

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 (4th 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? |
|---|---|---|---|
| Strategic Capability and Leadership | Required for all boards. | Yes | No |
| Independence | 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 |
| Financial Management, Accounting and Audit | Required for all boards. | Yes | No |
| Commercial Focus and Knowledge of Business Practices | Required for all boards. | Yes | No |
| Capital Markets and Financing | Required for all boards. | Yes | No |

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|---|---|---|---|
| Technology and Innovation | Not specifically required for PGY Board | No | No |
| Property sector (including Strata) | Not specifically required for PGY Board. | No | No |
| Legal and Regulatory | An understanding of the legal framework in which the entity operates and when to seek legal advice is critical for all boards. | Yes | No |
| Risk Management | An understanding of risk management and discharge of oversight responsibilities is critical for all boards. | Yes | No |
| Compliance | An understanding of its compliance obligations and discharge of oversight responsibilities is critical for all boards. | Yes | No |
| Governance | An understanding of best practice governance principles is critical for all boards. | Yes | No |
| Digital Media and Communications | An understanding of digital media and communications is critical for all boards to maintain communication with its shareholders and other stakeholders. | No | Yes |

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 |
|-------------------------|---|
| Gender Diversity | Male - 100% |
| Age Spread | 30-40 years – 1 Director 50 years+ - 3 Directors |

| | |
|-----------------------------------|---|
| Board Tenure | 3 to 6 years - 50% 0 to 3 years - 50% |
| Industry Sector Experience | Mining – 100% Oil and Gas- 75% Solar/Renewables- 50% Project Management – 75% Logistics – 25% Accounting & Finance –75% Legal – 25% |

Approved by the Board of Pilot Energy Limited
October 2021.