

Dubber Corporation Ltd (ASX:DUB)

Board Skills Matrix

The Board of Dubber Corporation Limited recognises that an appropriate mix of skills, experience and perspectives is important to the effective governance and oversight of the Company.

The Board maintains a Board Skills Matrix which identifies the skills, experience and capabilities considered relevant to Dubber's business, strategic objectives and operating environment. The Matrix assists the Board in assessing its collective capabilities and identifying areas that may be considered as part of future Board renewal, succession planning and director development.

The Board reviews the Skills Matrix at least annually, and also considers whether an update is appropriate following a material change in Board composition. As part of this review, the Board considers whether the skills and experience represented remain appropriate having regard to Dubber's strategy, operations, technology environment, key risks and governance requirements.

The Matrix reflects the collective skills and experience of the current Board. Each director self-assesses their level of skill, experience and knowledge against each category below, and the score shown reflects the average of those assessments across the Board. The assessment uses the following scale:

3 - Developed skills / experience

2 - Some skills / experience

1 - Limited skills / experience

The current Board Skills Matrix is set out below, together with a description of what each category covers in the context of Dubber's business.

Skill / Attribute / Experience / Knowledge	Description	Collective Board Assessment
Industry Knowledge	Understanding of the unified communications, cloud telephony and conversational-intelligence markets in which Dubber operates.	2.75
Technical	Technical understanding of Dubber's voice-data capture, AI and software platform and its underlying architecture.	2.50
Information technology (security)	Knowledge of cybersecurity, data protection and information-security practices relevant to a platform that captures and stores customer voice and call data.	2.00
CEO/senior executive and management	Experience leading a listed or high-growth technology business at CEO or senior executive level.	2.75
Finance/accounting	Financial and accounting qualifications and experience relevant to overseeing a listed company's financial reporting and controls.	2.25
Capital Markets and Dealings	Experience with capital raisings, ASX Listing Rules and dealings in listed securities.	2.75
Governance/legal	Understanding of corporate governance, directors' duties and the legal and regulatory framework applicable to an ASX-listed company.	2.50

Strategy	Experience setting and overseeing corporate strategy, including growth initiatives, M&A and business transformation.	3.00
Risk Management	Experience identifying, overseeing and managing material business, technology, cybersecurity and financial risks.	3.00
PR, communications, marketing	Experience in stakeholder communications, public relations, marketing and brand management, including with the investment community.	2.50
IT and management systems generally	Broader experience with enterprise information technology, software delivery and management systems.	2.75
Chair experience	Prior experience chairing a board or board committee.	2.25
HR management/remuneration	Experience in human resources, talent management, culture and remuneration governance.	2.75
International business dealings	Experience operating or growing businesses across multiple international markets, including the US, UK and EMEA.	2.75
Business and political networks	Established networks across business, government and industry relevant to Dubber's growth and stakeholder engagement.	3.00
Corporate/M&A	Experience with mergers, acquisitions, divestments and other corporate transactions.	3.00

The Board considers that its current composition provides an appropriate mix of skills and experience to effectively oversee Dubber's business and support the Company's strategic objectives.

Board composition and diversity

In addition to the skills and experience set out above, the Board has regard to the diversity of its membership, including gender, tenure, independence and professional background, as part of Board renewal and succession planning. As at the date of this Matrix, the Board comprises four directors: an independent Non-Executive Chair, the Managing Director and CEO, and two Non-Executive Directors. The Board does not currently include any female directors and will take gender diversity into account, alongside skills and experience, in identifying future Board candidates.

Skills the Board is looking to develop

As Dubber's strategy, technology and operating environment evolve, the Board regularly considers whether additional or different skills and experience would strengthen its collective capability, including areas such as cybersecurity, emerging technology and international growth. The Board will have regard to this, together with any other emerging skill needs, as part of ongoing Board renewal, succession planning and access to external advice.

The Board will continue to review the Matrix as the Company's strategy, operating environment and governance requirements evolve.