



**Redflow Limited ACN 130 227 271**

**Board Skills Matrix**

**Updated 22 August 2019**

***ASX Corporate Governance Principles and Recommendations 3<sup>rd</sup> Edition, Recommendation 2.2***

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**1 Board skills matrix**

- 1.1 The skills, knowledge and experience set out in the table below have been identified as those that are required for the effective management of the Group.
- 1.2 The Board possesses broad coverage of these skills and attributes.
- 1.3 As part of the Board's Charter the Board periodically reviews the skills of the Board and aligns these with the needs of the business.

**2 Skills Matrix**

- 2.1 The skills were determined by what is considered important for the management of a publicly listed company and specific to the industry in which the Group operates.
- 2.2 The following table sets out the experience and skills deemed necessary or desirable by the Board, in the Group's Directors and whether they are represented on the Board.

<b>Competency</b>	<b>Representation of skills held by Directors</b>
<b>Strategy</b> Track record of developing and implementing a successful strategy (strategy development & strategy execution).	6 Directors
<b>Going Global</b> Senior executive or equivalent to enter into global markets/jurisdictions.	6 Directors
<b>Industry Knowledge</b> Experience in the renewables and energy storage markets both domestically and internationally.	2 Directors
<b>Going into the SME Market</b> Senior executive with business experience in SME markets dependent on optimising customer lifetime value (acquisition cost + cost to serve + duration served) through sector specific marketing strategies.	2 Directors
<b>Manufacturing Experience</b> Senior executive experience in the automotive, engineering or mass manufacturing industries and, in particular, across the manufacturing value chain.	1 Director
<b>Financial Acumen</b> Senior executive or equivalent experience in financial accounting and reporting, corporate finance, risk management, and internal financial controls, including an ability to probe the adequacies of financial and risk controls. In addition, deep knowledge of generic, technology and manufacturing industry specific risks, and macro drivers and trends.	5 Directors
<b>Corporate Governance</b> Strong corporate governance experience with an understanding of publicly listed company obligations.	6 Directors
<b>Innovation and Technology</b> Experience in using information and technology as a core product and solution differentiator, and experience in using information and technology systems as a strategic asset to grow business.	3 Directors
<b>Capital Markets and/or Mergers and Acquisitions</b> Experience in capital markets and/or experience in identifying, implementing or executing mergers and acquisitions.	5 Directors
<b>External Marketing and Communications</b> Experience in and a thorough understanding of marketing a SME and using external communications to influence other business leaders, industry peak bodies, government and financial markets.	3 Directors
<b>Stakeholder Management</b> Experience in being accountable to, and managing engagement with and the expectations of, external stakeholders.	5 Directors
<b>Executive Management and Leadership</b> Experience in evaluating performance of senior management and oversee strategic human capital planning. Experience in organisational change and management programs.	6 Directors