

Board Skills Matrix

OBJECTIVES

The objectives of this *Board Skills Matrix* are to:

- Identify the skills, knowledge, experience and capabilities that are considered to be desired of the Board of 333D Limited - ASX: T3D (the **Company**) as a whole, in order for the Board to fulfil its role and in light of the Company's strategic direction;
- Ascertain the current skills, knowledge, experience and capabilities of the Board, the Company Secretary and the CEO of the Company, and provide the incumbent members with an opportunity to reflect upon and discuss the current composition of the Board; and
- Identify any gaps in skills or competencies that can be addressed in future director appointments.

REVIEW

This *Board Skills Matrix* was adopted by the Board and been tailored to the current circumstances and requirements of the Company.

It is intended that this *Board Skills Matrix* will be reviewed at least annually by the Board, to ensure that the current needs in relation to supervising the Company and its operations are being met, and to take into account any changes in the Company's circumstances and strategic priorities.

COMPLETION INSTRUCTIONS

Each member is requested to self-assess and rate her/his own competencies by filling out the relevant column (relating to her/his own skills) in the *Board Skills Matrix* and return a completed version to the Company Secretary.

All members' responses will be collated into a combined version which will be tabled for discussion at a Board meeting.

BOARD SKILLS MATRIX 2022

KEY	
John Conidi	= JC
Dr Nigel Finch	= NF
Dr Richard Petty	= RP

INSTRUCTIONS FOR COMPLETION

Please indicate your knowledge, skills, and experience for each category
 Advanced = 3 Intermediate = 2 Beginner = 1 None = 0

SKILLS AND EXPERIENCE	MEMBERS		
	JC	NF	RP
Executive leadership and Board experience			
Senior executive experience	3	3	3
Experience as a board member of a company of an equivalent or larger size or scale	3	3	3
Financial literacy			
Qualifications or experience in financial accounting and reporting, corporate finance, risk and internal controls	2	3	3
Legal, governance and compliance			
Qualifications or experience with relevant legal matters, governance structures standards and compliance requirements	3	2	3
Strategy			
Experience in developing, implementing and challenging a plan of action to achieve the Company's long-term objectives	3	2	3
Experience in planning and integrating mergers and acquisitions	3	2	3
Experience and ability to make good judgments and timely decisions in understanding and dealing with a business situation	3	3	3
Health, safety, environment and sustainability			
Experience related to health, safety, environmental, social responsibility, or sustainability initiatives	2	2	2
Capital management			
Experience in capital management strategies, including capital partnerships, debt financing and capital raisings	3	3	3
Information Technology			
Experience in the application of technology to process information and data in the context of a business enterprise	3	2	3
Industry			

SKILLS AND EXPERIENCE	MEMBERS		
	JC	NF	RP
Experience in the 3D printing sector	3	2	1
Experience in the 3D printing technology	3	1	2
Experience in online store management, licensed merchandising for sports leagues and entertainment organisations in Australia and around the world	3	1	3
Experience in supply chain management including international logistics, warehousing and distribution	2	1	3
Experience in online retail and third-party wholesale channels	2	1	2
Experience in international business development	2	2	3
Intellectual Property (IP)			
Experience related to management of IP including protection and development	2	2	3
Experience related to product design, quality assurance and conformance with relevant standards	1	1	2
Experience related to managing and designing research and development programs	2	1	2
Experience related to managing distributors, agents and licensees	2	1	2

EDUCATION AND PROFESSIONAL QUALIFICATIONS		
John Conidi	B.Bus (Accounting)	FCPA
Dr Nigel Finch	MCom. LL.M., MB, Ph.D	CA, FCPA, FGIA, FAICD
Dr Richard Petty	BCom (Hons) MCom (Hons), Ph.D	FCA, FCPA, FAICD