

AMA GROUP

2026 Corporate Governance Statement

Contents

INTRODUCTION	1	6 RESPECT THE RIGHTS OF SHAREHOLDERS	11
1 LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT	2	Website	11
Role of the Board and Management	2	Investor Relations	11
Director Appointment and Election	2	Shareholder Participation At Meetings	11
Written Agreement	2	Communications	11
Company Secretary	2	7 RECOGNISE AND MANAGE RISK	12
Diversity Policy	2	Risk Management Framework	12
Board Performance Evaluation	3	Internal Audit	12
Senior Executive Performance Evaluation	3	Corporate Social Responsibility (CSR)	12
2 STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE	4	Community	12
Governance Framework	4	Environment	12
Board Structure and Composition	4	Workplace and Marketplace	13
Board Committees	5	Workplace Health and Safety	13
Board and Committee Meetings	5	8 REMUNERATE FAIRLY AND RESPONSIBLY	14
Board Skills Matrix	5	Non-Executive Director Remuneration	14
Director Independence	6	Securities Trading Policy	14
Induction and Professional Development	7		
3 INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY	8		
Code of Conduct	8		
Whistleblower Policy	8		
Anti-Bribery and Corruption Policy	8		
Modern Slavery Statement	8		
4 SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS	9		
Certification of Financial and Sustainability Reports	9		
Releases to Market	9		
External Auditor	9		
5 MAKE TIMELY AND BALANCED DISCLOSURE	10		
Continuous Disclosure Policy	10		

Corporate Governance Statement

The Board of AMA Group Limited (AMA Group or Group) is responsible for the Group's overall corporate governance framework. The Board recognises the importance of good corporate governance and its role in ensuring the accountability of the Board and management to shareholders.

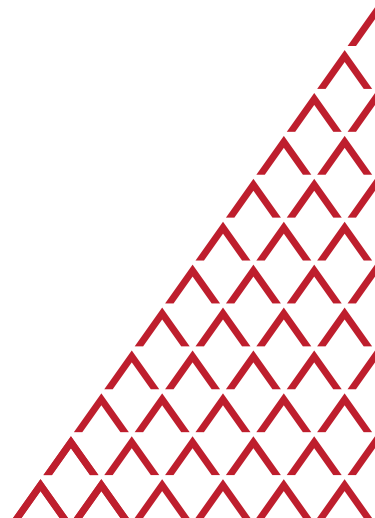
AMA Group complied with the 4th edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (ASX Principles and Recommendations) for the year ended 30 June 2026 (the reporting period).

This Corporate Governance Statement (Statement):

- outlines the key aspects of the Group's corporate governance framework;
- is structured and numbered in order of the ASX Principles and Recommendations;
- includes cross references to the Group's charters and policies which can be found in the Corporate Governance section of the Group's website at **amagroupltd.com/corporate-governance**; and
- should be read in conjunction with the Directors' Report and Remuneration Report, together with the Sustainability Report (contained in the Group's 2026 Annual Report) which is available at **amagroupltd.com/investor-centre/annual-reports** as those reports also contain information required to be included in the ASX Principles and Recommendations.

This Statement, together with ASX Appendix 4G, which summarises our compliance with the ASX Principles and Recommendations, has been lodged with the ASX and is available at **amagroupltd.com/corporate-governance**.

The information provided in this Statement is current as at 21 August 2026 and has been approved by the Board.



1. Lay solid foundations for management and oversight

Role of the Board and Management

The Board is accountable to shareholders for the performance of the AMA Group.

The Board has a Charter that sets out the role of the Board and how it exercises its powers and responsibilities. The Charter also clearly establishes the relationship between the Board and management.

The primary roles of the Board are to demonstrate leadership and provide overall strategic guidance and effective oversight of management in implementing AMA Group's strategic objectives. The Board also oversees the Group's approach to sustainability and environmental, social and governance (ESG) matters, including governance, risk management and the Group's reporting obligations. To achieve these roles, the Board has reserved for itself the specific responsibilities listed in the Charter. To assist it in discharging these responsibilities, the Board has established Committees to give detailed consideration to key issues. Two standing Committees have been established: the Audit & Risk Committee and the People Committee.

The Board has also delegated responsibility for the day-to-day management of the AMA Group, including the implementation of the Board approved strategy, to the Group Managing Director (Group MD). The Charter provides for the delegation of authority and power to the Group MD, within levels of authority agreed from time to time by the Board. The Group MD is accountable to the Board for the exercise of this delegation with the support of senior executives.

Director Appointment and Election

The People Committee assists the Board in fulfilling its responsibilities relating to the composition and performance of the Board, Board appointments and succession planning. Before the Board appoints or recommends to shareholders a candidate for election, the People Committee will ensure that appropriate background and other checks on their suitability to serve as a Director are undertaken. If appropriate, external consultants are engaged to assist the Board in its search for new Directors.

Each Director's term of appointment is subject to the provisions of the Corporations Act 2001 (Cth), the ASX Listing Rules, and the constitution of AMA Group.

New Non-Executive Directors (appointed by the Board during the year) are required to seek election as a Director at the Annual General Meeting (AGM) following their appointment and are then subject to re-election on a rotational basis with the other Non-Executive Directors. No Director (other than the Group MD) may hold office without re-election past the third AGM following their appointment or three years, whichever is longer.

Prior to each AGM, the Board determines whether it will recommend to shareholders that they vote in favour of the re-election of each Non-Executive Director seeking re-election, having regard to any matters the Board considers relevant, including the Director's performance.

AMA Group provides shareholders with all material information in its possession which is relevant to a decision on whether or not to elect or re-elect a Non-Executive Director in the Notice of Annual General Meeting. The Notice of Annual General Meeting includes a statement from the Board as to whether it supports an election or re-election.

Written Agreement

The Group has a written agreement with each Director and senior executive setting out the terms of their appointment. The nature of the agreements differ between those for Non-Executive Directors and those for the Executive Director and senior executives, recognising and reflecting that the latter are employees of the Group.

Directors also receive a Deed of Access, Insurance and Indemnity.

Company Secretary

The Company Secretary is directly accountable to the Board, through the Chair, on all matters relating to the proper functioning of the Board. Each Director has direct access to the Company Secretary. The responsibilities of the Company Secretary are outlined in the Board Charter and include advising the Board on governance matters, monitoring compliance with Board policy and procedures, and the coordination of all Board business including agendas, minutes and communication with regulatory bodies including the ASX.

Diversity Policy

AMA Group is committed to building a diverse workforce that recognises and embraces differences, and provides a safe, respectful and inclusive environment for our people. The Group recognises the benefits gained from having an inclusive and diverse workforce that reflects the communities that we work across including attraction and retention of talent, improved engagement, increased productivity and accessing broader perspectives and ideas.

The Group continues to progress its diversity and inclusion agenda through the development of implementation of policies and initiatives. These include flexible rostering and working arrangements. Further initiatives to promote gender diversity include participating in the annual Women in Collision Awards (these annual awards recognise the outstanding contribution of women in the collision industry), regular "Connection Sessions" to support engagement and retention of female apprentices.

The Group has lodged its annual public report with the Workplace Gender Equality Agency (WGEA) which can be found on the Group's website at amagroupltd.com/corporate-governance. The industry in which the Group operates is traditionally a male orientated industry however management continues to follow best practice recruitment processes which bases key selection criteria on experience, merit and competency for each role with a focus on gender equality. Apprenticeships remain an important contributor to the Group's diversity objectives, supporting increased female participation in trade roles, with 39 female apprentices employed as at June 2026.

1. Lay solid foundations for management and oversight (Cont.)

The Board has set the following measurable objectives as required by the Diversity Policy:

Objectives	Initiatives to deliver
Increase female participation each year, including: ■ Apprentices ■ Leadership	■ Participation in the Paint and Panel Women in Collision Awards and the Collision Repairer Woman in Collision Award ■ Review and ensure sites have facilities for females ■ Continue to refine recruitment practices and imagery to attract a broader talent pool ■ Continue to expand the apprenticeship program with a focus on increasing female participation, supported by targeted attraction initiatives and structured development pathways
Increase attraction and retention of female technicians	■ Continue to participate in female focused careers expos ■ Continue to be an active member of ACIA or other appropriate industry bodies ■ Ongoing and regular female apprentice “Connection” sessions ■ Leveraging the apprenticeship program as a primary pathway to attract and retain female technicians, including targeted engagement and support initiatives
Develop a pipeline of ready-now female Centre Managers	■ Identify future female talent through the Talent Review ■ Continue the Emerging Leaders and Keys programs ■ Strengthen early career pipelines, including apprenticeships, to support long-term leadership pathways ■ Establish a Centre Manager Accelerator Program

The following table shows the representation of men and women at various levels within the Group's workforce as at 30 June 2026:

Level	Proportion of Women %	Proportion of Men %
Non-Executive Directors	25%	75%
Senior Executives*	11%	89%
Other Levels	13%	87%

*Senior Executives are defined as the Group MD and their direct reports.

Board Performance Evaluation

The Board is committed to evaluating its own performance, the performance of its Committees, and individual Directors, as well as the governance processes supporting the Board. The Board does this through an annual assessment process. This process is reviewed annually by the People Committee, with the process subsequently approved by the Board.

During the reporting period, Directors provided written feedback in relation to the performance of the Board against a set of agreed criteria. The feedback was collected and was then presented to the Board for discussion and to identify actions for improvement. The results of the most recent formal assessment concluded that the Board is functioning in an appropriate manner.

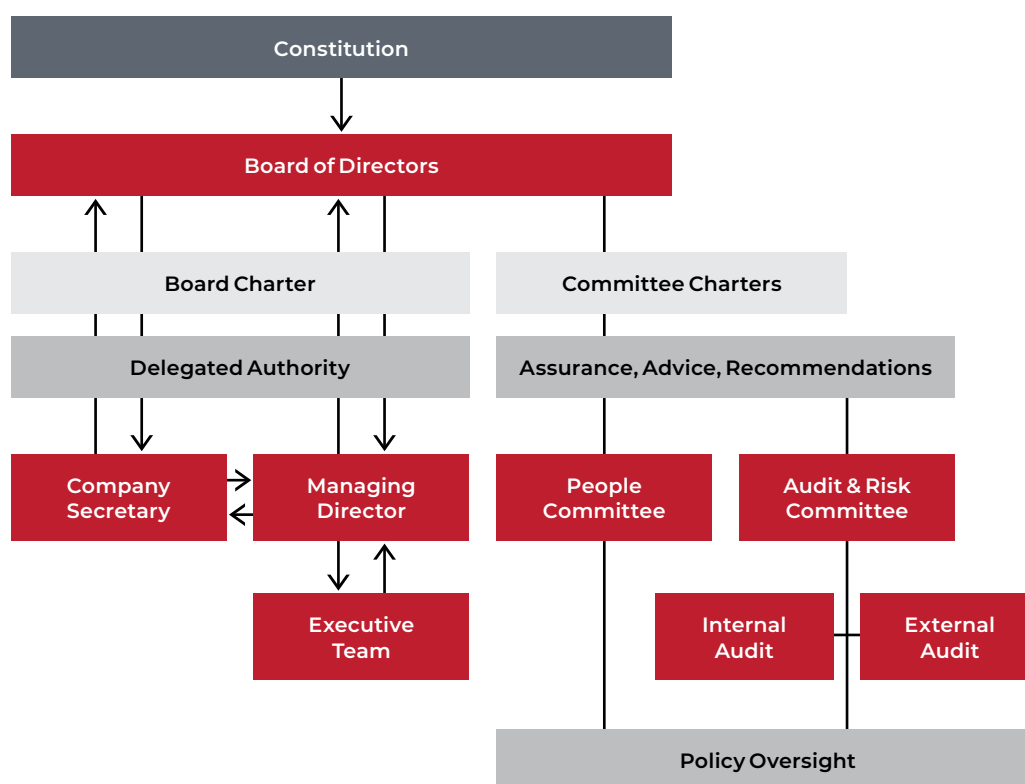
Senior Executive Performance Evaluation

The performance of senior executives is evaluated by the Group MD. The Group MD engages with each of his direct reports on an ongoing basis in relation to their performance and has regular discussions with each of them to facilitate a process of ongoing continuous improvement of their performance across technical, business and leadership criteria.

In the case of the Group MD, a performance review is completed by the Chair of the Board and the results reported to the People Committee, and thereafter the Board. The most recent review was completed in August 2026.

2. Structure the Board to be effective and add value

Governance Framework



Board Structure and Composition

The Board is structured so that it is comprised of individuals with the appropriate mix of skills, experience and diversity to develop and support AMA Group's strategy and enable it to discharge its responsibilities and add value, including facilitating effective discussion and decision-making. The Board determines its size and composition, subject to the constitution of AMA Group and applicable law.

The Board currently has five Directors, comprising four Non-Executive Directors and one Executive Director, the Group MD.

Each Director, and their length of service is listed in the table below. Details of each Director's appointment, qualifications and experience is set out in the Group's 2026 Annual Report.

Director	Period in office
Brian Austin, Chair	2 Years 8 months
Ray Smith-Roberts, Group MD	2 Years 5 months
David Goldstein	2 Years 5 months
Joanne Dawson	2 Years 2 months
Anthony Clark	7 months

2. Structure the Board to be effective and add value (Cont.)

Board Committees

To assist the Board in meeting its responsibilities, the Board has established the following two Committees:

- Audit & Risk Committee; and
- People Committee.

The members of these Committees are set out below:

	Audit & Risk Committee	People Committee
Chair	Joanne Dawson	David Goldstein
Members	Brian Austin	Brian Austin
	David Goldstein	Joanne Dawson
	Anthony Clark	Anthony Clark

Each Committee is structured so that it:

- consists of a majority of independent Directors;
- is chaired by an independent Director; and
- has at least three members.

Committees report to and make recommendations to the Board.

Each Committee has a Charter that defines its roles and responsibilities. An overview of the roles and responsibilities of each Committee (inter alia) is set out below:

Audit & Risk Committee	People Committee
■ oversee and monitor the Group's risk management framework periodically; ■ oversee the Group's relationship with the external auditor and the external audit function generally, including its independence, and make recommendations to the Board on the re-appointment or replacement of the external auditor; ■ oversee the Group's relationship with the internal auditor and the internal audit function generally, including its performance and overall effectiveness; ■ oversee the integrity, governance and completeness of sustainability and ESG reporting, including disclosures in the Sustainability Report; ■ oversee the preparation of the Group's financial and non-financial reporting and recommend to the Board whether they should be approved; and ■ oversee the Group's financial controls and systems.	As they relate to remuneration matters: ■ review and recommend to the Board remuneration and contractual arrangements for the Group MD; ■ review, at least annually, the performance of the Group MD against individual and Group KPI's; ■ review and recommend to the Board the establishment of any employee equity incentive plan; and ■ review and recommend to the Board remuneration arrangements for the Chair and Non-Executive Directors. As they relate to nomination matters: ■ review, assess and make recommendations to the Board on the composition, competencies and attributes of the Board; ■ review and recommend to the Board succession plans, regarding the Chair and Group MD; ■ assist the Board to assess the performance of the Board, its Committees and individual Directors; ■ review and recommend to the Board membership of the Board including recommendations for the appointment and re-election of Directors.

Board and Committee Meetings

Details of the number of Board and Committee meetings held during the 2026 financial year and the attendance of Directors and members of the Committees respectively are contained on page 18 of the 2026 Annual Report.

Board Skills Matrix

The Board considers it important to maintain an appropriate mix of skills, experience, and diversity amongst its Directors to ensure that it is able to meet the present and future needs of the Group. The Board has developed a Board Skills Matrix which sets out the mix of skills and experience that the Board considers relevant to membership of the AMA Group Board.

During the reporting period, each Director undertook a self-assessment against the skills and experience listed below, and the results were discussed with the rest of the Board.

2. Structure the Board to be effective and add value (Cont.)

The Board collectively has the following key skills and experience.

Skill/Experience	Number of Directors classed 'Working or 'Extensive'
Industry experience	4 Directors
Government and stakeholder relations	4 Directors
Customer experience	5 Directors
CEO and board experience	5 Directors
Technology	5 Directors
Health, safety and environment	5 Directors
Strategic and commercial acumen	5 Directors
Financial acumen	5 Directors
Capital management	5 Directors
Governance	5 Directors
Listed experience	4 Directors
Sustainability	5 Directors
Marketing and business development	5 Directors
People, culture and remuneration	5 Directors
Risk management	5 Directors

To the extent that any skills are not directly represented on the Board, they are augmented through the senior executive team and external advisors.

It is the Board's view that the current Directors possess the appropriate skills, experience and diversity to meet the Board's responsibilities and strategic objectives. The Board benefits from the combination of Directors' individual skills and experience as well as the different perspectives and insights that each Director brings to the Board. In respect of diversity, the Board recognises the benefit of having, and looks to achieve in its membership, varying backgrounds, attributes and gender representation.

Where a need or gap is identified or arises, the Board (with support from the People Committee as required) may commence a search process for potential appointees across a diverse candidate pool, with the assistance of external consultants as necessary. The Board then undertakes an assessment of short-listed potential candidates. Factors considered in the Board's assessment include the capability to devote the necessary time to the role, potential conflicts of interest and independence. The Chair of the Board, and other Directors then meet with candidates. Appropriate background and other checks are undertaken before any potential candidate is appointed to the Board or recommended to shareholders as a candidate for election.

During the reporting period, the composition of the Board was considered, taking into account AMA Group's strategic objectives, and existing and emerging requirements of the business. As a result, and in accordance with the search process described above, a new Non-Executive Director was appointed during the period.

Director Independence

The Board recognises the important contribution independent Directors make to good governance. Each Director is required to act in the best interests of the AMA Group.

The Board comprises a majority of independent Non-Executive Directors and has an independent Non-Executive Chair. The roles of the Chair and the Group MD are exercised by separate individuals.

The Board defines an independent Director as a Non-Executive Director who is independent of management and free of any business or any other relationships that could, or reasonably be perceived to materially interfere with their capacity to bring independent judgement to bear on issues before the Board and to act in the best interests of AMA Group as a whole.

In assessing the independent status of a Non-Executive Director, the Board considers a range of factors including the factors relevant to assessing the independence of a Director as set out in the ASX Principles and Recommendations, and the information and circumstances set out in the Board Charter that the Board considers relevant. The Board considers thresholds of materiality for the purpose of determining independence on a case-by-case basis.

The Board regularly assesses the independence of each Non-Executive Director. During the reporting period, the Board reviewed the interests, positions, and relationships of the current Non-Executive Directors, and considers each of them to be independent. In reaching this conclusion, the Board noted that each Non-Executive Director retained independence of character and judgement and had not formed associations with management (or others, including substantial holders) that might compromise their ability to exercise independent judgement.

Directors are not permitted to be involved in decisions where they have, or could be perceived to have, a conflict of interest or a material personal interest. Any Director who considers that there may be a conflict of interest or a material personal interest in any matter concerning the Group must declare it immediately.

2. Structure the Board to be effective and add value (Cont.)

Induction and Professional Development

AMA Group has an induction program for new Directors. Newly appointed Directors undergo their induction in the form of meetings with the Board, the Group MD and senior executives. New Directors are also provided with copies of all relevant documents and policies governing the Group's business.

On an ongoing basis, management provides Directors with information to ensure they keep abreast of current business performance and major issues. This is supported by periodic site visits in conjunction with Board meetings as well as the opportunity to hear from senior executives on a regular basis.

All Directors are expected to undertake any necessary continuing professional education to enable them to discharge their duties. In addition, relevant professional development opportunities are provided from time to time to the Board.

3. Instil a culture of acting lawfully, ethically and responsibly

Code of Conduct

The Board acknowledges the importance of and promotes the highest standard of corporate values, practice, and business conduct to ensure the Group operates its business openly, ethically, with honesty and integrity and in strict compliance with all laws and regulations.

The Group's Code of Conduct aligns to the value of "Together We Do It Right". The Code of Conduct ensures that all of our people, regardless of role, understand the expectations of them and of those that we do business with. It empowers team members to speak up when they notice something that doesn't align with those expectations, laws and regulations, and provides a simple 'Road Test' to undertake if they are unsure of what to do in a particular situation. The Code of Conduct is available on the Group's website at amagroupltd.com/corporate-governance.

The Code of Conduct is divided into four key sections:

- **The way we value safety** outlines what is expected when it comes to health and safety.
- **The way we treat people** outlines how to behave towards others, regardless of whether they are a team member, customer, or supplier.
- **The way we respect the community, and the environment** covers AMA Group's commitment to making a positive impact on our communities and proactively managing our environmental impact.
- **The way we protect our business** covers topics such as:
 - obeying the law and operating fairly and ethically
 - inappropriate gifts or bribery
 - avoiding conflicts of interest
 - using technology responsibly, and
 - representing the business in the right way including use of social media.

Each section also includes a link to relevant policies and procedures, provides clear examples of what is acceptable versus unacceptable behaviour, and scenarios.

The Code of Conduct is available on the intranet and Group website and is shared with team members through their onboarding and induction as well as through specific refreshers as a part of our broader compliance program.

The Group does not condone or tolerate unlawful behaviour or any form of discrimination, harassment or victimisation of AMA Group team member or any of its stakeholders.

Any material breach of the Group's Code of Conduct is raised at the Audit & Risk Committee level, with the latter reporting on them at the next Board meeting.

Whistleblower Policy

The Group's Whistleblower Policy further supports AMA Group's commitment to maintaining a high standard of corporate compliance, ethical behaviour and a culture where all AMA Group team members are encouraged to raise concerns or report unethical behaviour and misconduct without fear of possible adverse repercussion as a result. The Whistleblower Policy is available on the Group's website at amagroupltd.com/corporate-governance.

The policy encourages AMA Group team members to report any behaviour or situation where there is a genuine belief that it may breach the Code, Group policies and procedures or the law. The Group is committed to ensuring that those who do so are not disadvantaged or discriminated against when making reports in good faith. The Group has both an internal and externally facilitated whistleblowing service to enable AMA Group team members to report any concerns.

Any disclosure under the Group's Whistleblower Policy is raised at the People Committee level, with the latter reporting on them at the next Board meeting.

Anti-Bribery and Corruption Policy

The Group's Anti-Bribery and Corruption Policy demonstrates that the Group is committed to maintaining high standards of integrity and accountability in conducting its business. The policy, amongst other things, outlines instances of suspected misconduct which can be reported to the internal and external parties. The Anti Bribery and Corruption Policy is available on the Group's website at amagroupltd.com/corporate-governance.

Any material breach of the Group's Anti-Bribery and Corruption Policy is raised at the Audit & Risk Committee level, with the latter reporting on them at the next Board meeting.

Modern Slavery Statement

AMA Group has implemented policies and practices to assess the risk of modern slavery and other unethical behaviour in our supply chain and aims to work with suppliers who have the same core values and similar approaches as the AMA Group. In accordance with Modern Slavery legislation, AMA Group submitted the Group's Modern Slavery Statement in October 2025 which outlines the actions that AMA Group took during the 2025 financial year and continue to take in our commitment to assess modern slavery risks within our operations and supply chain.

4. Safeguard the integrity of corporate reports

Details regarding the Board's Audit & Risk Committee can be found on page 5.

Certification of Financial and Sustainability Reports

The Board receives written assurances from the Group MD and Group Chief Financial Officer (Group CFO), prior to the Board's approval of the Group's half-year and full-year financial statements. In relation to the 2026 financial year the Group MD and Group CFO confirmed that, in their opinion, the Group's financial records:

- are properly maintained;
- comply with the appropriate accounting standards and present a true and fair view of the financial position and performance of the Group; and
- are formed based on a sound system of risk management and internal control which is operating effectively; and
- information disclosed in the consolidated entity disclosure statement is true and correct.

Further, the Board receives written assurances from the Group MD and Group CFO, prior to the Board's approval of the Group's annual sustainability report, that, in their opinion, the Group's sustainability records:

- comply with the applicable sustainability standards being the Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures; and
- are in accordance with the climate statement disclosures as required under the Corporations Act 2001 (Cth).

Releases to Market

Periodic reports to the market which are not audited or reviewed by external auditors are subject to management review to ensure all content is materially accurate and appropriate. The Board reviews and approves all material market announcements prior to the release to the market via the ASX Market Announcements Platform.

External Auditor

KPMG was appointed as the external auditor of AMA Group on 20 November 2019.

KPMG provided a Statement of Independence to the Board, confirming that they have maintained their independence in accordance with the provisions of APES 110 Code of Ethics for Professional Accountants and the applicable provisions of the Corporations Act 2001 (Cth). The external auditor's independence declaration is incorporated into the Directors Report in the Group's 2026 Annual Report.

An analysis of fees paid to the external auditor, including a breakdown of fees for non-audit services, is provided in the Group's 2026 Annual Report and in the notes to the financial statements. The performance of the external auditor is reviewed annually by the Audit & Risk Committee.

The external auditor is required to attend the AGM and to be available to respond to shareholder questions relating to the conduct of the audit and the preparation and content of the Audit Report. This requirement was complied with in respect of the Group's 2025 AGM and representatives of KPMG will attend the 2026 AGM.

5. Make timely and balanced disclosure

Continuous Disclosure Policy

The Group is committed to complying with its continuous disclosure obligations to keep the market fully informed of information which may have a material effect on the price or value of the Group's securities. The Continuous Disclosure Policy is available on the Group's website at amagroupltd.com/corporate-governance.

The Group discharges these obligations by releasing information in ASX announcements and by disclosure of other relevant documents to the ASX and to shareholders (e.g. Annual Reports).

The Group's Continuous Disclosure Policy is designed to ensure the timely release of material price sensitive information to the market. The policy establishes procedures to ensure the Directors and management are aware of the Group's disclosure obligations. The policy also sets out procedures that must be followed in relation to the release of announcements to the market and discussions with analysts, the media or shareholders.

All material market announcements are reviewed and approved by the Board prior to release. All Directors receive confirmation of release of all market announcements directly from the ASX Market Announcements Platform.

It is AMA Group's policy that any new or substantive investor or analyst presentation is released on the ASX Market Announcements Platform prior to the presentation being made to investors or analysts.

6. Respect the rights of shareholders

AMA Group ensures it provides its shareholders with appropriate information and facilities to allow them to execute their rights as shareholders effectively.

Website

One of the Group's key communication tools is its website located at amagroupltd.com.

AMA Group has a separate landing page titled 'Corporate Governance' at amagroupltd.com/corporate-governance. Important information about the Group can be found in that section on the website. This includes the Board and Committee charters, AMA Group's constitution and other key corporate governance policies.

Investor Relations

AMA Group communicates with its investors on three main occasions during the year. These are when its half and full year results are released, and at the AGM. The Group holds a results briefing at the release of each of the half-year and full-year results and those briefings are open to all investors, analysts and other interested stakeholders. Participants have the opportunity to ask questions of the Group.

AMA Group may present at other forums during the year. Presentation materials are lodged with the ASX and placed on the Group's website so that all investors have the benefit of knowing what the Group presents.

During the year, the Group also meets with investors and other market participants upon request within the parameters of its Continuous Disclosure Policy. This interaction allows AMA Group to obtain an understanding of areas of interest or matters for concern. These are then considered by management, and, where relevant, communicated to the Board.

Shareholder Participation At Meetings

Shareholders were encouraged and provided with information to access, attend and vote at the Group's 2025 AGM. There was also an opportunity for shareholders to ask questions on the business of the Group, its financial results and in relation to specific business of the meeting both through participating at the meeting or by sending questions to AMA Group ahead of the AGM. All questions asked were responded to at the AGM.

To recognise the votes of shareholders present at the AGM and those who vote by proxy, consistent with the approach in 2025, at the 2026 AGM all items of business will be decided on a poll.

Communications

AMA Group promotes effective communication with its shareholders. Information is communicated to shareholders through the lodgement of all relevant financial and other information with the ASX in accordance with its continuous disclosure obligations as well as on its website at amagroupltd.com/asx-releases following release to the ASX.

To ensure prompt and efficient shareholder communications as well as reducing costs and promoting environmental best practice, the Group encourages its shareholders to opt to receive communications from and send communications to the Group and its share registry, Computershare Investor Services Pty Limited, electronically.

7. Recognise and manage risk

Details regarding the Board's Audit & Risk Committee can be found on page 5.

Risk Management Framework

The Board is responsible for overseeing and approving the Group's risk management framework (RMF). The RMF incorporates all of the systems, structures, processes and people that identify, measure, evaluate, monitor, report and control or mitigate all internal and external sources of material risk, including climate-related risks and opportunities. The Board has delegated to the Audit & Risk Committee (ARC) responsibility for periodically reviewing the effectiveness of the Group's risk management processes, including that material business risks are identified, assessed and appropriately managed.

The Group monitors its exposure to all risks including economic, environmental, and corporate social sustainability risks. The Board acknowledges that the Group faces risks inherent to its business which include economic risks, which may materially affect the Group's ability to preserve value for shareholders.

The Group is exposed to a range of ESG risks, including climate-related risks and opportunities, regulatory developments, supply chain considerations and changing stakeholder expectations.

These risks are identified, assessed and monitored as part of the Group's enterprise risk management framework and are subject to oversight by the ARC and the Board.

The Executive General Managers of each of the divisions assess, implement and regularly monitor appropriate risk mitigation measures relevant to and appropriate for the respective business operations. During the period, the ARC reviewed several key enterprise risks and the enterprise risk register.

The Group's exposure to material business risks is set out in the Directors' Report – Operating and Financial Review within the 2026 Annual Report. Further information on the Group's sustainability-related risks and management approach is set out in the Sustainability Report.

Internal Audit

The Group's internal audit function provides independent and objective assurance to the Board and ARC regarding the effectiveness of the Group's internal compliance and control systems.

Each year, in consultation with the ARC and Group CFO, an internal audit plan is established. The auditor reported to the Committee at various ARC meetings on findings and recommendations in relation to the internal audit work performed during the 2026 financial year.

Corporate Social Responsibility (CSR)

The Group's approach to corporate social responsibility, including environmental, social and workplace matters, is detailed in the Environment, Social and Governance Report.

Community

AMA Group recognises the important role our sites and teams play within the communities in which they operate. Our approach to community engagement is locally led, values-aligned and focused on creating meaningful connection, inclusion and positive industry and community outcomes.

Across the Group, sites are encouraged to support activities that are relevant to their teams, customers and local communities. These may include fundraising, local charity support, volunteering, education and career pathway programs, or initiatives that strengthen inclusion, participation and belonging within the workplace.

Our SMART teams provide a strong example of this approach, with local community support and inclusive employment practices embedded at site level. These efforts reflect the positive role our teams can play in creating opportunity, building stronger community connections and fostering a supportive workplace culture.

AMA Group also contributes to the broader collision repair industry through partnerships, sponsorships and workforce development programs that support recognition, diversity and future talent pathways. This includes our involvement in Women in Collision, Bodyshop Awards sponsorships and apprentice programs across the Group.

Through these activities, AMA Group seeks to support stronger local communities, a more inclusive workplace and a sustainable pipeline of talent for the collision repair industry.

Community engagement activities are assessed based on their alignment with AMA Group's values, relevance to local teams and communities, and their ability to contribute to positive social, workplace and industry outcomes.

Environment

At our core, AMA Group's operations seek to promote socially responsible outcomes in an environmentally sustainable manner. Through our collision repair, end-of-life vehicle dismantling and parts distribution businesses, we repair to extend vehicle life, reuse and renew components, and reduce waste.

We monitor exposure to environmental sustainability risks.

The Group's exposure to climate-related risks and opportunities are set out in the Sustainability Report within the 2026 Annual Report.

7. Recognise and manage risk (Cont.)

Workplace and Marketplace

AMA Group is focused on building our future team by growing our apprentice program, building leadership capability, and ensuring our people are at the forefront of their trade.

Key initiatives include:

- Continuing to build the capability of our current and future leaders through our refreshed 'Emerging Leaders' and 'Keys' Programs which are designed to establish leadership foundations then build on these.
- AMA Group remains committed to developing the next generation of skilled tradespeople through its national apprenticeship program, which forms a key component of the Group's workforce capability and succession pipeline.
- As at June 2026, the Group employed 424 apprentices with 70 apprentices completing their qualifications during FY26.
- During the reporting period, the Group continued to strengthen its apprenticeship pipeline through expanded sourcing partnerships with schools, Local Learning and Employment Networks, and industry bodies, including the ACIA.
- The Group also progressed its Accelerated Learning Program, with the second cohort comprising 18% female participation (FY25: 12.5%). The initial cohort is currently 15 months into employment and has maintained 100% retention.
- These initiatives support the development of technical capability across the network while contributing to improved diversity outcomes. The Group will continue to expand the Accelerated Learning Program into additional regions in FY27.
- Welcoming team members from other countries to address local skills shortages, complementing the Group's domestic apprenticeship pipeline, with 121 international team members commencing with AMA Group in FY26 and a further 119 in the process of joining.
- Ongoing skill development for qualified tradespeople through partnerships with I-CAR and key suppliers.
- A continued focus on flexible rostering and working arrangements.
- Listening to our team members with the annual 'Our Voice' Team Member Engagement Survey.
- Supporting the well-being of our workforce through our Employee Assistance Program which provides valuable support to team members and their families as well as accredited Mental Health First Aiders across the Group.

Workplace Health and Safety

We take the health and safety of our teams, our sites, and the communities in which we live and work with great responsibility. As such, we remain committed to our bespoke, risk-based safety management program, 'Take the LEAD'. This includes incident reporting, injury management, and high-risk equipment maintenance, as well as people leader, First Aid, and safety warden training. We are committed to proactive safety awareness and continuous improvement for known and emerging risks across the group, including physical and psychosocial risks.

AMA Group's Safety Leadership program called 'Take the LEAD,' empowers team members at all levels to take the lead on their safety, while LOOKing for hazards, ENGAGing with each other to develop a safe workplace, ACTing on incidents and reporting even the most minor injuries, to DEBRIEFing in toolbox talks to ensure incidents are learned from and do not re-occur.

Monthly Take the LEAD campaigns target key injury themes through educational toolbox talks. Information is provided on hazards that can affect team members, as well as the most appropriate equipment and PPE to be used to reduce the risks.

8. Remunerate fairly and responsibly

Details regarding the Board's People Committee can be found on page 5.

Non-Executive Director Remuneration

Details regarding the structure of Non-Executive Directors' and Key Management Personnel (including the Group MD's) remuneration are contained in the Remuneration Report which is located in AMA Group's 2026 Annual Report.

An increase in the aggregate maximum annual fee for Non-Executive Directors to \$1,100,000 was approved by shareholders at AMA Group's 2019 AGM.

The Board continued to commit to a reduction in its fees while the business progresses through its journey of renewal. This position is subject to annual review. Following shareholder approval at AMA Group's 2025 AGM, Non Executive Directors may elect to receive their Board fees in the form of restricted rights pursuant to the Non Executive Director Equity Plan.

Following the approval of shareholders at AMA Group's 2024 AGM, the Group has renewed its equity based long term incentive plan (LTIP), which has taken effect for eligible senior executives. Further information on the Group's LTIP is located at page 24 of the 2026 Annual Report.

Securities Trading Policy

The Group's Securities Trading Policy, aimed at minimising the risk of actual or the appearance of insider trading, applies to all employees of the Group which includes all Non-Executive and Executive Directors, officers and their associates, contractors, consultants, advisors, and auditors. The Securities Trading Policy is available on the Group's website at amagroupltd.com/corporate-governance.

The policy outlines conduct, procedures, closed trading periods and restrictions (including restrictions which limit entry by equity-based remuneration scheme participants into transactions which limit the economic risk of participating in the scheme) in relation to dealings in the Group's securities by employees.



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