services Pty Limited Level 4, 60 Carrington Street Sydney NSW 2000 GPO Box 2975 Melbourne VIC 3001 Telephone: +61 3 9946 4471

Telephone: +61 3 9946 4471 Enquiries: 1300 730 458 Facsimile: +61 3 9473 2500

E-mail: web.queries@computershare.com.au Website: www.computershare.com

ADR Registry

Bank of New York Mellon Depositary Receipts Division 101 Barclay St 22nd Floor New York, New York 10286 Telephone: +1 212 815 2293

Telephone: +1 212 815 2293 Facsimile: +1 212 571 3050 Website: www.adrbny.com Code: SCTRY

Listing

Australian Securities Exchange - SCG

Website

www.scentregroup.com



The papers used in the production of this year's Scentre Group reports are produced using environmentally responsible papers produced from FSC® (mixed sources) certified pulp from well managed forests.



Owner and Operator of **Westfield** in Australia and New Zealand