

DIRECTORS' SKILLS MATRIX

The ASX Corporate Governance Principles and Recommendations (4th Edition), Principle 2.2 states "A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership."

In August 2026, each director self-assessed their competency within nine categories rating themselves on a scale of one to ten, with ten being expert. To demonstrate the skills possessed by the Board as a whole, the highest rating for each category is presented below.

Board Skills



Competency categories:

1. Strategic expertise – the ability to review the strategy through constructive questioning and suggestion
2. Accounting and finance – the ability to read and comprehend the Company's accounts, financial material presented to the board, financial reporting requirements and some understanding of corporate finance
3. Legal & Governance – the Board's responsibility involves overseeing compliance with numerous laws as well as understanding an individual director's legal duties and responsibilities
4. Managing risk – experience in managing areas of major risk to the organisation, including cyber risk
5. Defence and industry knowledge - experience in Defence and related industries
6. Experience with financial markets - an understanding of the capital raising facilities available to an ASX listed entity
7. Executive leadership - experience in the management of employees and able to navigate the human resources and remuneration frameworks
8. Stakeholder relations -Experience in identifying and establishing relationships with government authorities, regulatory bodies, shareholders, potential investors, institutions and equity analysts
9. International experience - Understanding the complexities of operating in foreign jurisdictions including a basic knowledge of the corporate, industry, financial and legal environment. Employment in roles in international markets, specifically in Europe