

BOARD SKILLS MATRIX
Marenica Energy Limited (Company)
ACN 001 666 600
Current as at 28 September 2018

| SKILL | REQUIREMENTS OVERVIEW | RATING FOR THE CURRENT BOARD – A BANTOCK, M. HILL AND N. CHEN (LOW/MODERATE/HIGH) |
|---|---|---|
| 1. Operational Risk & Compliance | Identify key risks to the organisation related to each key area of operations. | High |
| 2. Legal Risk & Compliance | Ability to monitor risk and compliance and knowledge of legal and regulatory requirements. | High |
| 3. Financial & Audit | Experience in accounting and finance to analyse statements, assess financial viability, contribute to financial planning, oversee budgets and oversee funding arrangements. | Moderate/High |
| 4. Strategy | Ability to identify and critically assess strategic opportunities and threats to the organisation. Develop strategies in context to our policies and business objectives. | High |
| 5. Policy Development | Ability to identify key issues for the organisation and develop appropriate policy parameters within which the organisation should operate. | High |
| 6. Technology | Knowledge of IT governance and systems including privacy, data management and security. | Moderate |
| 7. Executive Management | Experience in evaluating performance of senior management and oversee strategic human capital planning. Experience in industrial relations and organisational change management programmes. | Moderate/High |
| 8. Industry Specific Skills | Experience and knowledge with respect to the industry in which the Company operates. | High |
| 9. Leadership | Make decisions and take necessary actions in the best interest of the organisation and represent the organisation favourably. Analyse issues and contribute at board level to solutions. | High |
| 10. Ethics and Integrity | Understand role as director and continue to self-educate on legal responsibility, ability to maintain board confidentiality, declare any conflicts. | High |
| 11. Contribution | Ability to constructively contribute to board discussions and communicate effectively with management and other directors. | High |
| 12. Negotiation | Possess excellent negotiation skills, with the ability to drive stakeholder support for board decisions. | High |
| 13. Crisis Management | Ability to constructively manage crisis, provide leadership around solutions and contribute to communications strategy with stakeholders. | High |
| 14. Diversity | Adds gender, age and/or ethnic diversity to the Board. Diversity can lead to better board outcomes. | Moderate |
| 15. Previous Board Experience | Has director experience (past or present) on other public company or private company Boards. | Moderate/High |
| 16. Board Training | Has completed formal training on the role and obligations of a director and on director duties including training in governance and risk. | Moderate |