

Board Skills Matrix

In considering the appointment or recommendation for appointment of directors, the board of directors (the **Board**) of Pepper Money Limited (ACN 094 317 665) (the **Company**) has regard to the Board Skills Matrix set out below. The Board seeks to collectively represent a balance of skills.

All directors are expected to actively support the core values of the Company, and to work diligently to safeguard the long-term interests of the Company and its value to shareholders. All directors must demonstrate a track record of ethical leadership and accountability, of operating successfully in an environment of challenge and collegiality, and of understanding commercial risk/return trade-offs. Particular skills and experience which need to be adequately represented include (not in priority order):

Industry Knowledge / Experience

- (a) Industry knowledge
- (b) Knowledge of sector
- (c) Knowledge of broad public policy direction
- (d) Understanding of government legislation / regulatory processes
- (e) Royal Commission exposure / experience

Technical Skills / Experience

- (f) Accounting / finance
- (g) Risk and compliance
- (h) Legal
- (i) Technology
- (j) Funding, M&A and capital management
- (k) Human resource management
- (l) Strategy development and implementation
- (m) CEO / C-suite

Governance Competencies

- (n) Listed board directorship
- (o) Financial literacy
- (p) Strategic thinking / planning from a governance perspective
- (q) Executive performance management - management of the CEO
- (r) Governance related risk management experience

- (s) Compliance focus
- (t) Profile / reputation

Behavioural Competencies

- (u) Values aligned to the Company
- (v) Collaboration
- (w) Ability and willingness to challenge and probe
- (x) Understanding of difference between board and CEO
- (y) Common sense and sound judgement
- (z) Integrity and high ethical standards
- (aa) Mentoring abilities
- (bb) Interpersonal relations
- (cc) Listening skills
- (dd) Verbal communication skills
- (ee) Understanding effective decision-making processes
- (ff) Willingness and ability to devote time and energy to the role