

**BEST & LESS GROUP HOLDINGS LTD
ACN 642 843 221**

(the Company)

BOARD SKILLS MATRIX

ADOPTED ON 25 JUNE 2021

The Board of the Company seeks to ensure that it has a mix of skills, experience and diversity appropriate to enable the Board to discharge its functions.

The Board has the following mix of skills and experience:

Skill and experience	Number of Directors
Retail experience	4
Accounting or Financial markets knowledge and/or experience	3
Financial acumen	5
Experience with doing business in New Zealand	4
Omni-channel experience	4
Customer data systems and/or activity knowledge or experience	3
Experience as a director of other ASX-listed entities	3
Held CEO or similar position in a similar organisation	3
Risk management experience	1

VERSION CONTROL – BOARD SKILLS MATRIX	
Date	Action
25 June 2021	Adopted by the Board