

## ANZ Board Skills Matrix

The table below sets out the key skills and experience that the ANZ Board is looking to achieve in its membership and the number of Directors with each skill/experience.

In addition to having individuals on the Board with a variety of technical skills and experiences listed below, the ANZ Board seeks to ensure that its own membership will operate as a team, focused on the long-term success of the business and comprise different personalities and viewpoints, who will respectfully challenge management and each other and participate in robust debate and work with peers to arrive at new solutions.

Skills and experience	Number of Directors
<b>Strategy and Commercial Acumen</b> (knowledge and experience in charting and monitoring the implementation of strategic objectives using commercial judgment)	8
<b>Banking and/or Financial Services</b> (experience outside ANZ in significant components of the banking or financial services industry)	7
<b>Technology</b> (knowledge and experience in the application and development within enterprises of major technology, data, technology related innovation or digital infrastructure or applications)	3
<b>Leadership role in organisations of significant size</b> (held CEO or senior position in a listed company or large/complex organisation or Government body)	8
<b>Workplace culture and/or remuneration</b> (knowledge and experience at a senior level in the management or oversight of workplace culture matters and/or the oversight of remuneration practices and senior appointments)	8
<b>Corporate Governance, Risk Management/Compliance and/or Sustainability</b> (including but not limited to experience in the design and application of corporate governance, risk management/compliance and/or sustainability frameworks and related practices. This includes experience as a Director/Executive of a listed company or large/complex organisation or Government body)	8
<b>Regulatory/ Government Policy</b> (experience in relation to the development of regulation / government / industry policy matters and/or significant stakeholder engagement/management)	8
<b>International business experience</b>	8
<b>Financial acumen</b> (good understanding of financial statements relating to businesses of significant size, including ability to probe the adequacies of financial and related risk controls)	8