

Board Skills Matrix

Qoria Limited (“Qoria” or the “Company”) is an ASX listed company (ASX: QOR).

Qoria places a high standard on corporate governance and adopts best practice as set out in the ASX Corporate Governance Principles and Recommendations 4th edition (“Corporate Governance Principles”).

The Board has adopted a Board Skills Matrix that sets out the mix of skills and diversity that the Board currently has or is looking to achieve and, in association with the Nomination Committee (when formed) will regularly assess the independence of each non-executive director.

The Board Skills Matrix sets out the skills and experience which, in the opinion of the Directors of Qoria, are required for the proper functioning of the Board of Qoria.

To ensure that the current Directors provide the skills and experience required by the Board Skills Matrix, the Board will assess each Director’s skills and experience and the current Directors as a group, against the Board Skills Matrix from time to time. It is not a requirement that each Director should present all of the skills and experience listed in the Board Skills Matrix, but the Board collectively should present all of the skills and experience listed in the Board Skills Matrix.

The Board will take account of the Board Skills Matrix and gaps or weaknesses in the Board Skills Matrix when applied to the existing Directors, when filling any Board vacancies.

Core Skills and Knowledge	Description	Rating (low, moderate, high)	No of Directors with executive level experience
Industry knowledge	Knowledge and experience in the technology industry, particularly providing products dedicated to keeping children safe and well in their digital lives. This encompasses all aspects of the operations. Understanding the current drivers of product development and innovation in the technology sector. Experience in delivering new product offerings in response to market demand, to achieve market leadership or to take advantage of opportunities for innovation.	High	3

Core Skills and Knowledge	Description	Rating (low, moderate, high)	No of Directors with executive level experience
Technical	Detailed knowledge of the Company's products and services specifically technology product development, engineering, software and hardware technical specifications, and risks relevant to Qoria products and industry.	Moderate	3
Information technology (security)	Expertise and experience with the oversight of information management and information technology specifically the security of information/data collected and stored.	Moderate	4
CEO/senior executive and management	Experience at an executive level including the ability to: a) Appoint and evaluate the performance of the CEO and senior executive managers; b) Oversee strategic human resource management including workforce planning, and employee and industrial relations; and c) Oversee large scale organisational change.	High	6
Finance/ accounting	Qualifications and experience in accounting and/or finance and the ability to: 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 capital arrangements and accountability.	High	6
Capital Markets and Dealings	Knowledge and experience in the capital markets space providing valuable insight to the Board to make informed decisions and manage relationships.	High	6

Core Skills and Knowledge	Description	Rating (low, moderate, high)	No of Directors with executive level experience
Governance/ legal	Formal legal qualifications and/or relevant experience in corporations operating in similar legal environments/governance structures to the Company.	Moderate	5
Strategy	Ability to think strategically and identify and critically assess strategic opportunities and threats and develop effective strategies in the context of the strategic objectives of the Company's relevant policies and priorities.	High	6
Risk Management	Ability to identify key risks to the organisation in a wide range of areas including legal and regulatory compliance, and monitor risk and compliance management frameworks and systems.	High	4
PR, communications, marketing	Experience in engagement with management of business and organisations to assess needs and deliver appropriate solutions and the ability to maintain positive relationships with stakeholders over time. Knowledge of and experience in marketing of Qoria products both through advisors and direct. Experience at a senior level with responsibilities for either advertising or social media activities.	High	5
IT and management systems generally	Expertise and experience with the oversight of information management and information technology in commercial operations.	Moderate	5
HR management/remuneration	Board Remuneration Committee or management experience in relation to remuneration, including incentive programs and the legislation and contractual framework governing remuneration and human resource management.	High	3

Core Skills and Knowledge	Description	Rating (low, moderate, high)	No of Directors with executive level experience
International business dealings	Experience with international business including stakeholders, products, resources, market demand, foreign exchange and varying regulatory environments.	High	5
Business and political networks	High level of reputation and strong existing networks across the world including with relevant industry organisations and consumer or business groups, and the ability to effectively engage and communicate with those stakeholders.	Moderate	4
Corporate/M&A	A range of commercial/business experience in corporate undertakings and Mergers & Acquisitions. Ability to provide insight to the Board to make an informed decision in line with the Company's business objectives and strategy.	High	5

Director Competencies	Description	Rating (low, moderate, high)
Chair experience	Experience with the oversight of all levels of management and the ability to lead the Board, ensuring it is effective in discharging its duties.	High
Leadership	Skilled at making decisions and taking necessary actions in the best interest of the Company, and represent the Company favorably. Ability to analyse issues and contribute at board level to solutions.	High
Ethics and Integrity	Understand role as director and continue to self educate on legal responsibility including director duties, ability to maintain board confidentiality, declare any conflicts.	High
Contribution	Ability to constructively contribute to board discussions and communicate effectively with management and other directors.	High
Crisis Management	Ability to constructively manage a crisis, provide leadership around solutions and contribute to communications strategy with stakeholders.	High
Board Experience	Experienced as a director and has completed formal training in governance and or directorship (e.g. AICD, GIA or equivalent).	Moderate