

# Appendix 4G

## Key to Disclosures

### Corporate Governance Council Principles and Recommendations

Name of entity

Rivco Australia Limited

ABN/ARBN

611 976 517

Financial year ended:

31 December 2025

Our corporate governance statement<sup>1</sup> for the period above can be found at:<sup>2</sup>

- These pages of our annual report:
- This URL on our website: <https://rivco.com.au/investor-centre/>

The Corporate Governance Statement is accurate and up to date as at 27 February 2026 and has been approved by the board.

The annexure includes a key to where our corporate governance disclosures can be located.<sup>3</sup>

Date: 27 February 2026

Name of authorised officer authorising lodgement: Katelyn Adams, Company Secretary

<sup>1</sup> "Corporate governance statement" is defined in Listing Rule 19.12 to mean the statement referred to in Listing Rule 4.10.3 which discloses the extent to which an entity has followed the recommendations set by the ASX Corporate Governance Council during a particular reporting period.

Listing Rule 4.10.3 requires an entity that is included in the official list as an ASX Listing to include in its annual report either a corporate governance statement that meets the requirements of that rule or the URL of the page on its website where such a statement is located. The corporate governance statement must disclose the extent to which the entity has followed the recommendations set by the ASX Corporate Governance Council during the reporting period. If the entity has not followed a recommendation for any part of the reporting period, its corporate governance statement must separately identify that recommendation and the period during which it was not followed and state its reasons for not following the recommendation and what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

Under Listing Rule 4.7.4, if an entity chooses to include its corporate governance statement on its website rather than in its annual report, it must lodge a copy of the corporate governance statement with ASX at the same time as it lodges its annual report with ASX. The corporate governance statement must be current as at the effective date specified in that statement for the purposes of Listing Rule 4.10.3.

Under Listing Rule 4.7.3, an entity must also lodge with ASX a completed Appendix 4G at the same time as it lodges its annual report with ASX. The Appendix 4G serves a dual purpose. It acts as a key designed to assist readers to locate the governance disclosures made by a listed entity under Listing Rule 4.10.3 and under the ASX Corporate Governance Council's recommendations. It also acts as a verification tool for listed entities to confirm that they have met the disclosure requirements of Listing Rule 4.10.3.

The Appendix 4G is not a substitute for, and is not to be confused with, the entity's corporate governance statement. They serve different purposes and an entity must produce each of them separately.

<sup>2</sup> Tick whichever option is correct and then complete the page number(s) of the annual report, or the URL of the web page, where your corporate governance statement can be found. You can, if you wish, delete the option which is not applicable.

<sup>3</sup> Throughout this form, where you are given two or more options to select, you can, if you wish, delete any option which is not applicable and just retain the option that is applicable. If you select an option that includes "OR" at the end of the selection and you delete the other options, you can also, if you wish, delete the "OR" at the end of the selection.

See notes 4 and 5 below for further instructions on how to complete this form.

## ANNEXURE – KEY TO CORPORATE GOVERNANCE DISCLOSURES

Corporate Governance Council recommendation		Where a box below is ticked, <sup>4</sup> we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: <sup>5</sup>
<b>PRINCIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT</b>			
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.	<input checked="" type="checkbox"/> and we have disclosed a copy of our board charter at: <a href="https://rivco.com.au/investor-centre/">https://rivco.com.au/investor-centre/</a>	
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.	<input checked="" type="checkbox"/>	
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	<input checked="" type="checkbox"/>	
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.	<input checked="" type="checkbox"/>	

<sup>4</sup> Tick the box in this column only if you have followed the relevant recommendation in full for the whole of the period above. Where the recommendation has a disclosure obligation attached, you must insert the location where that disclosure has been made, where indicated by the line with “*insert location*” underneath. If the disclosure in question has been made in your corporate governance statement, you need only insert “our corporate governance statement”. If the disclosure has been made in your annual report, you should insert the page number(s) of your annual report (eg “pages 10-12 of our annual report”). If the disclosure has been made on your website, you should insert the URL of the web page where the disclosure has been made or can be accessed (eg “www.entityname.com.au/corporate-governance/charters”).

<sup>5</sup> If you have followed all of the Council’s recommendations in full for the whole of the period above, you can, if you wish, delete this column from the form and re-format it.

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation	Where a box below is ticked, <sup>4</sup> we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: <sup>5</sup>
<p>1.5 A listed entity should:</p> <ul style="list-style-type: none"> <li>(a) have and disclose a diversity policy;</li> <li>(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</li> <li>(c) disclose in relation to each reporting period:               <ul style="list-style-type: none"> <li>(1) the measurable objectives set for that period to achieve gender diversity;</li> <li>(2) the entity's progress towards achieving those objectives; and</li> <li>(3) either:                   <ul style="list-style-type: none"> <li>(A) the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes); or</li> <li>(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 that Act.</li> </ul> </li> </ul> </li> </ul> <p>If the entity was in the S&amp;P / ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.</p>		<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b></li> <li><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>
<p>1.6 A listed entity should:</p> <ul style="list-style-type: none"> <li>(a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and</li> <li>(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.</li> </ul>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed the evaluation process referred to in paragraph (a) at:</p> <p>Corporate Governance Statement</p> <p>and whether a performance evaluation was undertaken for the reporting period in accordance with that process at:</p> <p>Corporate Governance Statement</p>	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, <sup>4</sup> we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: <sup>5</sup>
1.7	<p>A listed entity should:</p> <p>(a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and</p> <p>(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.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed the evaluation process referred to in paragraph (a) at:</p> <p>Corporate Governance Statement</p> <p>and whether a performance evaluation was undertaken for the reporting period in accordance with that process at:</p> <p>Corporate Governance Statement</p>	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation	Where a box below is ticked, <sup>4</sup> we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: <sup>5</sup>	
<b>PRINCIPLE 2 - STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE</b>			
2.1	<p>The board of a listed entity should:</p> <p>(a) have a nomination committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) 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</p> <p>(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 board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.</p>	<p><input checked="" type="checkbox"/></p> <p>A Remuneration and Nomination Committee was established in June 2025, until then we had disclosed the fact that we do not have a nomination committee and the processes we employ to address board succession issues 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 at:</p> <p>Corporate Governance Statement</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b></p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
2.2	<p>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.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed our board skills matrix at:</p> <p>Corporate Governance Statement</p>	
2.3	<p>A listed entity should disclose:</p> <p>(a) the names of the directors considered by the board to be independent directors;</p> <p>(b) if a director has an interest, position, affiliation 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</p> <p>(c) the length of service of each director.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed the names of the directors considered by the board to be independent directors and the length of service of each director at:</p> <p>Annual Report and Corporate Governance Statement</p>	
2.4	<p>A majority of the board of a listed entity should be independent directors.</p>	<p><input checked="" type="checkbox"/></p>	

## Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, <sup>4</sup> we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: <sup>5</sup>
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.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement <b>OR</b> <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
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.	<input checked="" type="checkbox"/>	
<b>PRINCIPLE 3 – INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY</b>			
3.1	A listed entity should articulate and disclose its values.	<input checked="" type="checkbox"/> and we have disclosed our values at: Corporate Governance Statement	
3.2	A listed entity should: (a) have and disclose a code of conduct for its directors, senior executives and employees; and (b) ensure that the board or a committee of the board is informed of any material breaches of that code.	<input checked="" type="checkbox"/> and we have disclosed our code of conduct at: <a href="https://rivco.com.au/investor-centre/">https://rivco.com.au/investor-centre/</a>	
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.	<input checked="" type="checkbox"/> and we have disclosed our whistleblower policy at: <a href="https://rivco.com.au/investor-centre/">https://rivco.com.au/investor-centre/</a>	
3.4	A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the board or committee of the board is informed of any material breaches of that policy.	<input checked="" type="checkbox"/> and we have disclosed our anti-bribery and corruption policy at: <a href="https://rivco.com.au/investor-centre/">https://rivco.com.au/investor-centre/</a>	

Key to Disclosures Corporate Governance Council Principles and Recommendations

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<b>PRINCIPLE 4 – SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS</b>			
4.1	<p>The board of a listed entity should:</p> <p>(a) have an audit committee which:</p> <p>(1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, who is not the chair of the board,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the relevant qualifications and experience of the members of the committee; and</p> <p>(5) 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</p> <p>(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.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed a copy of the charter of the committee at: <a href="https://rivco.com.au/investor-centre/">https://rivco.com.au/investor-centre/</a> and the information referred to in paragraphs (4) and (5) at: Annual Report (Directors' Report) and Corporate Governance Statement</p>	
4.2	<p>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 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.</p>	<p><input checked="" type="checkbox"/></p>	
4.3	<p>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.</p>	<p><input checked="" type="checkbox"/></p>	

## Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, <sup>4</sup> we have followed the recommendation <b>in full</b> for the <b>whole</b> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: <sup>5</sup>
<b>PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE</b>			
5.1	A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	<input checked="" type="checkbox"/> and we have disclosed our continuous disclosure compliance policy at: <a href="https://rivco.com.au/investor-centre/">https://rivco.com.au/investor-centre/</a>	
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	<input checked="" type="checkbox"/>	
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.	<input checked="" type="checkbox"/>	
<b>PRINCIPLE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS</b>			
6.1	A listed entity should provide information about itself and its governance to investors via its website.	<input checked="" type="checkbox"/> and we have disclosed information about us and our governance on our website at: <a href="https://rivco.com.au/investor-centre/">https://rivco.com.au/investor-centre/</a>	
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	<input checked="" type="checkbox"/>	
6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	<input checked="" type="checkbox"/> and we have disclosed how we facilitate and encourage participation at meetings of security holders at: Corporate Governance Statement	
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.	<input checked="" type="checkbox"/>	
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.	<input checked="" type="checkbox"/>	

## Key to Disclosures Corporate Governance Council Principles and Recommendations

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<b>PRINCIPLE 7 – RECOGNISE AND MANAGE RISK</b>			
7.1	<p>The board of a listed entity should:</p> <p>(a) have a committee or committees to oversee risk, each of which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) 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</p> <p>(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.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed a copy of the charter of the committee at: <a href="https://rivco.com.au/investor-centre/">https://rivco.com.au/investor-centre/</a> and the information referred to in paragraphs (4) and (5) at: Corporate Governance Statement</p>	
7.2	<p>The board or a committee of the board should:</p> <p>(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</p> <p>(b) disclose, in relation to each reporting period, whether such a review has taken place.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed whether a review of the entity's risk management framework was undertaken during the reporting period at: Corporate Governance Statement</p>	
7.3	<p>A listed entity should disclose:</p> <p>(a) if it has an internal audit function, how the function is structured and what role it performs; or</p> <p>(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.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed the fact that we do not have an internal audit function and the processes we employ for evaluating and continually improving the effectiveness of our risk management and internal control processes at: Corporate Governance Statement</p>	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, <sup>4</sup> we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: <sup>5</sup>
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.	<input checked="" type="checkbox"/> and we have disclosed whether we have any material exposure to environmental and social risks at: Corporate Governance Statement	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation	Where a box below is ticked, <sup>4</sup> we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: <sup>5</sup>	
<b>PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY</b>			
8.1	<p>The board of a listed entity should:</p> <p>(a) have a remuneration committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) 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</p> <p>(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.</p>	<p><input checked="" type="checkbox"/></p> <p>A Remuneration and Nomination Committee was established in June 2025, until then we had disclosed the fact that we do not have a remuneration committee and the processes we employ for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive:</p> <p>Corporate Governance Statement</p>	
8.2	<p>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.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed separately our remuneration policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives at:</p> <p>Corporate Governance Statement</p>	
8.3	<p>A listed entity which has an equity-based remuneration scheme should:</p> <p>(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</p> <p>(b) disclose that policy or a summary of it.</p>	<p><input type="checkbox"/></p> <p>and we have disclosed our policy on this issue or a summary of it at:</p> <p>.....</p> <p>[insert location]</p>	<p><input checked="" type="checkbox"/> we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable</p>

## **CORPORATE GOVERNANCE STATEMENT**

**Rivco Australia Ltd**  
ACN 611 976 517

## **RIVCO AUSTRALIA LTD**

### **CORPORATE GOVERNANCE STATEMENT**

The Directors of Rivco Australia Ltd (the Company) are committed to achieving and demonstrating the highest standards of corporate governance. The Board regularly reviews the corporate governance framework and practices of the Company to ensure they deliver best practice outcomes to employees, consultants, contractors, shareholders and all other stakeholders involved or benefitting from the operations of the Company.

A description of the Company's main corporate governance practices is set out below. All these practices, unless otherwise stated, were in place since incorporation and remain in place.

In February 2019, the ASX Corporate Governance Council released the 4th Edition of its Corporate Governance Principles and Recommendations (4th Edition Recommendations). The Company reviewed its corporate governance and reporting practices under these principles and the disclosures in this Corporate Governance Statement reflect this. As at the date of this statement, the Company complies with the 4th Edition Recommendations (unless otherwise stated).

#### **Principle 1: Lay solid foundations for management and oversight**

##### **Recommendation 1.1 – Recommendation followed**

*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 relationship between the Board and Management is critical to the Company's long-term success. The Directors are responsible to the shareholders for the performance of the Company in both the short and the longer term and seek to balance objectives in the best interests of the Company as a whole. Their focus is to enhance the interests of shareholders and other key stakeholders and to ensure the Company is properly managed.

The Board's broad functions are:

- to chart strategy and set financial targets for the Company;
- to monitor the implementation and execution strategy and performance against financial targets;
- to appoint and oversee the performance of the senior executives against the objectives and performance indicators established by the Board; and
- generally take an effective leadership role in relation to the Company.

Without intending to limit the general role of the Board, some specific functions and responsibilities include:

- Determining the Board's composition (including appointment and retirement or removal of directors).
- Oversight of the Company, including its control and accountability systems.
- Reviewing, ratifying and monitoring systems of risk management and internal control,

- codes of conduct and legal compliance.
- Approving and formulating Company strategy and policy.
- Monitoring the implementation of the investment strategy.
- Approving and monitoring the progress of major capital expenditure, capital management, acquisitions and sales.
- Oversight of committees.
- Monitoring industry developments relevant to the Company and its business.
- Approving and monitoring financial and other reporting.
- Developing suitable key performance measures of financial performance for the Company and its business.
- Provide input into corporate strategy and performance objectives.
- Overseeing the Company's process for making timely and balanced disclosure of all material information concerning the entity that a reasonable person would expect to have a material effect on the price or value of the entity's securities;
- Satisfying itself that the entity's remuneration policies are aligned with the Company's purpose, values, strategic objectives and risk appetite;
- Ensuring appropriate resources are available to the senior executives;
- Overall corporate governance of the Company (including its strategic direction, goals for management and monitoring achievement of these goals).

The roles and responsibilities of the Board are set out within the Board Charter. The Board Charter also sets out those matters that are expressly reserved to the board and those delegated to management.

The Board Charter is available online at: <https://rivco.com.au/investor-centre/>

### **Recommendation 1.2 – Recommendation followed**

*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 Board is responsible for evaluating Board candidates and recommending individuals for appointment to the Board. The Board evaluates prospective candidates against a range of criteria including the skills, experience, expertise and diversity. It also considers the strengths and weaknesses of the Board composition and how potential candidates will enhance Board effectiveness. The Board undertakes appropriate background and screening checks prior to nominating a director for election by shareholders, and provides to shareholders all material information in its possession concerning the director standing for election or re-election in the explanatory notes accompanying the notice of meeting.

### **Recommendation 1.3 – Recommendation followed**

*A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.*

A written agreement is executed with each director setting out the terms of their appointment, including the basis upon which they will be indemnified. The letter of appointment clearly defines the role of directors, including the expectations in terms of independence, participation,

and time commitment. The letter of appointment also makes it clear that directors are required to disclose circumstances that may affect, or be perceived to affect, their ability to exercise independent judgement so that the Board can assess independence on a regular basis.

A written agreement has been executed with each employee detailing the terms of appointment, including roles and responsibilities, key performance indicators and remuneration. At the Company's May 2025 AGM, shareholders approved the internalisation of the Company's management team, and termination of the Investment Management Agreement which occurred on 1 June 2025. At that time, the Company appointed employees, each having a written employment agreement.

#### **Recommendation 1.4 – Recommendation followed**

*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 Secretary is accountable directly to the Board, through the Chairman, on all matters to do with the proper functioning of the Board. The Company Secretary is responsible for maintaining the information systems and processes that are appropriate for the Board to fulfil its role and to achieve the objective of the Company. The Company Secretary is also responsible for ensuring that the Board procedures are complied with and advising the Board on governance matters. All directors and Committees of the Company have access to the Company Secretary for advice and services. Independent advisory services are retained by the Company Secretary at the request of the Board or Committees.

#### **Recommendation 1.5 – Recommendation not followed**

*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:*
  - (1) the measurable objectives set for that period to achieve gender diversity;*
  - (2) the entity's progress towards achieving those objectives; and*
  - (3) either:*
    - (a) the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for the 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 that Act.*

The Company does not have a diversity policy, due to the current size of the Company, and only recently having employees, the Board does not consider it appropriate, at this time, to formally set measurable objectives for gender diversity due to both the team size and the specialised nature of the Company's activities.

The current board composition is six (6) directors with one (1) female member on the board. The company currently has four (4) employees, whom one is female. The company secretary is also female. The Company has not disclosed in this Corporate Governance Statement its measurable objectives for achieving gender diversity due to the current size of the organisation

and therefore has not complied with recommendation 1.5(a) of the Corporate Governance Principles and Recommendations.

### **Recommendation 1.6 – Recommendation Followed**

*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 Board will at least annually evaluate its performance and the performance of its committees and individual directors to determine whether or not it is functioning effectively by reference to the current best practices. The Board continually evaluates the composition of the Board, and evaluates its performance and the performance of its committees and individual directors during the year. During the year, the Company's shareholders approved the internalisation of management, as part of this process the Independent Directors evaluated the composition and performance of the board and its committees.

### **Recommendation 1.7 – Recommendation followed**

*A listed entity should:*

- (a) have and disclose a process for periodically evaluating the performance of its senior executives at least once every reporting period; 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 established a Remuneration and Nomination Committee in June 2025 to develop a formal performance appraisal process for all employees. The performance of all senior executives will be reviewed using this process at least annually in a formal and structured manner.

Prior to the internalisation of management in June 2025, the Company reviewed the performance of the Investment Manager in line with the Investment Management Agreement. The Investment Manager Assessment Committee comprising the Company's independent directors, Messrs Wiedmann, Rinaldi and Mutton and Dr Brand, were responsible for the independent review of the performance of the Investment Manager.

## Principle 2: Structure the board to be effective and add value

*The 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*

### Recommendation 2.1 – Recommendation followed

*The board of a listed entity should:*

*(a) have a nomination committee which:*

*(1) has at least three members, a majority of whom are independent directors; and*

*(2) is chaired by an independent director, and disclose:*

*(3) the charter of the committee;*

*(4) the members of the committee; and*

*(5) 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 board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.*

The Board established a remuneration and nomination committee in June 2025, and therefore had not complied with recommendation 2.1(a) of the Corporate Governance Principles and Recommendations for the entire year.; however in line with 2.1(b) the Directors takes ultimate responsibility in addressing board succession issues and to ensure the Board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively. The Board closely assesses diversity criteria when considering Board candidates.

### Recommendation 2.2 – Recommendation followed

*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's desired mix of skills and competence is listed below. The Board considers its current composition adequately meets these required competencies.

Area	Competence
<i>Leadership</i>	Business Leadership, Public Listed Company Experience
<i>Business and Finance</i>	Accounting, Audit, Business Strategy, Competitive Business Analysis, Corporate Financing, Financial Literacy, Mergers and Acquisitions, Risk Management, Tax – International, Commodity Trading, Investment Management, Agricultural Investing
<i>Sustainability and Stakeholder Management</i>	Community Relations, Corporate Governance, Health & Safety, Human Resources, Remuneration

### Recommendation 2.3 – Recommendation followed

*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*

Director Name	Independent Director?	Commencement Date	Length of Service as at 31 December 2025
Mr Brendan Rinaldi	Yes	1 April 2022	3 years, 8 months
Mr Ed Peter	No	19 April 2016	9 years, 8 months
Mr Stephen Duerden	No	19 April 2016	9 years, 8 months
Mr Dirk Wiedmann	Yes	3 June 2016	9 years, 6 months
Dr Vivienne Brand	Yes	25 November 2020	5 years, 1 month
Mr Chris Larsen	Yes	26 November 2025	0 years, 1 month

Mr Dennis Mutton, Independent Director, retired from the Board on 26 November 2025 after nine (9) years of service to the Company.

The Board considers this to be an appropriate composition given the size and development of the Company at the present time and continually assesses the composition of the Board to ensure its membership maintains a combination of skills and experience that ensure the Board has the expertise to meet both its responsibilities to stakeholders and its strategic objectives.

The names of directors including details of their qualifications and experience available on the Company's website:

[www.rivco.com.au](http://www.rivco.com.au)

### Recommendation 2.4 – Recommendation followed

*A majority of the board of a listed entity should be independent directors.*

The Board is conscious of the need for independence and ensures that where a conflict of interest may arise, the relevant Director(s) leave the meeting to ensure a full and frank discussion of the matter(s) under consideration by the rest of the Board. Those Directors who have interests in specific transactions or potential transactions do not receive Board papers related to those transactions or potential transactions, do not participate in any part of a Directors' meeting which considers those transactions or potential transactions, are not involved in the decision-making process in respect of those transactions or potential transactions, and are asked not to discuss those transactions or potential transactions with other Directors.

Directors of the Company are considered to be independent when they are independent of management and free from any business or other relationship that could materially interfere with, or could reasonably be perceived to materially interfere with, the exercise of their unfettered and independent judgement.

The Board has accepted the following definition of an independent Director:

“An independent director is a director who is not a member of management, is a Non-Executive Director and who:

- is not, or has not been, employed in an executive capacity by the Company and there has been a period of at least three years between ceasing such employment and serving on the Board;
- is not, or has not within the last three years been, a partner, director or senior employee of a provider of material professional services to the Company;
- is not, or has not within the last three years been, in a material business relationship (e.g. as a supplier or customer) with the Company, or an officer or, or otherwise associated with, someone with such a relationship;
- is not a substantial security holder of the entity or an officer of, or otherwise associated with, a substantial security holder of the entity;
- does not have a material contractual relationship with the Company other than as a director; or
- has not been a director of the entity for such a period that his or her independence may have been compromised.”

In accordance with the definition above, Dirk Wiedmann, Chris Larsen, Vivienne Brand and Brendan Rinaldi are considered independent.

The Board Charter requires that where practical the majority of the Board will be independent.

The Board has determined that four (4) of the six (6) Directors are independent as defined under Recommendation 2.4. The Company therefore has complied with Recommendation 2.4 of the Corporate Governance Principles and Recommendations.

### **Recommendation 2.5 – Recommendation followed**

*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.*

On the 1 June 2026, Non-Executive, Independent Director, Mr Brendan Rinaldi was appointed as the Company’s Chairman. Prior to his appointment Mr Ed Peter was the Chairman of the Company, but not considered independent due to his association with the Investment Manager. The Company now complies with recommendation 2.5 of the Corporate Governance Principles and Recommendations.

The Board Charter provides that where practical, the Chairman of the Board will be a non-executive, independent director.

### **Recommendation 2.6 – Recommendation followed**

*A listed entity should have a program for inducting new directors and provide appropriate professional development opportunities for directors to develop and maintain the skills and knowledge needed to perform their role as directors effectively.*

The Company maintains a program for inducting new directors, for which the Company Secretary is responsible for. The Company also ensures that appropriate professional development opportunities are provided to directors to ensure they develop and maintain the skills and knowledge needed to perform their role as directors effectively.

### **Principle 3: Instil a culture of acting lawfully, ethically and responsibly**

*A listed entity should instil and continually reinforce a culture across the organisation of acting lawfully, ethically and responsibly.*

#### **Recommendation 3.1 – Recommendation followed**

*A listed entity should articulate and disclose its values*

##### Excellence & Professionalism

- We conduct our business considering the interest of key stakeholders
- We strive to provide excellent service, quality and performance for our shareholders
- We adapt to changes and always look for opportunities
- We learn from our mistakes
- We are professional

##### Integrity & Honesty

- We address risk head-on and develop suitable risk management practices
- We act honestly with our shareholders, customers and all stakeholders
- We are committed to maintaining high ethical practices
- We respect and consider the communities and regions in which we participate
- We take seriously our compliance legal and regulatory obligations

##### Strength & Reliability

- We deliver strong, reliable shareholder outcomes
- We value and strive to meet our shareholder's expectations
- We have a positive, safe working environment
- We pursue stable and effective investment targets
- We challenge our practices and always seek improvement

#### **Recommendation 3.2 – Recommendation followed**

*A listed entity should:*

- (a) have and disclose a code of conduct for its directors, senior executives and employees; and*
- (b) ensure that the board or a committee of the board is informed of any material breaches of that code*

The Company has developed a Code of conduct (the Code) which has been fully endorsed by the Board and applies to all directors and employees. The Code is regularly reviewed and updated as necessary to ensure it reflects the highest standards of behaviour and professionalism and the practices necessary to maintain confidence in the Company's integrity and to take into account legal obligations and reasonable expectations of the Company's stakeholders.

In summary, the Code requires that at all times all Company personnel act with the utmost integrity, objectivity and in compliance with the letter and the spirit of the law and company policies.

A copy of the Code of Conduct can be found online at: <https://rivco.com.au/investor-centre/>

### **Recommendation 3.3 – recommendation followed**

*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*

A copy of the Whistleblower Protection Policy can be found online at:  
<https://rivco.com.au/investor-centre/>

### **Recommendation 3.4 – recommendation followed**

*A listed entity should:*

- (a) have and disclose an anti-bribery and corruption policy; and*
- (b) ensure that the board or a committee of the board is informed of any material breaches of that policy*

A copy of the Anti-Bribery and Corruption Policy can be found online at:  
<https://rivco.com.au/investor-centre/>

## **Principle 4: Safeguard the integrity of corporate reports**

### **Recommendation 4.1 – recommendation followed**

*The board of a listed entity should:*

*(a) Have an audit committee which:*

- (1) Has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and*
  - (2) Is chaired by an independent director, who is not the chair of the board,*
- and disclose:*

- (3) The charter of the committee;*
- (4) The relevant qualifications and experience of the members of the committee; and*
- (5) 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*

<b>Mr Dennis Mutton*</b>	Independent Non-executive Director	(Committee Chairman)
<b>Mr Stephen Duerden</b>	Non-executive Director	(Committee Member)
<b>Dr Vivienne Brand</b>	Independent Non-executive Director	(Committee Member)
<b>Mr Brendan Rinaldi</b>	Independent Non-executive Director	(Committee Member)

Mr Mutton, Dr Brand and Mr Rinaldi are independent and the chairman of the Committee is not the chairman of the Board.

\*Mr Mutton retired from the Board on 26 November 2025. Subsequently, Mr Chris Larsen (Independent, Non-Executive Director) has been appointed to the Committee and Dr Vivienne Brand has been appointed as the Committee Chair.

The relevant qualifications and experience of each of the members of the Committee can be found in the director profiles contained within the Annual Report and on the Company's

website at: [www.rivco.com.au](http://www.rivco.com.au).

All members of the Audit and Risk Management committee are financially literate and have an appropriate understanding of the industries in which the Company operates.

The Committee has met five (5) times during the period.

The Audit and Risk Management committee operates in accordance with a charter which is available on the Company website at: [www.rivco.com.au](http://www.rivco.com.au)

The Audit and Risk Management Committee has authority, within the scope of its responsibilities, to seek any information it requires from any employee or external party.

The Board reviews the membership and charter of the Committee bi-annually.

#### **Recommendation 4.2 – Recommendation followed**

*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 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.*

During the year, the Chairman and the Finance Manager of the Company have certified to the Board that the financial statements are founded on a sound system of risk management and internal control and that the system is operating efficiently and effectively in all material respects. This declaration is provided to the Board before it approves the Company's financial statements for a financial period, and declares that in their opinion, the financial records of the Company have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity.

Moving forward, this declaration will be provided by the Company's Finance Manager and Executive Manager – Corporate.

#### **Recommendation 4.3 – Recommendation followed**

*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's board of Directors has overall responsibility and oversight of the Company's documentation that has not been audited or reviewed by an external auditor prior to its release to the market. The board of Directors will always review the authenticity and relevance of all documentation and the impact that it will have in relation to the shareholders to ensure that it is communicated in a way that any relevant information is disclosed in full and in a timely manner.

#### **Principle 5: Make timely and balanced disclosure**

*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.*

### **Recommendation 5.1 – Recommendation followed**

*A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.*

The Company has a Continuous Disclosure Policy that outlines the processes followed by the Company to ensure compliance with its continuous disclosure obligations and the corporate governance standards applied by the Company in its communications to the market. A summary of this policy is available on the Company's website at: <https://rivco.com.au/investor-centre/>.

The Company Secretary has been nominated as the person responsible for communications with the Australian Securities Exchange (ASX). This role includes responsibility in assisting the Board to ensure compliance with the continuous disclosure requirements in the ASX Listing Rules and overseeing and co-ordinating information disclosure to the ASX, shareholders, the media and the public.

All information disclosed to the ASX is posted on the Company's website as soon as it is disclosed to the ASX. The Company's website also enables users to provide feedback on Company matters and includes an "Investor Centre" landing page that discloses all relevant corporate governance information, including policies and procedures.

### **Recommendation 5.2 – Recommendation followed**

*A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.*

Once the release of an ASX announcement has been confirmed a copy of the release will be immediately available on the Company website and will immediately be distributed to each member of the board.

### **Recommendation 5.3 – Recommendation followed**

*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 will not disclose market sensitive information to any analyst or investor unless it has first provided that information to the market and received an acknowledgement that the information has been released.

Any new and substantive analyst or investor presentations will be released on the ASX Market Announcements Platform prior to the presentation.

### **Principle 6: Respect the rights of security holders**

*A listed entity should provide its security holders with appropriate information and facilities to allow them to exercise their rights as security holders effectively.*

### **Recommendation 6.1 – Recommendation followed**

*A listed entity should provide information about itself and its governance to investors via its website.*

The Board strives to ensure that security holders are provided with sufficient information to assess the performance of the Company and its Directors and to make well-informed investment decisions. The Company provides all information about itself and its corporate governance via its website at: [www.rivco.com.au](http://www.rivco.com.au)

#### **Recommendation 6.2 – Recommendation followed**

*A listed entity should have an investor relations program that facilitates effective two-way communication with investors.*

The Company has a shareholder communication policy which outlines the various medium through which the Company communicates with security holders. A copy of this policy can be viewed online at: [www.rivco.com.au](http://www.rivco.com.au)

#### **Recommendation 6.3 – Recommendation followed**

*A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.*

Shareholders are encouraged to participate at all Annual General Meetings and other General Meetings of the Company. Upon the despatch of any notice of meeting to Shareholders, the Company Secretary shall send out material with that notice of meeting stating that all Shareholders are encouraged to participate at the meeting. The meetings shall also be conducted to allow questions and feedback to the Board and the Manager of the Company.

#### **Recommendation 6.4 – Recommendation followed**

*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.*

All resolutions at the 2025 Annual General Meeting and Extraordinary General Meeting were decided by way of a poll rather than a show of hands.

#### **Recommendation 6.5 – Recommendation followed**

*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 aims to promote effective communication to and from shareholders. Members are encouraged to register with the company's share register to receive formal notices and material electronically and to communicate electronically.

Members are also encouraged to contact the Company via its website or directly to the registered office should they have any specific queries concerning the Company's performance.

## Principle 7: Recognise and manage risk

*A listed entity should establish a sound risk management framework and periodically review the effectiveness of that framework.*

### Recommendation 7.1 – Recommendation followed

*The board of a listed entity should:*

*(a) Have a committee or committees to oversee risk, each of which:*

- (1) Has at least three members, all of whom are non-executive directors, and a majority of whom are independent directors; and*
- (2) Is chaired by an independent director, and disclose:*
- (3) The charter of the committee;*
- (4) The members of the committee; and*
- (5) 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.*

<b>Mr Dennis Mutton*</b>	Independent Non-Executive Director	(Committee Chairman)
<b>Mr Stephen Duerden</b>	Non-Executive Director	(Committee Member)
<b>Dr Vivienne Brand</b>	Independent Non-Executive Director	(Committee Member)
<b>Mr Brendan Rinaldi</b>	Independent Non-Executive Director	(Committee Member)
<b>Mr Chris Larsen</b>	Independent Non-Executive Director	(Committee Member)

Mr Mutton, Dr Brand and Mr Rinaldi are independent and the chairman of the Committee is not the chairman of the Board.

\*Mr Mutton retired from the Board on 26 November 2025. Subsequently, Mr Chris Larsen (Independent, Non-Executive Director) has been appointed to the Committee and Dr Vivienne Brand has been appointed as the Committee Chair.

The Audit and Risk Management Committee operates in accordance with a charter which is available on the Company website at: [www.rivco.com.au](http://www.rivco.com.au)

The Board is responsible for satisfying itself annually, or more frequently as required, that management has developed and implemented a sound system of risk management and internal control. Detailed work on this task is delegated to the Audit and Risk Management Committee and reviewed by the full board. A review took place during the reporting period. The Committee met five (5) times during the period.

## **Recommendation 7.2 – Recommendation followed**

*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.*

Management is responsible for designing, implementing and reporting on the adequacy of the Company's risk management and internal control system and has to report to the Audit and Risk Management Committee on the effectiveness of:

- the risk management and internal control system during the year, and
- the Company's management of its material business risks.

The Audit and Risk Management Committee reviewed the Company's risk management framework during the period and was satisfied that it continued to be sound and the Company is operating with due regard to the risk appetite set by the Board.

## **Recommendation 7.3 – Recommendation followed**

*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 risk and internal control processes.*

The Company does not have an internal audit function due to the size and nature of the Company, however the Audit and Risk Management Committee is responsible for ensuring there are adequate policies in relation to risk management, compliance and internal control systems. The Committee monitors the Company's risk management by overseeing management's actions in the evaluation, management, monitoring and reporting of material operational, financial, compliance and strategic risks. In providing this oversight, the Committee:

- reviews the framework and methodology for risk identification, the degree of risk the Company is willing to accept, the management of risk and the processes for auditing and evaluating the Company's risk management system;
- reviews group-wide objectives in the context of the abovementioned categories of corporate risk;
- reviews and, where necessary, approves guidelines and policies governing the identification, assessment and management of the Company's exposure to risk;
- reviews and approves the delegations of financial authorities and addresses any need to update these authorities on an annual basis, and
- reviews compliance with agreed policies.

The Committee recommends any actions it deems appropriate to the Board for its consideration.

## **Recommendation 7.4 – Recommendation followed**

*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's policy is to identify and manage potential or apparent business, economic, environmental and social sustainability risks (if appropriate). Review of the Company's risk management policy is conducted at least annually and reports are continually created by management on the efficiency and effectiveness of the Company's risk management framework and associated internal compliance and control procedures.

## **Principle 8: Remunerate fairly and responsibly**

### **Recommendation 8.1 – Recommendation followed**

*The board of a listed entity should:*

*(a) Have a remuneration committee which:*

- (1) Has at least three members, a majority of whom are independent directors; and*
- (2) Is chaired by an independent director, and disclose:*
- (3) The charter of the committee;*
- (4) The members of the committee; and*
- (5) 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 established a Remuneration and Nomination Committee in June 2025, comprising of:

- Dr Vivienne Brand, Independent Non-Executive Director and Committee Chair;
- Mr Dirk Wiedmann, Independent Non-Executive Director; and
- Mr Ed Peter, Non-Executive Director.

The Remuneration and Nomination Committee has a charter and met once (1) during the year.

Prior to this, the Company had appointed Duxton Capital (Australia) as its Investment Manager to manage its assets and implement its investment strategy. The Company did not have any employees until the date of transition to internalised management and therefore did not have the need for a remuneration committee.

The Board had established an Investment Manager Assessment Committee, to monitor and review the activities of the investment manager to ensure probity and the interests of shareholders are protected in regard to those issues pertaining to the relationship between the Company and the Investment Manager.

The Company's policies and practices regarding the remuneration of Directors are set out in the Remuneration Report in the Company's Annual Report which is available on the Company's website.

## **Recommendation 8.2 – Recommendation followed**

*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's policy is to remunerate Independent Non-Executive Directors at market rates in comparison to other companies for time, commitment and responsibilities. Fees for Non-Executive Directors are not linked to company performance.

The company reviews local and international trends among comparative companies and industries to ensure remuneration is in line with companies with similar market capitalisations. The reviews are performed to confirm that non-executive director remuneration is in line with market practices and is reasonable in respect to Australian executive reward practices.

## **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 participating in the scheme; and*
- (b) Disclose that policy or a summary of it.*

The Company does not have an equity-based remuneration scheme.