



REFLEX HOLDINGS LIMITED
BOARD SKILLS AND DIVERSITY MATRIX

The Board of Redflex Holdings Limited (ABN 96 069 306 216) has identified the skills, experience and diversity below as being required or aspirational for the Board as a whole to meet its strategic objectives.

This Board Skills and Diversity Matrix will also assist the Nominations Committee of the Board and the Board to recruit and select new directors. It may also be used in annual performance reviews of the Board to review the existing skills and capabilities on the Board and to identify any gaps in those collective skills and experience.

This Board Skills and Diversity Matrix is disclosed on the Company's website as recommended by Principle 2.2 of the ASX Corporate Governance Principles and Recommendations (Third Edition).

Skill and Experience	Reason for this skill or experience	Does the collective Redflex Board currently have these skills and experience?	Is there any identified gap in the collective skills and experience of the Redflex Board?
Strategic Capability and Leadership	Required for all boards.	Yes	No
Independence	Required for all boards of listed entities. Directors must bring their own critical and independent judgement to matters before the Board. Directors must also question management on matters that may not be before the Board.	Yes	No
Financial Management, Accounting and Audit	Required for all boards.	Yes	No
Commercial Focus and Knowledge of Business Practices	Required for all boards.	Yes	No
Capital Markets and Financing	Required for all boards.	Yes	No
Government as a Customer	For Redflex, an understanding of the contracting policies and procedures of government at all levels within Australia and abroad is desirable.	Yes	No
Intelligent Traffic Systems (ITS) industry experience	For Redflex, an understanding of adjacent markets for the Company's technology outside the photo enforcement sector is desirable.	There are currently no members of the Redflex Board that has had specific previous ITS industry experience.	The current Redflex board would be enhanced by a member with wider ITS industry experience
Technology and Innovation	For Redflex, an understanding of technology and technological development including an understanding of the research and development lifecycle is desirable.	Yes	No

Skill and Experience	Reason for this skill or experience	Does the collective Redflex Board currently have these skills and experience?	Is there any identified gap in the collective skills and experience of the Redflex Board?
Legal and Regulatory	An understanding of the legal framework in which the entity operates and when to seek legal advice is critical for all boards.	Yes	No
Risk Management	An understanding of risk management and discharge of oversight responsibilities is critical for all boards.	Yes	No
Compliance	An understanding of the Company's compliance obligations and discharge of oversight responsibilities is critical for all boards.	Yes	No
Governance	An understanding of a directors' duties and responsibilities, the role of the Board and Committees and best practice governance principles is critical for all boards.	Yes	No
Digital Media and Communications	An understanding of digital media and communications is critical for all boards to maintain communication with its shareholders and other stakeholders.	Yes	No
Alignment to Shareholder interests	All boards must recognise the importance of acting in the best interests of the Company as a whole, in particular, in the best interests of all shareholders.	Yes	No
Gender Diversity	The promotion of gender diversity can broaden the pool for recruitment of talented directors.	In terms of gender diversity there are currently no female members of the Redflex Board.	Diversity at all levels of Redflex is an important objective. Redflex will continue its progress in achieving its diversity objectives.
Cultural Diversity	The promotion of cultural diversity can broaden the pool for recruitment of talented directors.	Yes	No