

APPROVED:
Board of AB "Jonavos grūdai"
By Protocol No. 2 of 24 February 2022
Annex 2

"JONAVOS GRŪDAI" - BOARD COMPETENCY MATRIX

COMPOSITION OF THE BOARD	Competencies of the Members of the Board which are nominated by the shareholder			Competences of Independent Board Members		
	Member of the Board (civil servant) No.1	Member of the Board (civil servant) No.2	Member of the Board No.3	Member of the Board No.4	Member of the Board No.5	Member of the Board No.6
AREAS OF COMPETENCE	MANAGEMENT	LEGAL	SECTOR IN WHICH THE COMPANY OPERATES	STRATEGIC PLANNING AND MANAGEMENT	SECTOR IN WHICH THE COMPANY OPERATES	FINANCE (MANAGEMENT, ANALYSIS OR AUDIT)
General Requirements						
University education or equivalent qualification	MR	MR	MR	MR	MR	MR
Not connected to other natural or legal persons through relationships that would give rise to a conflict of interest when performing the duties of an independent member of a collegial governing body	MR	MR	MR	MR	MR	MR
The right to hold the position applied for or to perform the functions assigned to that position must not be revoked or restricted	MR	MR	MR	MR	MR	MR
Must not have been removed, within the past five years, from the position of a member of a single-person or collegial governing body of a legal entity due to improper performance of duties	MR	MR	MR	MR	MR	MR
Specific Requirements						
At least 1 year of experience working on the board of a legal entity or at least 1 year of managerial work experience	MR		MR			
At least 3 years of professional experience in the agricultural sector or at least 3 years of experience conducting economic activities in the agricultural sector	MR	MR	MR			
Proficiency in the state language	MR	MR	MR	MR	MR	MR

Leadership, teamwork and stakeholder collaboration skills	MR	MR	MR	MR	MR	MR
University-level education in the field of social sciences, specialization in law, or an equivalent qualification; a Bachelor's or Master's degree in law, or a professional legal qualification (integrated university law degree		MR				
At least 1 year of professional legal experience		MR				
At least 3 years of experience serving on the Board of a legal entity, or at least 3 years of experience as an executive of a legal entity, or at least 3 years of experience in a managerial role in strategic planning				MR		
At least 5 years of experience in the sector in which the company operates, including at least 3 years of managerial experience in crop production (grain crops) company or in a company conducting related trading activities, or at least 3 years of experience in commercial agricultural activities covering crop production (grain crops) or related trading operations.			MR		MR	
At least 3 years of experience as a chief financial officer of a legal entity, or at least 3 years of managerial experience in financial management, financial consulting, financial services, financial analysis, or financial auditing						MR
Proficiency in English at advanced user level B2				MR		MR
Experience in organizational development and/or managing organizational change			MR	MR		
Ability to allocate sufficient time to gain a thorough understanding of the company's operations			MR	MR	MR	MR
Additional qualifications or merits						
Experience serving on the collegial supervisory and/or management bodies of a legal entity	AQM	AQM				
Experience serving on the collegial supervisory and/or management bodies of a company			AQM	AQM	AQM	AQM
Knowledge and experience in the management, control and supervision of a legal entity's operations	AQM	AQM				
Knowledge and experience in financial planning, analysis and control	AQM					
Experience in managerial role		AQM	AQM			
Ability to systematically analyze and assess situations, prepare analytical materials and make optimal decisions	AQM	AQM	AQM	AQM	AQM	AQM

Experience in developing and implementing the strategy of a legal entity	AQM	AQM	AQM	AQM		
Experience in developing and implementing the company's strategy						AQM
Proficiency in a foreign language at B1 level	AQM	AQM				
Proficiency in English at B2 (upper-intermediate) level			AQM		AQM	
Knowledge and experience in managing, controlling, and supervising company operations			AQM	AQM	AQM	AQM
Knowledge and experience in corporate financial planning, analysis and control				AQM	AQM	
Experience in sales (commercial) development and expansion			AQM	AQM		
Experience of developing business in the agricultural sector			AQM		AQM	
Experience in the assessment and financing of investment projects						AQM
Independence requirements for independent board members						
Must not be a civil servant or employee of the company to which the collegial body position is being applied, its subsidiary or parent company, or a related legal entity (hereinafter referred to as a "related legal entity") that initiates the selection process or is subordinated to such an entity, and must not have held such a position during the past year.				MR	MR	MR
Must not be a collegial body member, executive, or employee of the company to which the collegial body position is being applied, its subsidiary or parent company, or a related legal entity (i.e., a legal entity in which the company's participants, shareholders, or founders are involved; hereinafter referred to as "related legal entities"), and must not have held such a position or received remuneration from these legal entities during the past year, except for remuneration for serving as a member of a collegial body or committee				MR	MR	MR
Must not be, during the past year, a participant of the company to which the collegial body position is being applied, its subsidiary or parent company, or a related legal entity, nor a representative of the participants of such entities				MR	MR	MR

