



COG FINANCIAL SERVICES LIMITED (ASX:COG) – BOARD SKILLS MATRIX SUMMARY

The Board of COG Financial Services Limited (“COG” or “the Company”) (ASX:COG) is comprised of directors that possess the requisite skills to competently oversee its business. The Board’s skills span the full spectrum of technical, financial, commercial and operational knowledge and experience necessary to guide a company of COG’s size and stage of growth.

The composition of the Board will be reviewed on an annual basis with reference to the Company’s skills matrix, which is used as a tool to assess the appropriate balance of skills, experience, independence and diversity necessary for the Board to discharge its duties and responsibilities effectively.

A summary of the collective skills, experience, independence and diversity of the Board is set out on the next page and is current as at August 2021.

The Company seeks to achieve or exceed the targets set for each skill through the Board’s collective professional experience and expertise across all of the categories identified in its matrix. Where there are gaps in the skills of the Board, these are filled through the employment of suitably experienced senior executives and/or the engagement of professional advisers.

The assessment process involves the following steps:

1. Determination of relevant skills
2. Weighting those skills according to the requirements of the Company and establishing specific rating criteria to determine the performance target for each skill
3. Completing an individual assessment for each Director against each skill
4. Calculating the collective result of the Board against the rating criteria for each skill, with **RED** being low target, **BLUE** being on target and **GREEN** being above target
5. Noting and assessing any additional factors against each skill
6. Calculating the combined result of the Board and any Additional Factors against each skill’s rating criteria with **RED** being low target, **BLUE** being on target and **GREEN** being above target

BOARD PERFORMANCE AGAINST TARGETS SET FOR EACH SKILL						
SKILL	INITIAL ASSESSMENT WITHIN BOARD			FINAL ASSESSMENT INCLUDING ADDITIONAL FACTORS		
GENERAL SKILLS AND EXPERIENCE						
Financial/Audit		✓			✓	
Legal/Governance		✓			✓	
Investor Relations		✓			✓	
Risk Management and Compliance		✓			✓	
Human Resources/Remuneration		✓			✓	
IT/Technology		✓			✓	
Marketing/Social Media		✓			✓	
Strategic Planning		✓			✓	
Government Affairs		✓			✓	
Policy Development		✓			✓	
Executive Management		✓			✓	
International Experience		✓			✓	
Listed Company Director experience		✓			✓	
INDUSTRY SPECIFIC SKILLS AND EXPERIENCE						
Investment, M&A, Business disposals, capital raisings		✓			✓	
Finance - Equipment leasing		✓			✓	
Retail buying groups/franchise/Co-ops		✓			✓	
Financing arrangements (corporate structure)		✓			✓	
Non-Bank financing		✓			✓	
Treasury		✓			✓	
Small listed company experience		✓			✓	