

SKILLS MATRIX FOR BOARD OF DIRECTORS



Astron Limited

ASX: ATR

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Skills Matrix for Board of Directors

BOARD OF DIRECTORS

George Lloyd (Chair and Non-Executive Director)

Gerard King (Non-Executive Director)

Mark Elliott (Non-Executive Director)

Kang Rong (Non-Executive Director)

Catherine Costello (Non-Executive Director)

Marcelo Bastos (Non-Executive Director)

BOARD EVALUATION

In 2026, for the first time, a formal review of the skills and experience of the Astron Board was undertaken based on a skills and experience matrix. As part of the company's priorities to ensure effective corporate governance and continuous improvement, the Company has developed a board skills matrix to assist it in determining the skills and experience required to achieve its ultimate ideal board composition.

The Board skills matrix was conducted in July 2026. A number of core skills, knowledge, industry experience, personal attributes and behavioural competencies were identified in formulating the matrix and confirmed by the Directors as being appropriate given the Company's nature and scale, industry, stage of development and business strategy.

The Board skills matrix review entailed:

- each Director self-assessing the skills categories identified, from 'Minimal/Nil', 'Awareness', 'Competent / Sound Working Knowledge', 'Experienced' and 'Expert/Specialist'.
- each Director self-assessing qualities/personal attributes and behavioural competencies, from 'Needs Improvement', 'Developing', 'Fully Competent', 'Exceeds Expectations' and 'Outstanding'.

Overall, the assessment indicated an appropriate diversity of skills, knowledge, and experience.

BOARD SKILLS MATRIX

Astron is committed to reviewing its skills matrix annually, to ensure the Board continues to have an appropriate mix of skills and experience and to identify any potential emerging gaps to inform succession planning.

The skills matrix exercise demonstrated that the current Astron Board has the following Key Competencies:

- **Technical & Industry Experience:** Experienced in medium to large mining companies, geology, exploration, mineral processing, trading and marketing of resources, project development and mining operations.
- **Corporate & Financial:** Strong backgrounds in corporate finance, financial accounting, reporting and forecasting, capital management, capital markets, and internal controls.
- **Stakeholders:** Strong stakeholder engagement experience including in relation to environmental and community issues and social responsibility, government and regulatory bodies, indigenous and local communities, internal and commercial stakeholders.
- **Governance & Legal:** Experienced in the management and oversight of risk management, legal compliance, and regulatory frameworks.

SUMMARY OF THE SKILLS AND EXPERIENCE OF THE BOARD

