

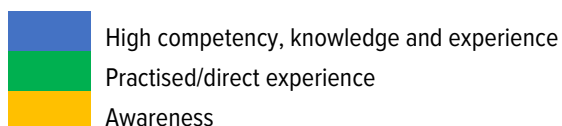
# BOARD SKILLS MATRIX

## Board and Board Committees



### Board Skills Matrix – Corporate Governance Statement

The Board Skills Matrix sets out the skills and experience considered essential to the effectiveness of the Board and its Committees. The Matrix is reviewed annually by the People & Safety Committee to ensure the prescribed skills and experience address the company’s existing and emerging strategic, business and governance issues. The Matrix is also used to guide the identification of potential director candidates as part of the ongoing Board renewal process.



Leadership	Experience in large organisations or listed companies in Australia, with skills in representation and taking responsibility for decisions and actions; the Board composition contains a good mix of diversity and is reflective of the company’s current and future geographic footprint and culture	5
Industry and Sector Knowledge	Experience, knowledge and expertise in the Australian or the international chemical distribution or speciality chemical products, including appropriate knowledge of warehouse and logistics, supply chains and product management.	2 3
Digital and Technology	Experience, knowledge and expertise in the development and commercial application of new and emerging technology and cyber security.	1 2 2
Safety and our People	Experience in ensuring our people are always safe and fairly remunerated, whilst having and understanding around our Corporate Social Responsibilities in the workplace, environment, community and marketplace.	3 2
Financial and Risk Management	Strong financial knowledge with a good understanding of financial statements and statutory reporting responsibilities, including the ability to probe the adequacies of financial and related risk controls.	2 3
Governance and Legal	Experience in the development or regulation of government and industry policy issues, as well as governance issues covering legal, regulatory and the environment.	5
Environment	Experience in the potential risks and opportunities from an environmental and climate related perspective.	1 2 2
Social	Experience in the potential risks and opportunities from a Corporate Social Responsibility perspective.	1 2 2