



Board of Directors Skills Matrix

Board Composition and Performance

The Board is responsible for the supervision of the business and affairs of the Company and the monitoring of the performance of the Company on behalf of shareholders. The Board also places emphasis on regulatory compliance.

The Board is responsible for directing the Company and enhancing its value for shareholders. It has adopted a formal Corporate Governance Code that details the Board's role, responsibilities, membership and operation. This includes the approval, oversight and monitoring of the Company's sustainability framework and strategy, such as the Company's environmental, social and governance (ESG) program and the Company's response to, and management of, climate related risks and opportunities.

Responsibility for the day-to-day management of the Company has been delegated to the Chief Executive Officer (CEO) and his management team.

A key responsibility of the Board is its oversight of senior management and, in this regard, all Company executives are subject to annual performance reviews. In addition, the Board monitors the performance of the CEO against the Board's requirements and expectations. In the financial year ended 30 June 2024 (FY24), a review of each member of the Company's senior management was completed and this was discussed with the executive concerned as part of the annual review process for that executive.

Structure Of The Board

The Board is structured to bring to its deliberations a range of experience relevant to the Company's operations. The Board has a skills matrix which was revised in October 2023 and an assessment of each current director having regard to the skills matrix is set out in Table 1 below:

Table 1: Board Skills Matrix

Core skills	Elizabeth Coutts	Tracey Batten	Mark Bloom	Stuart McLauchlan	Julie Tay	Peter Williams
Governance <ul style="list-style-type: none"> Board experience (NZX50 or equivalent other than EBOS) or experience as an adviser to Boards for at least 5 years experience in setting and implementing corporate governance standards and commitment to the highest standards of governance 	•	•	•	•	•	•
Finance and accounting <ul style="list-style-type: none"> senior executive or Board experience in financial accounting, taxation, external and/or internal audit and reporting 	•		•	•		
Risk management <ul style="list-style-type: none"> developing and overseeing an appropriate risk framework and culture experience evaluating and managing financial and non-financial risks 	•	•	•	•	•	•

Core skills	Elizabeth Coutts	Tracey Batten	Mark Bloom	Stuart McLauchlan	Julie Tay	Peter Williams
Capital markets and M&A <ul style="list-style-type: none"> • experience with equity and debt markets and mergers & acquisitions 	•	•	•	•	•	•
Health and safety <ul style="list-style-type: none"> • experience in, and strong understanding of, health, safety and wellbeing obligations and practices 	•	•	•	•	•	
Regulatory knowledge and experience <ul style="list-style-type: none"> • experience in, or understanding of, the regulatory environment in which the Group operates 	•	•	•	•	•	•
Human resources <ul style="list-style-type: none"> • an ability to assess senior management • experience in, or familiarity with, best practice in relation to human resources 	•	•	•	•	•	•
Growth <ul style="list-style-type: none"> • a track record of developing and implementing a successful strategy 	•	•	•	•	•	•
Strategy <ul style="list-style-type: none"> • ability to think strategically and assess strategic options and business plans/ budgets • understanding of potential disruptive models that could impact the Group or its customers 	•	•	•	•	•	•
Operations and supply chain excellence <ul style="list-style-type: none"> • experience in leading or advising on organisational change/ operational and supply chain businesses 	•	•		•	•	•

Core skills	Elizabeth Coutts	Tracey Batten	Mark Bloom	Stuart McLauchlan	Julie Tay	Peter Williams
Healthcare <ul style="list-style-type: none"> experience in the Healthcare sector 	•	•	•	•	•	•
Customer insight/ retail and brand <ul style="list-style-type: none"> experience, or understanding of, retail brands and marketing 	•				•	•
International experience <ul style="list-style-type: none"> experience in international markets 	•	•	•	•	•	•
Government relationships <ul style="list-style-type: none"> experience in developing relationships with key Government stakeholders and regulators 	•	•	•	•	•	•
Investor relationships <ul style="list-style-type: none"> experience in developing and maintaining constructive relationships with shareholders/ investors 	•		•	•		•
Sustainability/ Climate <ul style="list-style-type: none"> experience in developing or overseeing environmental and social responsibility agendas and programs experience in developing or overseeing programs in relation to climate risk 	•	•	•	•		