Our Remuneration Principles are:

- **Fair and Valued:**

  o Fixed Remuneration (base salary, superannuation/KiwiSaver contributions, and other core benefits such as health insurance) are fair and market competitive, reflective of the markets we operate in and our industry, as well as individual capability and experience

- **Aligned to our Social and Regulatory Licences**

  o We have clear links between reward outcomes and our responsibility to our customers, our regulators, and our ongoing social and regulatory licences to operate

- **Balanced Outcomes commensurate with our Risk and Compliance Profile:**

  o Our remuneration arrangements are designed and managed to support effective long term sustainable risk management and required compliance standards and are structured to ensure positive risk and compliance outcomes are rewarded, as well the ability to address poor risk and compliance outcomes in a fair and balanced manner

  o Our incentive programmes allow the Board to appropriately deal with issues that arise that may be historical in nature through the Malus and Clawback provisions

  o Our remuneration programmes reward our people for doing the right thing (behaviours) and having regard for our shareholders, our customers, our communities, our regulators, and our ongoing corporate sustainability

- **Performance Focussed:**

  o Performance conditions attached to incentives are designed to align the interests of our people and SkyCity by ensuring a clear link between remuneration outcomes and company performance (financial, non-financial, risk and compliance)

  o A proportion of senior leaders' incentive outcomes and value is linked to the SkyCity share price, ensuring they receive rewards that are aligned with shareholders interests and encourage long term value creation

- **Transparent and Simple:**

  o Incentive measures are clear and align to shareholder, customer and employee expectations

  o Our incentive arrangements allow for board discretion and the process around the application of board discretion is transparent and fair