

BOARD SKILLS MATRIX

Priority Legend	
High	3
Medium	2
Low	1

Skill / Competency	Level of Importance	Current Board Representation
<p>Board of Director Experience</p> <p>The Board should collectively comprise directors who demonstrate competence and experience at Board level and who have held or currently hold directorships on other boards, particularly ASX-listed companies.</p>	3	5
<p>Strategy</p> <p>Ability to think strategically and identify and critically assess strategic opportunities and threats and develop effective strategies in the context of the strategic objectives of BlackWall.</p>	3	5
<p>Financial</p> <p>Qualifications and experience in accounting and/or finance and the ability to:</p> <ul style="list-style-type: none"> • analyse key financial statements • critically assess financial viability and performance • contribute to strategic financial planning • oversee budgets and the efficient use of resources • oversee funding arrangements and accountability. 	2	5
<p>Capital Raising</p> <p>Knowledge of capital markets and experience with raising money from wholesale and sophisticated investors as well as from the public and retail clients.</p>	2	5
<p>Commercial Experience</p> <p>A broad range of commercial/business experience, preferably with listed entities and funds management.</p>	3	5
<p>Industry Knowledge</p> <p>The Board should comprise extensive experience in property (being BlackWall's core business) including but not limited to leasing, property development and property management.</p>	3	5
<p>Stakeholder engagement</p> <p>High level reputation and networks in the local community and investors including with retail investors, service providers and regulators and the ability to effectively engage and communicate with those stakeholders.</p>	2	5

<p>Leadership</p> <p>Inherent leadership skills including the ability to:</p> <ul style="list-style-type: none"> • appropriately represent the organisation • set appropriate Board and organisational culture • make and take responsibility for decisions and actions. 	3	5
<p>Legal</p> <p>General experience with legal principles around property, capital raising and funds management.</p>	1	5
<p>Risk Management</p> <p>Ability to identify key risks to the organisation in a wide range of areas including legal and regulatory compliance, and monitor risk and compliance management frameworks and systems.</p>	2	5
<p>Succession Planning</p> <p>Some age diversity should be sought among directors to bring different generational perspectives to the Board's deliberations and to facilitate succession planning.</p>	1	5