

# Board Skills Matrix

## 2025



## 2025 Board Skills matrix

The Board regularly reviews the mix of knowledge, skills, experience and capabilities required to effectively govern Megaport. For the FY25 reporting period, the desired mix of skills and experience was updated to align more closely with the capabilities relevant to a global Network as a Service (NaaS) business and the current directors' skillset and experience was assessed against these revised capabilities. The result of this assessment is set out below. The Board considers that the current members, taken as a whole, have an appropriate mix of skills, experience and capabilities to oversee Megaport's global NaaS business, with most directors holding high levels of capabilities in all skill areas.

Megaport uses the Board skills matrix to regularly review and assess the current composition of the Board, to assist with renewal and succession planning and to identify areas for skills development for existing directors. The assessment demonstrates that Board experience strongly aligns with the Company's core business and its largest customer base, with most directors having held senior roles in US based technology companies. This assessment also demonstrates these skills are complemented by Board members with appropriate corporate governance, strategic and financial skills relevant to an ASX listed company of Megaport's size and complexity.

Capability	Knowledge or experience	Number of directors with the capability	
		Highly Developed	Moderately Developed
NaaS/SaaS Business	Experience working in a NaaS, SaaS, cloud or digital platform business	5	2
Global Markets	Experience in Megaport's current and emerging global markets, particularly in the US	5	2
Product Development	Experience in digital infrastructure products and solutions, emerging technology trends and implications for innovation	3	4
Business Development	Experience in data driven customer insight, sales, marketing and business development	6	1
Executive Leadership	Experience of senior leadership in a large organisation or listed company	6	1
Strategy	Developing and implementing the strategic direction of an organisation, including M&A and strategic partnerships	6	1
Financial Acumen	Qualifications or experience in corporate finance, financial accounting and financial markets	4	3
People & Culture	Experience in talent management, remuneration frameworks, culture and the promotion of diversity, equity and inclusion	5	2

Managing Change	Experience managing through complexity or change	6	1
Managing Risk	Developing, implementing and overseeing risk management policies and procedures	5	2
ASX Governance	Knowledge of corporate governance and regulatory frameworks that apply to an ASX listed company	4	3
Business & Political Networks	Managing and influencing outcomes using business and political networks	5	2
Legal	Exposure to and understanding of the legal issues relevant to Megaport's business	4	3

Highly developed: High level of proficiency, knowledge and experience in the relevant capability, including dealing with complex situations in a senior management or board role.

Moderately developed: Sound knowledge and understanding of the relevant capability through experience or training and professional development activities.