



Board Skills Matrix

For Beforepay Group Limited
ACN 633 925 505



1 Introduction

The Company and its board of directors (Board) is committed to ensuring that it adopts best practice in corporate governance. The Board has established a Board skills matrix (Matrix) in line with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations which sets out the mix of skills the Board current has or is looking to have. The Board has identified these skills as the current optimum categories to best operate the Company.

The Board will use the Matrix to identify gaps in skills of its memberships, as well as for succession planning from time to time. The Board will also review this Matrix at least annually to ensure it remains relevant to the operations of the Company.

2 Board Skills Matrix

The Matrix below identified the mix of competencies of the current Board and is current as at August 2026. The Company seeks to achieve a collectively "high" level of skill, professional experience or expertise across all of the categories identified in its matrix. Where there are gaps in the skills of the Board, these are filled through the employment of suitably experienced senior executives and/or the engagement of professional experts and consultants.

No	Skills / Attributes	Average
1	Listed Company Experience and Corporate Governance	2.5
2	Legal	1.5
3	Human Capital Management; Remuneration and Reward	2.8
4	Digital Business Models, Software Platforms and Technology	3
5	Finance and Audit	2.5
6	Risk Management and Data Governance	2.3
7	M&A, ECM and Capital Management	3
8	Strategy	3

Skills Ratings:

- 3 - High level of skill, professional experience or expertise
- 2 - Competent level of skill, professional experience or expertise
- 1 - Developing level of skill, professional experience or expertise
- 0 - No Skill, professional experience or expertise