

Board Skills Matrix

In considering the appointment or recommendation for appointment of Directors the Vulcan 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 principles and ethos 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) Situation analysis and decision-making processes in a complex and ambiguous environment;
- (c) International and macro-economic perspective;
- (d) Regulation and compliance;
- (e) Product distribution, sales and marketing;
- (f) Corporate finance and accounting;
- (g) Funding, M&A, capital management;
- (h) Senior management and CEO experience;
- (i) Contemporary corporate governance in listed companies;
- (j) Innovation;
- (k) Corporate social responsibility; and
- (l) Human resource governance.