

# Board of Directors - Skills Matrix.

Oceania has an experienced Board with a diverse range of skills.

The Board comprises an independent Chair and six independent non-executive Directors.

## Liz Coutts

Chair and Independent Director  
ONZM, BMS, FCA



## Alan Isaac

Independent Director  
CNZM, BCA, FCA



## Patrick McCawe

Independent Director  
BCA (Hons), MBA



## Sally Evans

Independent Director  
BHSc, MSc, FAICD, GAIST



## Dame Kerry Pendergast

Independent Director  
DNZM, CNZM, MBA (VUW), NZRN, NZM



## Greg Tomlinson

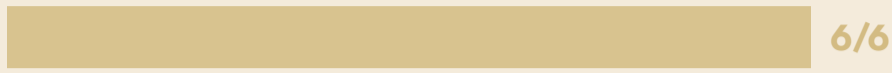
Independent Director  
AME



# Our Board Skill Set.

## ★ Core Strengths

### Governance



### Finance and accounting



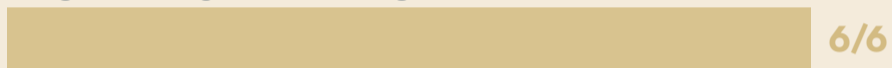
### Risk management



### Capital markets and structure



### Regulatory knowledge and experience



### Human resources



### Health and safety



### Governance

- Commitment to the highest standard of governance.
- Board experience (NZX 50 or equivalent) or experience as an advisor to Boards for at least 5 years.
- An ability to assess effectiveness of senior management.

### Finance and accounting

- Senior executive or board experience in financial accounting and reporting, corporate finance and internal controls.
- Understanding of business and property valuation principles and their implications on the financial performance and position.

### Risk management

- Developing and overseeing an appropriate risk framework and culture.
- Experience evaluating and managing financial and non-financial risks.

### Capital markets and structure

Experience with equity and debt markets, capital structuring and investment analysis.

### Regulatory knowledge and experience

An understanding of the regulatory environment in which we operate and the role that plays in ensuring sustainable custodianship of our assets and providing benefit to our customers.

### Human resources

Familiarity with people and best practice development and performance structures.

### Health and safety

Experience and understanding of health and safety and wellbeing requirements.

## Markets and Customers

### Customer advocacy



### Aged care



### Clinical experience



#### Customer advocacy

Experience and understanding of sales, marketing and brand strategy and practices.

#### Aged care, hospitality and customer service market experience

Experience and understanding (either at Board, leadership or senior consulting level) of the dynamics of the international and/or domestic aged care, hospitality and customer services markets, and opportunities and challenges within those markets.

#### Clinical experience

Experience and understanding of the clinical requirements of the healthcare sector at a governance, leadership and/or practitioner level.

## Property and Construction

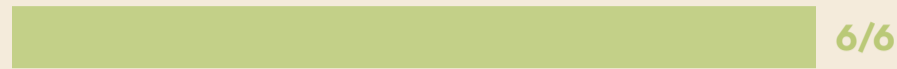


- Experience as an investor, leader or adviser in the property development market
- Experience as an investor, leader or adviser in the construction industry.



## Delivering Sustainable Growth

### Growth



### Strategy



### Operational leverage



### Business model and technology disruption



### Growth

A track record of developing and implementing a successful and sustainable strategy of growth in business.

### Strategy

Ability to think strategically and assess strategic options and business plans.

### Operational leverage

Experience in leading or advising organisational change and creating value for the benefit of customers and shareholders.

### Business model and technology disruption

- Understanding of differing business models and the potential for disruptive models and practices to impact customers and the supply chain.
- Understanding of the opportunity and risks provided by technology development.



## Building and Maintaining Relationships

### Government relationships



### Shareholder/investment community relationships



### Government relationships

An understanding of the functioning of Government and experience developing and maintaining a constructive relationship and interactions with Government and regulators.

### Shareholder/investment community relationships

Experience in and understanding of shareholder and investment community concerns and developing constructive relationships.