

Universal Store

Board Skills Matrix

In considering the appointment or recommendation for appointment of Directors the Board has regard to the Board Skills Matrix set out below. The Board seeks to collectively represent a balance of skills.

All Directors are expected to actively support the core values of the Company, and to work diligently to safeguard the long-term interests of the Company and its value to Shareholders. All Directors must demonstrate a track record of ethical leadership and accountability, of operating successfully in an environment of challenge and collegiality, and of understanding commercial risk/return trade-offs. Particular skills and experience which need to be adequately represented include (not in priority order):

- a) Strategy development and oversight;
- b) Retail and consumer sector;
- c) Risk management;
- d) Contemporary corporate governance in listed companies;
- e) Executive leadership;
- f) Corporate finance and accounting;
- g) Technology, digital and innovation;
- h) International experience;
- i) Human resource governance and management;
- j) Corporate Development and capital management; and
- k) Stakeholder management (investors / regulators / government / community).