

BOARD SKILLS AND DIVERSITY MATRIX

The Board of Centrepoint Alliance Limited ACN 052 507 507 (**CAF**) has identified the skills, experience and diversity below as being required for the Board as a whole to meet its strategic objectives.

This Board Skills and Diversity Matrix will also assist the Nomination and Remuneration Committee of 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 (Fourth Edition).

Skill, Experience or Attribute	Reason for this skill, experience or attribute	Does the collective CAF Board currently have these skills, experience and attributes?	Is there any identified gap in the collective skills, experience and attributes of the CAF Board?
Strategic Capability and Leadership	Required for all board members. The ability to identify strategic opportunities and threats with demonstrated success in developing and implementing a successful strategic plan and achievement of business objectives. Experience in business transformation is desirable and should be a skill attributable to at least one board member.	Yes	No
Independence and Availability	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. Directors should have a view for the greater good and benefit of all stakeholders. Directors should not have real or perceived conflicts with the Company. Directors should have the availability for Board cycle and off-cycle discussions.	Yes The board has a majority of independent directors and is flexible in attending all meetings even adhoc calls.	No
Financial Management, Accounting and Audit	Required for a majority of Board Members. Specifically required for members of the Governance, Audit and Compliance Committee.	Yes	No

Skill, Experience or Attribute	Reason for this skill, experience or attribute	Does the collective CAF Board currently have these skills, experience and attributes?	Is there any identified gap in the collective skills, experience and attributes of the CAF Board?
Governance, Risk Management and Compliance	Desirable for all Board Members. An understanding of best practice governance principles is critical in assessing risks, opportunities and liabilities. Experience in identifying business risks, evaluating, implementing, managing or overseeing risk management and compliance frameworks and policies.	Yes	No
Capital Markets, Financing, Business Development and M & A	Required for a majority Board Members. Experience at a senior level in merger/acquisition activities (including post-merger implementation)	Yes	No
Financial Services	Experience at an executive level within the Financial Services Industry, including in relation to ACL, AFSL and Investment Services and how these relate to the network of services surrounding the Group's operations	Yes	No
Legal, Regulatory and Compliance	Required for some Board Members. An understanding of the legal framework in which the entity operates and when to seek legal advice along with and understanding of its compliance obligations in the discharge of oversight responsibilities. Experience in working with or interacting with regulators (ie ASX, ASIC, ATO, Austrac etc).	Yes	No
Communication and Effective Relations	Required for all Board Members. The Board should promote positive, collegial but effective relationships to encourage participation with contemporary and new ideas, intellectual curiosity, mature confidence and to assist in reaching/making informed judgements. This experience extends to the ability to assess and evaluate the Group's ability to engage its network of clients and service providers to deliver strategic outcomes	Yes	No

Skill, Experience or Attribute	Reason for this skill, experience or attribute	Does the collective CAF Board currently have these skills, experience and attributes?	Is there any identified gap in the collective skills, experience and attributes of the CAF Board?
People Management and Remuneration	Experience at an executive level of management of teams of people and establishment of remuneration policies, and frameworks including incentive programs. Experience in the evaluation of the culture of the Group and impact on performance	Yes	No
Digital interactions and technology	Experience in evaluating digital and technology advancement opportunities and risks associated with implementation and ongoing challenges.	Yes	No
Financial Literacy	<p>Required for the majority of Board Members:</p> <ul style="list-style-type: none"> • Qualifications and experience in accounting and/or finance and the ability to: <ul style="list-style-type: none"> (a) Analyse key financial statements; (b) Critically assess financial viability and performance; (c) contribute to strategic financial planning; (d) oversee budgets and the efficient use of resources; and (e) oversee funding arrangements and accountability. 	Yes	No

ADDITIONAL ATTRIBUTES

Diversity	The Board should promote diversity in all forms.	Yes	No
Communication	The Board should promote constructive questioning and clear communication with members holding strong communication skills.	Yes	No
Strong and Uncompromised Ethical Behaviour	The Board should promote high ethical standards and integrity.	Yes	No
Team Behaviours	The Board should promote and encourage contributions from all members with members having the ability to be team players.	Yes	No