

Servcorp Limited

Board Skills Matrix

The mix of skills and diversity that the Board is looking to achieve in its membership, and the current assessment of the skills coverage of Servcorp Directors, is set out in the Board Skills Matrix below.

The Nomination Committee considers that, individually and collectively, the members of the Board possess the necessary skills, knowledge and experience to allow the Board to perform its duties appropriately. Information relating to the experience and qualifications of the directors is set out in their respective biographies on pages 32 and 33 of the 2025 Annual Report.

The Board currently comprises four Directors, three non-executive and one executive.

| Category | Description | Directors with strong competency | Directors with experience |
|--|--|----------------------------------|---------------------------|
| Executive leadership | Sustained success in business at a senior executive level. Proven judgement and communication skills. | 4 | |
| Strategy | Define strategic objectives, constructively question business plans and implement strategy. | 4 | |
| Global experience | Understanding of, and practical experience in, multiple global jurisdictions exposed to a range of political, cultural, regulatory and business environments and currencies. | 3 | 1 |
| Financial acumen | Accounting and reporting, corporate finance and internal controls, including assessing quality of financial controls. | 4 | |
| Corporate governance | Knowledge, experience and commitment to the highest standards of governance. | 4 | |
| Risk and compliance | Identify the key risks to the Company, and monitor the effectiveness of risk management frameworks and practices. | 3 | 1 |
| Public and regulatory policy | Public and regulatory policy, including impact on corporations. | 2 | 1 |
| Information technology and digital expertise | Use and governance of critical information technology infrastructure, including privacy, data management and security. Generate innovative and forward thinking techniques. Development and commercialisation of global client service and corporate digital business. | 1 | 3 |
| People and change management | Evaluating performance of senior management, remuneration frameworks, overseeing strategic human resource management. Experience in organisational change management programs, succession and talent planning. | 2 | 2 |

The Board Skills Matrix was last reviewed on 24 July 2025