

Adheris Health Limited (ASX:AHE) - Board Skills Matrix

The Board of Adheris Health Limited (**Company**) (ASX:AHE) is comprised of directors with a broad range of skills and experience relevant to overseeing the business of the Company.

The composition of the Board will be reviewed on an annual basis with reference to the Company's skills matrix which is used as a tool to assess the appropriate balance of skills, experience, independence and diversity necessary for the Board to discharge its duties and responsibilities effectively.

A summary of the collective skills, experience, independence and diversity of the Board is set out below and is current as of August 2026.

Skills Ratings:

5 - Professional Quals or Expert/Substantial experience

4 - Considerable experience

3 - Sufficient experience

2 - Some experience

1 - Little experience

0 - No experience

		Average
Years on Board	Number of years on the board	2.50
Independent	Director is not an executive, does not hold a material stake, or have any conflicts of interest	75%
Chair/Committee Chair experience	Has current or previous experience as a Chair or Committee Chair	3.75
ASX / NASDAQ exp	Current or previous experience on an ASX / Nasdaq board	3.00
C-Level	C-suite experience , CEO, CFO, COO , President	3.50
(Pharmacy / Pharma) Industry	Experience & broad understanding of market drivers, risks and trends	3.00
Finance / Accounting	Ability to analyse financial statements and reporting, critically assess the financial performance of the group, contribute to budget planning and efficient use of capital and resources	4.50
Compensation/HR	Understanding of best practices in compensation planning, performance reviews, board nominations, employment legislation , recruitment, conflict management and HR planning	3.25
Risk Management	Able to identify, assess and controll financial, legal, strategic and security risks to an organization's governance, security, capital and earnings.	3.75
Marketing,Sales, PR & Comms	Clear understanding of developing and implementing brand strategy, recruiting, running and incentivising sales teams, setting sales budgets and targets.	3.50

Strategy	Ability to think strategically and identify and critically assess opportunities and threats and develop effective strategies in the context of changing market conditions .	4.50
Operations	A broad range of commercial and business experience in business systems, practices, improvements, risk and compliance, sales, maintenance, technology and human resources	4.25
Corporate Governance	Knowledge and experience in best practice Corporate Governance structures, policies and processes	4.00
Global	Experience in global expansion , supporting perations into lucrative overseas markets.	3.25
Merger & Acquisitions	Ability to identify, analyse and appraise beneficial deals , and manage post-merger integration. to help guide a deal toward a successful conclusion.	4.00
Environmental / ESG	Experience in considering environment (incl corporate policies that address climate change, social criteria and relationships with employees, suppliers, customers, and the communities) incl. org governance, internal controls and shareholder rights	2.25
Technology and AI	Experience and understanding of emerging technologies, digital transformation, artificial intelligence applications, and how technology enables business strategy and operations.	4.00
Cybersecurity and Data Protection	Experience overseeing cybersecurity risk management, data protection, privacy obligations, incident response, resilience, and controls that safeguard systems and information assets.	3.00
Government Relations / Lobbying	Understanding of and exposure to the ability to influence public policy at all levels of governance: local, regional, national. Effective netowrks.	1.25
Investor Relations / Comms	Experience and broad understanding of Investor Relations including effective communications between executive leadership and the financial community/investors.	3.75
SCORE / 95		63.25