

TOYS"R"US ANZ LIMITED

BOARD SKILLS AND DIVERSITY MATRIX

The Board of Toys"R"Us ANZ Limited ACN 063 886 199 has identified the skills, experience and diversity below as being required for the Board as a whole to meet its strategic objectives.

This Board Skills and Diversity Matrix will also assist the Remuneration and Nominations Committee of the Board to recruit and select new directors. It may also be used in annual performance reviews of the Board to review the existing skills and capabilities on the Board and to identify any gaps in those collective skills and experience.

This Board Skills and Diversity Matrix is disclosed on the Company's website as recommended by Principle 2.2 of the ASX Corporate Governance Principles and Recommendations (Fourth Edition).

Skill, Experience or Attribute	Reason for this skill, experience or attribute	Does the collective Board currently have these skills, experience and attributes?	Is there any identified gap in the collective skills, experience and attributes of the Board?
Strategy	Experience in corporate planning, including identifying and analysing strategic opportunities and threats, developing, implementing and delivering strategic objectives and monitoring performance against strategic objectives	Yes	No
Safety, health and environment	Experience in overseeing effective management, corporate culture, employee engagement, leadership development, succession planning and remuneration.	Yes	No
Retail/E-Commerce supply chain	Experience in and understanding of the economic drivers, markets, and challenges of retail businesses and related supply chain management (at least 2 directors should be expert/specialists in this area)	Yes	No
Financial	Senior executive or other experience in financial accounting and reporting, tax and internal financial controls. Investor relations experience as CEO, CFO or Company Secretary in a public Company (at least 1 director should be expert/specialists in this area)	Yes	No

Skill, Experience or Attribute	Reason for this skill, experience or attribute	Does the collective Board currently have these skills, experience and attributes?	Is there any identified gap in the collective skills, experience and attributes of the Board?
Board and Governance	Experience as a non-executive director of listed entities with a strong commitment to high standards of governance and knowledge or compliance and regulatory requirements for listed entities (excluding the Company) (at least 2 directors should be expert/specialists in this area).	Yes	No
Executive Leadership	Extensive experience in senior leadership roles in a large, complex organisation (multi-divisional) or public listed company.	Yes	No
International Operations	Experience as a director or manager of multi-geographic organisations, including exposure to a range of political, cultural, regulatory and business environments.	Yes	No
Legal, Regulatory and Compliance	Required for some Board Members. An understanding of the legal framework in which the entity operates and when to seek legal advice along with an understanding of its compliance obligations the discharge of oversight responsibilities is critical for all boards.	Yes	No
Risk Management	Experience in identification, monitoring and management of material financial and non-financial risks and understanding implementation and oversight of risk management frameworks and controls.	Yes	No
Customer experience and engagement	Advanced understanding in customer experience and engagement, benchmarking and oversight.	Yes	No
Corporate sustainability and strategic stakeholder engagement	Experience in and understanding of corporate sustainability best practice to manage the impact of the business on the environment and community and the potential impact of climate change on the business, and expertise in strategic stakeholder engagement.	Yes	No
Marketing and Buying	Experience in domestic and global marketing and buying.	Yes	No

Skill, Experience or Attribute	Reason for this skill, experience or attribute	Does the collective Board currently have these skills, experience and attributes?	Is there any identified gap in the collective skills, experience and attributes of the Board?
Digital Innovation	Experience in identifying, assessing, implementing and leveraging digital technologies and other innovations, understanding the use of data and responding to digital disruption.	Yes	No

ADDITIONAL ATTRIBUTES			
Diversity	The Board should promote diversity in all forms.	Yes	No
Strong and Uncompromised Ethical Behaviour	The Board should promote high ethical standards	Yes	No