

Peter Warren Automotive Holdings Limited (ACN 615 674 185) (“**Company**” or “**PWA**”)

Corporate Governance Statement

The Company is committed to conducting its business activities and governing the Company in accordance with the recommendations set by the ASX Corporate Governance Council (**Council**) in the fourth edition of its Corporate Governance Principles and Recommendations (**Recommendations**) to the extent appropriate to the size and nature of the Company's operations. This Corporate Governance Statement (**Statement**) details the extent to which the Company has followed the Recommendations, as at the date of the Statement.

The Recommendations are not mandatory, however the ASX requires that an entity explain why it has not adopted any particular recommendation on an “if not, why not” basis. Accordingly, in the table below the Recommendations that have not been followed are identified and reasons provided for not following them along with what (if any) alternative governance practices the Company has adopted instead of the relevant Recommendations.

The Board is responsible for the overall corporate governance of the Company and is accountable to Shareholders in discharging its duties. The Board is committed to maximising performance, generating appropriate levels of Shareholder value and financial return, and sustaining the growth and success of the Company.

In conducting the Company's business with these objectives, the Board seeks to ensure that the Company is properly managed to protect and enhance Shareholder interests, and that the Company and its directors, officers and personnel operate in an appropriate environment of corporate governance.

Accordingly, the Board has created a framework for managing the Company, including adopting relevant internal controls, risk management processes, corporate governance policies and practices which it believes are appropriate for the Company's business and which are designed to promote the responsible management and conduct of the Company.

The Company's corporate governance policies together with a copy of this Corporate Governance Statement are all available on PWA's website at <https://www.pwah.com.au/site/investor-centre/corporate-governance>, which is hosted on the Company's corporate website located at <https://www.pwah.com.au/site/content/> (**Website**).

This Statement was approved by the Board of PWA and is current as at 20 August 2026.

All corporate governance policies have been adopted by the Company. All references to “the **Board**” below are references to the Board of the Company. All references to “**Shareholders**” below are references to shareholders of the Company.

Principles and Recommendations	Compliance by the Company
Principle 1 – Lay solid foundations for management and oversight <i>A listed entity should clearly delineate the respective roles and responsibilities of its board and management and regularly review their performance.</i>	
Recommendation 1.1 A listed entity should have and disclose a board charter setting out: (a) the respective roles and responsibilities of its board and management; and (b) those matters expressly reserved to the board and those delegated to management.	The Company complies with this recommendation. The Board Charter (which is disclosed on the Website) sets out the principles for the operation of the Board and describes the functions of the Board and the functions delegated to management of the Company. Clause 2 of the Board Charter sets out the responsibilities and functions of the Board including those functions upon which the Board seeks guidance from the Board's People and Remuneration Committee (PRC) under clause 2(b) and those functions upon which the Board seeks guidance from the Board's Audit and Risk Management Committee (ARC) under clause 2(c). The Board may delegate consideration to a committee of the Board specifically constituted for the relevant purpose. Clauses 3 and 12 of the Board Charter set out the responsibilities delegated to the CEO, management and the company secretary.
Recommendation 1.2 A listed entity should (a) undertake appropriate checks before appointing a director or senior executive, or putting someone forward for election as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	The Company complies with this recommendation. Under the Board Charter, the Board aims to comprise a mix of directors with a broad range of skills, expertise and experience from a diverse range of backgrounds selected on the basis of relevant experience, skill, judgement and leadership abilities, to contribute to the effective direction of the Company. Pursuant to clause 6 of the Board Charter when considering any selection, appointment or re-appointment to the Board, the Board considers the necessary and desirable competencies of any directors and proposed directors. Additionally, as required under clause 7 of the Board Charter, the Board ensures that the Company undertakes appropriate background checks before appointing a person as a senior executive or putting forward to securityholders a candidate for election as a director. Pursuant to clause 6 of the Board Charter the Board ensures that the Company provides securityholders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director. All directors and senior executives have undergone appropriate probity checks as part of the due diligence process prior to their appointment. These checks include criminal record, bankruptcy and insolvency checks as well as any other background checks the Board and/or CEO considers relevant (such as with respect to character, experience and education).

Principles and Recommendations	Compliance by the Company
Recommendation 1.3 A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	The Company complies with this recommendation. The Company has a written agreement with each director and senior executive setting out the terms of their appointment, as required under clause 6(f) of the Board Charter.
Recommendation 1.4 The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	The Company complies with this recommendation. As required under Clause 12 of the Board Charter, the secretary is accountable to the Board through the Chair on all matters to do with the proper functioning of the Board.
Recommendation 1.5 A listed entity should: (a) have and disclose a Diversity Policy; (b) through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and (c) disclose in relation to each reporting period: (i) the measurable objectives set for that period to achieve gender diversity; (ii) the entity's progress towards achieving those objectives; and (iii) either: (A) the respective proportions of men and women on the board, in senior executive	The Company complies with this recommendation. Clause 2 of the Board Charter provides that the Board (with assistance from the PRC) is responsible for setting measurable objectives for achieving gender diversity in the composition of the Board, senior management and the workforce generally. The Company has a Diversity and Inclusion Policy which applies to the employees and directors of the Company and its subsidiaries. Clause 3 of the Diversity and Inclusion Policy provides that the Board is responsible for setting measurable objectives to promote gender diversity and the Company's progress in achieving them. The Diversity and Inclusion Policy's effectiveness is measured at least annually. The Diversity and Inclusion Policy is disclosed on the Website. Clause 3 of the Diversity and Inclusion Policy provides that the objectives set for a reporting period and the progress towards achievement of those objectives are disclosed annually in the Company's annual report. This includes disclosure of the respective proportions of men and women on the Board, in senior executive positions and across the whole workforce of the Company. For the reporting period ended 30 June 2026, the Diversity and Inclusion information is included in the Environmental, Social and Governance (ESG) section of the 2026 annual report (Annual Report). The ESG section includes the Company's progress on achieving the measurable objectives set for FY2026 and sets out the FY2027 measurable objectives, which includes any objectives carried over from FY2026.

Principles and Recommendations	Compliance by the Company
positions and across the whole workforce (including how the entity has defined “senior executive” for these purposes); or (B) if the entity is a “relevant employer” under the Workplace Gender Equality Act, the entity’s most recent “Gender Equality Indicators”, as defined in and published under the Act.	
Recommendation 1.6 A listed entity should: (a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and (b) disclose for each reporting period, whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	The Company complies with this recommendation. Clause 8 of the Board Charter provides that the Board (with guidance from the PRC) regularly carries out a review of its performance, its committees and each director. The Board discloses in relation to each reporting period whether a performance evaluation was undertaken in the reporting period in accordance with that process. A performance evaluation of the Board, Committees and individual directors (Review) was undertaken during the reporting period ended 30 June 2026. The Review process was conducted by the Board Chair in Q4 2026 and involved discussions with the directors on their performance, and the performance of the Board and its Committees. The key observations from the Review and areas of future focus were discussed by the Board. The Board and Committees were found to be operating effectively.
Recommendation 1.7 A listed entity should: (a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and	The Company complies with this recommendation. Pursuant to clause 8 of the Board Charter the Board (with guidance from the PRC) regularly carries out a formal review of the performance of the CEO and other senior management against guidelines approved by the Board. Clause 8 notes that each year the Board confirms that this review has taken place. A performance evaluation of the CEO and other senior management was undertaken in respect of the reporting period ended 30 June 2026 in accordance with Board and Company processes and requirements.

Principles and Recommendations	Compliance by the Company
(b) disclose for each reporting period, whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	
Principle 2 – Structure the board to be effective and add value <i>A board of a listed entity should be of an appropriate size and collectively have the skills, commitment and knowledge of the entity and the industry in which it operates, to enable it to discharge its duties effectively and to add value.</i>	
Recommendation 2.1 The board of a listed entity should: (a) have a nomination committee which: (i) has at least three members, a majority of whom are independent directors; and (ii) is chaired by an independent director, and disclose (iii) the charter of the committee; (iv) the members of the committee; (v) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the	The Company complies with this recommendation. As the Board consists of four members, the Board has determined not to establish a separate nomination committee as the Board considers that such a committee is not necessary and would be burdensome at this time given the role such a committee would play and the Board's current size and composition. The Board considers that it collectively has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to effectively discharge the duties and responsibilities that would otherwise be considered by that committee. The responsibility for Board succession planning is retained by the Board. In accordance with Clauses 6 & 7 of the Board Charter, the Board employs the following processes to address Board succession and to ensure that the Board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively: a) Regular discussion of director succession planning in private sessions. b) Engaging with external consultants and recruiters (where necessary) to identify qualified individuals for appointment as a director. c) Assessing nominations of new directors against a wide range of criteria including: (i) The skills, experience, expertise and personal qualities that will best complement Board effectiveness and promote Board diversity having regard to the Board skills matrix, the Board diversity objectives and the existing Board composition; (ii) The capability of the candidate to devote the necessary time and commitment to the role (this involves a consideration of matters such as other Board or executive appointments); and

Principles and Recommendations	Compliance by the Company
board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.	(iii) The results of background checks in relation to the proposed directors' character, experience, education, criminal record and bankruptcy history. The Board is supported by the PRC and clause 3.3 of the PRC Charter describes the PRC's role in relation to developing and updating the Board skills matrix, Board performance evaluation and advising the Board in relation to Board composition. The Board considers the Company's governance structure, including the responsibilities and composition of the Board and its delegated Committees, at least annually as part of the Board and Committee performance review and review of the Board and Committee Charters. This was considered during FY26, at the time the Board was notified of the Chair's intention to retire, with a succession process commencing and resulting in the appointment of Paul Warren as the Executive Chair. The Board will keep this matter under review and, if deemed desirable or necessary, may constitute a nomination committee at an appropriate time in the future.
Recommendation 2.2 A listed entity should have and disclose a board skills matrix setting out the mix of skills that the board currently has or is looking to achieve in its membership.	The Company complies with this recommendation. Clause 5 of the Board Charter sets out the aim of the Board to collectively have an appropriate mix of skills, experience, expertise and diversity relevant to the Company's business and the Board's duties and responsibilities. As stated above, clause 3.3 of the PRC Charter describes the PRC's role to assist the Board to develop, review and update the Board skills matrix. The Company's Board skills matrix was reviewed during FY26 and is disclosed on the Website.

Principles and Recommendations	Compliance by the Company
Recommendation 2.3 A listed entity should disclose: (a) the names of the directors considered by the board to be independent directors; (b) if a director has an interest, position or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position or relationship in question and an explanation of why the board is of that opinion; and (c) the length of service of each director.	The Company complies with this recommendation. The Company has disclosed: (a) the names of the directors considered by the Board to be independent directors (as at the date of this Statement, being Niran Peiris (Deputy Chair and Lead Independent Director), John Eastham and Catherine West); (b) if a director has an interest, position, association or relationship of the type described in Box 2.3 but the Board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, association or relationship in question and an explanation of why the Board is of that opinion; and (c) the length of service of each director. This information is disclosed in the Directors' Report (including in the Remuneration Report) (Annual Report at pages 23-24), and below. During FY26 the Chair of the Board was independent, however as of 1 July 2026, Paul Warren will transition to the role of Executive Chair. The Board has formed the view that he is not regarded as independent, due to his relationships with a substantial shareholder of the Company. The Board acknowledges the importance of independent decision making and has therefore managed this change by appointing Niran Peiris as Deputy Chair and Lead Independent Director effective 1 July 2026. The responsibility of the Deputy Chair and Lead Independent Director include acting as Chair when the Chair may be conflicted as an interested party, providing a separate line of communication for internal and external stakeholders, assisting in reviewing the performance of the Board, and maintaining governance oversight, ensuring to promote awareness of the importance of independent judgement in the Board's decision making. The approximate length of service of each director as at the date of this Statement is as follows: (a) Paul Warren, appointed 1 April 2021: 5 years and 4 months (b) Niran Peiris, appointed 6 April 2021: 5 years and 4 months (c) John Eastham, appointed 15 May 2024: 2 years and 3 months (d) Catherine West, appointed 6 April 2021: 5 years and 4 months
Recommendation 2.4 A majority of the board of a listed entity should be independent directors.	The Company complies with this recommendation. Clause 5 of the Board Charter provides that the majority of the Board should, to the extent practicable given the size and composition of the Board from time to time, be comprised of independent directors. At the date of the Statement, the Board is comprised of three independent directors being Niran Peiris (Deputy Chair and Lead Independent Director), John Eastham, and Catherine West) and one non-independent, Executive Chair (Paul Warren).

Recommendation 2.5 The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	The Company does not comply with this recommendation. The Chair is not presently considered to be independent. Clause 9 of the Board Charter provides that, to the extent practicable given the size and composition of the Board from time to time, the chairperson of the Board will be an independent director and must not hold (or held in the previous 3 years) the office of CEO, excluding where the director performed the role in an acting capacity for an interim period. At the date of this Statement, the Chair of The Company is Paul Warren, who is not considered independent. During FY26, the Chair of the Board was John Ingram for the whole reporting period, who was considered an independent non-executive director. Paul Warren transitioned into the role as Executive Chair effective 1 July 2026. The Board acknowledges the recommendation of the ASX Corporate Governance Council that the role of Chair be carried out by an Independent Director, however the Board believes that it is appropriate for Paul Warren to lead the Board considering his breadth of knowledge, industry expertise, and decisive leadership. Mr Warren's position in the company continues to support the executive team and provides industry experience through his relationships. This differs from the role of the CEO, who maintains executive management authority, and oversees day-to-day management and operational performance. The Board recognises that the Chairman is not independent, and therefore in accordance with good corporate governance practice, the Board has appointed Niran Peiris as Deputy Chair and Lead Independent Director to support the independence and effectiveness of the Board's oversight function. Roles and responsibilities of this function have been noted in recommendation 2.3.
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Principles and Recommendations	Compliance by the Company
Recommendation 2.6 A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.	The Company complies with this recommendation. Clause 13 of the Board Charter provides that new directors are briefed on their roles and responsibilities and the minutes and papers of Board and committee meetings are made available to them. The most recent Director appointed to the PWA Board is John Eastham in May 2024. Mr Eastham was provided with a full induction program which included provision of relevant Company information and briefing meetings with Board members and senior executives. Clause 13 of the Board Charter also provides that time is allocated at Board and committee meetings for the continuing education of directors on significant issues facing the Company and changes to the regulatory environment. Throughout the reporting period directors participated in various informal education sessions and activities relevant to PWA's business operations, the motor vehicle industry and regulation generally. Clause 3(d) of the PRC Charter provides for the PRC to assist the Board in that endeavour by ensuring processes are in place to support director induction and periodically reviewing whether there is a need for directors to undertake continuing professional development to maintain the skills and knowledge needed to perform their role as directors effectively. Further, as provided under clause 12(f) of the Board Charter, the company secretary together with the guidance of the PRC, and the assistance of the Board, also helps to organise the induction of new directors and facilitate ongoing professional development training for the Board.
Principle 3 – Instil a culture of acting lawfully, ethically and responsibly <i>A listed entity should instil and continually reinforce a culture across the organisation of acting lawfully, ethically and responsibly</i>	
Recommendation 3.1 A listed entity should articulate and disclose its values.	The Company complies with this recommendation. The values of Growth, Integrity, Focus and Teamwork (G.I.F.T) are disclosed on our Website and are outlined in the ESG section of our Annual Report.
Recommendation 3.2 A listed entity should: (a) have and disclose a code of conduct for its directors, senior executives and employees; and	The Company complies with this recommendation. The Company has a Code of Conduct which applies to employees, contractors, consultants, senior executives and directors of the Company. A copy of the Company's Code of Conduct is disclosed on the Website. Material breaches of the Code of Conduct (if any) are brought to the attention of the Board. In addition, clause 17 of the Code of Conduct sets out a framework for the reporting, escalation and resolution of complaints or alleged breaches of the Code of Conduct.

Principles and Recommendations	Compliance by the Company
(b) ensure that the board or a committee of the board is informed of any material breaches of that code.	
Recommendation 3.3 A listed entity should: (a) have and disclose a whistleblower policy; and (b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.	The Company complies with this recommendation. (a) PWA has a whistleblower policy that is available on the Website. (b) Under clause 11 of the whistleblower policy, the Board is provided at least quarterly with reports on all active whistleblower matters (if any), including: (i) the number and nature of disclosures made in the last quarter; (ii) the status of any investigations underway; and (iii) the outcomes of any investigations completed and actions taken as a result of those investigations.
Recommendation 3.4 A listed entity should: (c) have and disclose an anti-bribery and corruption policy; and (d) ensure that the board or a committee of the board is informed of any material breaches of that policy.	The Company complies with this recommendation. (a) PWA has an anti-bribery and corruption policy that is available on the Website. (b) Under clause 5 of the anti-bribery and corruption policy, any material breaches (if any) are reported to the Board.
Principle 4 – Safeguard the integrity of corporate reports <i>A listed entity should have appropriate processes to verify the integrity of its corporate reports</i>	
Recommendation 4.1 The board of a listed entity should: (a) have an audit committee which: (i) has at least three members, all of whom are non-executive directors	The Company complies with this recommendation. The Company has established an ARC which is governed by the ARC Charter which sets out its roles and responsibilities. Clause 2 of the ARC Charter provides that the ARC should to the extent practicable, given the size and composition of the Board from time to time, comprise of: • at least three members;

Principles and Recommendations	Compliance by the Company
and a majority of whom are independent directors; and (ii) is chaired by an independent director, who is not the chair of the board, and disclose: (iii) the charter of the committee; (iv) the relevant qualifications and experience of the members of the committee; and (v) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.	- only non-executive directors; and - a majority of directors who are independent. Clause 2(c) of the ARC Charter provides that the chair of the ARC should be an independent non-executive director who does not chair the Board. As at the date of this Statement, the chair of the ARC is Niran Peiris (Deputy Chair and Lead Independent Director) who remains an independent non-executive director, subsequent to his role change effective 1 July 2026. At the date of the Statement, the ARC is comprised of Niran Peiris, John Eastham, and Catherine West who are all independent non-executive directors. The ARC Charter is disclosed on the Website. Clause 3(a) of the ARC Charter provides that the ARC must meet at least three times annually or as frequently as is required to undertake its role effectively. The qualifications and experience of each member of the ARC is disclosed in the Directors' Report (Annual Report at pages 23-24). The Company, at the end of each reporting period, discloses in its annual report the number of times the ARC met throughout the period and the individual attendances of the members at those meetings. For the reporting period ended 30 June 2026, this information was disclosed in the Directors' Report (Annual Report at page 25).
Recommendation 4.2 The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements	The Company complies with this recommendation. Pursuant to clause 6 of the ARC Charter the ARC reviews the Company's financial statements with management and its external auditor before recommending that the Board approve the financial statements. The ARC is also responsible for ensuring that appropriate processes are in place to form the basis upon which the Chief Executive Officer (CEO) and Chief Financial Officer (CFO) provide the recommended declarations in relation to the Company's financial statements.

Principles and Recommendations	Compliance by the Company
comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.	The Company confirms that it received a declaration from the CEO and CFO in the form required by this Recommendation for the reporting period ended 30 June 2026 and at the half year.
Recommendation 4.3 A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.	The Company complies with this recommendation. Clause 6(g) of the ARC Charter requires that the ARC ensures that the process taken to verify the integrity of the content of any periodic corporate report the Company releases to the market that has not been subject to audit review by an external auditor, is disclosed. The Board closely reviews and scrutinises unaudited periodic reports, taking into account (among other matters), the management verification process undertaken including review and sign-off of all relevant senior management members, the audit findings from previous audit(s) in respect of PWA's control environment and finance system. Where necessary, management and the Board consults with the auditor in relation to periodic reports and the auditor may undertake a review of the report.
Principle 5 – Make timely and balanced disclosure <i>A listed entity should make timely and balanced disclosure of all matters concerning it that a reasonable person would expect to have a material effect on the price or value of its securities.</i>	
Recommendation 5.1 A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under Listing Rule 3.1.	The Company complies with this recommendation. The Company has in place a Disclosure Policy, a copy of which is disclosed on the Website. The Disclosure Policy is designed to ensure compliance with the ASX Listing Rules on continuous disclosure and to ensure accountability at a Board and senior executive level for compliance and factual presentation of the Company's financial position.
Recommendation 5.2 A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	The Company complies with this recommendation. The company secretary has responsibility to ensure that the Board receives copies of all material market announcements promptly after they have been made. Each director automatically receives confirmation from the ASX of any PWA (ASX:PWR) announcement lodged and a copy of the relevant announcement.

Principles and Recommendations	Compliance by the Company
Recommendation 5.3 A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.	The Company complies with this recommendation. Clause 9(b) of the Disclosure Policy requires that ahead of any new and substantive investor or analyst presentation, a copy of the presentation materials must be released to ASX (even if the information in the presentation would not otherwise require market disclosure). Under clause 12 of the Board Charter, the company secretary has responsibility to ensure that the Company complies with this requirement.
Principle 6 – Respect the rights of security holders <i>A listed entity should provide its security holders with appropriate information and facilities to allow them to exercise their rights as security holders effectively.</i>	
Recommendation 6.1 A listed entity should provide information about itself and its governance to investors via its website.	The Company complies with this recommendation. The Company provides the necessary information about itself and its governance on its website pursuant to its Shareholder Communication Policy.
Recommendation 6.2 A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	The Company complies with this recommendation. The Company's Shareholder Communication Policy (which is disclosed on the Website) provides for an investor relations program which actively encourages two-way communication: a) through the Company's AGM, where Shareholder participation is actively encouraged and facilitated; b) by providing Shareholders with information via the Website and the option to receive email communications and send email communications directly to the Company and to the Company's share registry; and c) through regular investor briefings (e.g. following the release of periodic results and reports) that are live-streamed via web and available for viewing by investors and others.
Recommendation 6.3 A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	The Company complies with this recommendation. The Company has a Shareholder Communication Policy which is disclosed on the Website. The 2025 AGM was held as a physical meeting and it is anticipated the 2026 AGM will also be held as a physical meeting. Shareholders will be advised of the AGM details in mid-September 2026.

Principles and Recommendations	Compliance by the Company
Recommendation 6.4 A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	The Company complies with this recommendation. The Board has adopted the policy, consistent with this Recommendation, that all resolutions put at a general meeting will be decided by a poll.
Recommendation 6.5 A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	The Company complies with this recommendation. The Company's Shareholder Communication Policy provides securityholders with the option to receive and send communications directly from and to the Company or the Company's share registry (MUFG Corporate Markets (AU) Ltd (MUFG Corporate Markets)) electronically. MUFG Corporate Markets has procedures and systems in place to facilitate Shareholders' communication preferences, including by electronic means.
Principle 7 - Recognise and manage risk <i>A listed entity should establish a sound risk management framework and periodically review the effectiveness of that framework</i>	
Recommendation 7.1 The board of a listed entity should: (a) have a committee or committees to oversee risk, each of which: (i) has at least three members, a majority of whom are independent directors; and (ii) is chaired by an independent director, and disclose (iii) the charter of the committee; (iv) the members of the committee; and	The Company complies with this recommendation. The Company has established an ARC, which is governed by the ARC Charter which sets out its roles and responsibilities. Clause 2(a) of the ARC Charter provides that the ARC should to the extent practicable, given the size and composition of the Board from time to time, comprise of: • at least three members; • only non-executive directors; and • a majority of directors who are independent. Clause 2(c) of the ARC Charter provides that the chair of the committee should be an independent non-executive director who does not chair the Board. As at the date of this Statement, the chair of the ARC is Niran Peiris, Deputy Chair and Lead independent director. The ARC remains compliant, subsequent to the retirement of John Ingram. The ARC is comprised of Niran Peiris, John Eastham, and Catherine West, who are all independent non-executive directors. The qualifications and experience of each member of the ARC is disclosed in the Directors' Report (Annual Report at pages 23-24).

Principles and Recommendations	Compliance by the Company
(v) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.	Clause 3(a) of the ARC Charter provides that the ARC must meet at least three times annually or as frequently as is required to undertake its role effectively. The Company, at the end of each reporting period, discloses in its annual report the number of times the ARC met throughout the period and the individual attendances of the members at those meetings. For the reporting period ended 30 June 2026, this information was disclosed in the Directors' Report (Annual Report at page 25).
Recommendation 7.2 The board or a committee of the board should: (a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and (b) disclose, in relation to each reporting period, whether such a review has taken place.	The Company complies with this recommendation. The ARC is responsible for assisting the Board in discharging its responsibilities: - to oversee the establishment of and approve the Company's risk management framework (for both financial and non-financial risks) including its strategy, policies, procedures and systems; and - to review at least annually and monitor the effectiveness of the Company's risk management framework to satisfy itself that it continues to be sound and the Company is operating with due regard to the risk appetite set by the Board. The Company's risks are set out in the ARC Charter and may include regulatory and compliance risk, investment risk, legal risk, economic risk, environmental risk, social risk, occupational health and safety risk, financial risk, reputation risk, operational and execution risk, and strategic risk. During the reporting period, the Strategic Risk Profile of the business and the Risk Appetite Statement were reviewed by the leadership team and the ARC. Quarterly updates are provided to the ARC on our risk management activities, including monitoring of progress against our risk management roadmap, consideration of new and emerging risks and deep dives on specific risk areas identified in our strategic risk profile.

Principles and Recommendations	Compliance by the Company
Recommendation 7.3 A listed entity should disclose: (a) if it has an internal audit function, how the function is structured and what role it performs; or (b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.	The Company complies with this recommendation. Clause 7 of the ARC Charter provides that the ARC is responsible for overseeing the adequacy and effectiveness of the Company's corporate reporting processes, financial controls and systems, and overseeing the risk management function. The ARC reviews the risk management framework annually to satisfy itself that it continues to be sound and that internal systems and processes for identifying, managing and monitoring material business risks continue to operate effectively. The ARC is also required to manage audit arrangements and auditor independence, including considering whether an internal audit function is required, and if not, ensuring that the Company discloses the processes it employs to evaluate and improve its risk management and internal control processes. The Company has an in-house Internal Audit function with a reporting line to the ARC and direct access to the ARC Chair in order to assist with maintaining independence. Internal Audit activities include carrying out dealership audits, reviewing the control self-assessment processes, maintaining a culture underpinned by accountability and integrity and providing in-house consultation for day-to-day matters arising. The ARC approves the internal audit plan on a regular basis. The Plan focusses on risk and assurance activities appropriate for the size and complexity of the Group. The internal audit plan is able to be adapted as the need arises following consultation with the ARC. Internal Audit report regularly to the ARC, including any findings and recommendations from audits and reviews conducted, along with any additional observations noted.
Recommendation 7.4 A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.	The Company complies with this recommendation. The Company does, at the end of each reporting period, disclose in its annual report whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks. For the reporting period ended 30 June 2026, this information is disclosed in the ESG section of the Annual Report.

Principles and Recommendations	Compliance by the Company
Principle 8 – Remunerate fairly and responsibly <i>A listed entity should pay director remuneration sufficient to attract and retain high quality directors and design its executive remuneration to attract, retain and motivate high quality senior executives and to align their interests with the creation of value for security holders and with the entity's values and risk appetite.</i>	
Recommendation 8.1 The board of a listed entity should: (a) have a remuneration committee which: (i) has at least three members, a majority of whom are independent directors; and (ii) is chaired by an independent director, and disclose: (iii) the charter of the committee; (iv) the members of the committee; (v) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.	The Company complies with this recommendation. The PRC is governed by the PRC Charter which sets out the PRC's roles and responsibilities. Clause 2 of the PRC Charter provides that the PRC should, to the extent practicable given the size and composition of the Board from time to time, comprise: • a minimum of three members; • only non-executive directors; • a majority of directors who are independent; and • an independent director as Chair The PRC Charter is disclosed on the Website. Attachment A of the PRC Charter provides that the PRC must meet at least three times annually or as often as the PRC members deem necessary in order to fulfil their role. As at the date of this Statement, the chair of the PRC is Catherine West, who is an independent, non-executive director. The PRC remains compliant, subsequent to the retirement of John Ingram, with all three members remaining independent. The PRC is comprised of Catherine West, John Eastham, and Niran Peiris, who are all independent, non-executive directors. The qualifications and experience of each member of the PRC is disclosed in the Directors' Report (Annual Report at pages 23-24). The Company, at the end of each reporting period, discloses in its annual report the number of times the PRC met throughout the period and the individual attendances of the members at those meetings. For the reporting period ended 30 June 2026, this information was disclosed in the Directors' Report (Annual Report at page 25).

Principles and Recommendations	Compliance by the Company
Recommendation 8.2 A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	The Company complies with this recommendation. Details of the Company's remuneration policies and practices for non-executive directors, executive directors and senior management are disclosed annually. For the reporting period ended 30 June 2026, this information is disclosed in the Remuneration Report forming part of the Directors' Report on pages 25-41 of the Annual Report.
Recommendation 8.3 A listed entity which has an equity-based remuneration scheme should: (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and (b) disclose that policy or a summary of it.	The Company complies with this recommendation. Clause 6.2 of the Securities Trading Policy prohibits directors and senior management (and their associated investment vehicles) from trading in financial products that limit the economic risk of security holdings (e.g. hedging arrangements). The Securities Trading Policy is disclosed on the Website.
Principle 9 – Additional recommendations that apply only in certain cases	
Recommendation 9.1 A listed entity with a director who does not speak the language in which board or security holder meetings are held or key corporate documents are written should disclose the processes it has in place to ensure the director understands and can contribute to the discussions at those meetings and understands and can discharge their obligations in relation to those documents.	This is not applicable.

Principles and Recommendations	Compliance by the Company
Recommendation 9.2 A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.	This is not applicable.
Recommendation 9.3 A listed entity established outside Australia, and an externally managed listed entity that has an AGM, should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.	This is not applicable.