

## PILOT ENERGY LIMITED BOARD SKILLS AND DIVERSITY MATRIX

The Board of Pilot Energy Limited (**Pilot**) has identified the skills, experience and diversity below as being required for the Board as a whole to meet its strategic objectives.

This Board Skills and Diversity Matrix will also assist the Board to recruit and select new directors. It may also be used in annual performance reviews of the Board to review the existing skills and capabilities on the Board and to identify any gaps in those collective skills and experience.

This Board Skills and Diversity Matrix is disclosed on the Company's website as recommended by Principle 2.2 of the ASX Corporate Governance Principles and Recommendations (4<sup>th</sup> Edition).

Skill and Experience	Reason for this skill or experience	Does the collective PGY Board currently have these skills and experience?	Is there any identified gap in the collective skills and experience of the PGY Board?
<b>Strategic Capability and Leadership</b>	Required for all boards.	Yes	No
<b>Independence</b>	Required for all boards of listed entities. Directors must bring their own critical and independent judgement to matters before the board. Directors must also question management on matters that may not be before the board.	Yes	No
<b>Financial Management, Accounting and Audit</b>	Required for all boards.	Yes	No
<b>Commercial Focus and Knowledge of Business Practices</b>	Required for all boards.	Yes	No
<b>Capital Markets and Financing</b>	Required for all boards.	Yes	No

Skill and Experience	Reason for this skill or experience	Does the collective PGY Board currently have these skills and experience?	Is there any identified gap in the collective skills and experience of the PGY Board?
<b>Technology and Innovation</b>	Not specifically required for PGY Board	Yes	No
<b>Property sector (including Strata)</b>	Not specifically required for PGY Board.	No	No
<b>Legal and Regulatory</b>	An understanding of the legal framework in which the entity operates and when to seek legal advice is critical for all boards.	Yes	No
<b>Risk Management</b>	An understanding of risk management and discharge of oversight responsibilities is critical for all boards.	Yes	No
<b>Compliance</b>	An understanding of its compliance obligations and discharge of oversight responsibilities is critical for all boards.	Yes	No
<b>Governance</b>	An understanding of best practice governance principles is critical for all boards.	Yes	No
<b>Digital Media and Communications</b>	An understanding of digital media and communications is critical for all boards to maintain communication with its shareholders and other stakeholders.	Yes	No

The Board is continually looking to promote both gender and cultural diversity. When filling director vacancies the Board looks to appoint the most appropriate candidate to the role.

Diversity	Result
<b>Gender Diversity</b>	Male - 100%
<b>Age Spread</b>	30-40 years – 1 Director 40-50 years – 1 Director 50 years+ - 2 Directors

<b>Board Tenure</b>	3 to 6 years -50% 0 to 3 years - 50%
<b>Industry Sector Experience</b>	Oil and Gas- 75% Solar/Renewables- 50% CCS – 25% Finance –75% Accounting – 50% Legal – 25% Logistics – 25%

Approved by the Board of Pilot Energy Limited  
December 2023.