



Board Skills Matrix

In considering the appointment or recommendation for appointment of Directors, the Peter Warren Automotive Board has regard to the Board Skills Matrix set out below, which has been reviewed and updated during FY2025. The Board seeks to collectively represent a balance of skills and capabilities.

All Directors are expected to actively support the core values of the Company (Growth, Integrity, Focus and Teamwork), 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 & commercial acumen
- (b) Situation analysis and decision-making
- (c) Risk management
- (d) Information management, technology and innovation
- (e) Product distribution, sales and marketing
- (f) Customer focus
- (g) Financial acumen
- (h) Taxation
- (i) Funding, M&A, capital management
- (j) Property valuation and management
- (k) Executive leadership
- (l) Corporate governance & corporate social responsibility
- (m) Human resource governance, organisation and culture
- (n) Industry experience
- (o) Compliance and regulation