

BOARD SKILLS MATRIX

Priority Legend	
High	3
Medium	2
Low	1

Skill / Competency	Level of Importance	Current Board Representation
Board of Director Experience 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.	3	5
Strategy 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.	3	5
Financial Qualifications and experience in accounting and/or finance and the ability to: <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
Capital Raising Knowledge of capital markets and experience with raising money from wholesale and sophisticated investors as well as from the public and retail clients.	2	5
Commercial Experience A broad range of commercial/business experience, preferably with listed entities and funds management.	3	5
Industry Knowledge The Board should comprise extensive experience in property (being BlackWall's core business) including but not limited to leasing, property development and property management.	3	5
Stakeholder engagement 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.	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