

## Core Governance attributes for a Ravensdown director

To help guide shareholders who are looking to stand as a director or nominate a potential candidate for this election round, the Ravensdown Board believes that the core governance attributes set out below will be important for the medium and long-term prosperity of Ravensdown.

Directors of Ravensdown do not need a highly technical background in nutrient science, soil science, and all the complex issues which Ravensdown and its customers face (although such a background is always advantageous).

Set out below are the core governance attributes for a Ravensdown director:

Core Governance Attributes	Descriptors
<b>Co-operative ethos</b>	<ul style="list-style-type: none"> <li>A genuine interest in the performance and direction of Ravensdown as an innovative and essential partner to all forms of agriculture and horticulture in New Zealand.</li> </ul>
<b>Primary Sector knowledge</b>	<ul style="list-style-type: none"> <li>Knowledge of industry-wide issues and Ravensdown's role within the sector.</li> <li>An ability and desire to communicate effectively with shareholders and stakeholders of the company.</li> </ul>
<b>Governance skillset</b>	<ul style="list-style-type: none"> <li>Prior governance roles – ideally in a business of similar size and scale to Ravensdown (or larger); OR</li> <li>Potential and motivation for governance roles, demonstrated by self-development to build capability as a governor.</li> <li>An ability to act at 'governance altitude', separating strategy from operations and balancing constructive challenge with support.</li> </ul>
<b>Desirable governance attributes</b>	<b>Descriptors</b>
<b>Commercial business acumen</b>	<ul style="list-style-type: none"> <li>Demonstrated senior commercial experience including financial acumen and risk awareness with scale and complexity.</li> <li>Ability to focus on long-term business performance for company and shareholder success.</li> </ul>
<b>Specialty attributes</b>	<ul style="list-style-type: none"> <li>Experience or a strong understanding of science and R&amp;D application in relation to soil nutrients and agricultural innovation.</li> <li>Knowledge and experience in the governance, strategic use and risk management of technology including information systems, transforming and disruptive technologies and cyber risk.</li> <li>Manufacturing experience including operation</li> </ul>