



CORPORATE GOVERNANCE STATEMENT

For the year ended 30 June 2026

This statement outlines Enero Group Limited's corporate governance framework and practices in the form of a report against the Australian Securities Exchange (ASX) Corporate Governance Principles and Recommendations, 4th edition (Principles).

The Board of Enero Group Limited (the Company, Enero or the Group) is responsible for the corporate governance of the Company and its subsidiaries. This Corporate Governance Statement was authorised for issue in accordance with a resolution of the Directors on 21 August 2026. Enero's corporate governance framework, charters, policies and procedures can be found on the dedicated Corporate Governance page of its website, found here: <https://enero.com/investor-centre/governance/>

ASX Corporate Governance Principles and Recommendations:

1. Laying solid foundations for management and oversight

1.1 Responsibilities of the Board and management and Board Charter

The Board has approved a formal Board Charter, which details the Board's role, powers, duties and functions. A copy of the Board Charter is available on the Enero website.

The Board is responsible for, and has the authority to determine, all matters relating to the policies, practices, management and operations of the Group in order to carry out the objectives of the Group. Without intending to limit this general role of the Board, the principal functions and responsibilities of the Board include the following:

- **Oversight of the Company:** overseeing the Group and establishing codes that reflect the values of the Company and guide the conduct of the Board, management and employees.
- **Strategy and planning:** overseeing the development and implementation of the Group's strategic plan and objectives.
- **Shareholder liaison:** ensuring effective communications with shareholders through an appropriate communications policy and promoting participation at general meetings of the Company.
- **Monitoring, compliance and risk management:** overseeing and reviewing the Company's risk management and internal control framework as well as accountability systems and corporate reporting systems.
- **Financial:** adopting the annual budget and financial statements as well as monitoring and directing the financial and operational performance of the Company including capital management.
- **Human resources:** appointing, evaluating and setting the remuneration of the Chief Executive Officer (CEO) and Company Executives as well as reviewing the Board's composition and performance.
- **Ensuring the health, safety and wellbeing of employees:** in conjunction with the Company's Executive team, developing, overseeing and reviewing the effectiveness of the Company's workplace health and safety systems to ensure the wellbeing of all employees.
- **Delegation of authority:** determining delegations to Board Committees and management. The Board has delegated to the CEO and Company Executives, the authority and powers necessary to implement the strategies approved by the Board. The CEO may make further delegation within the delegations specified by the Board and is accountable to the Board for the exercise of these delegated powers.



1.2 Appointment of Directors

The Constitution of the Company provides that the number of Directors must not be less than three and not more than twelve. The names of the Directors of the Company in office at the date of this report are set out in the Directors' Report of the 2026 Annual Report. There are currently three Independent Non-Executive Directors including Ian Rowden, David Brain and Louise Higgins and one Executive Director, Ian Ball who serves as the CEO and Managing Director.

When a vacancy exists for a Board position, through whatever cause, or where the Board considers that it would benefit from the services of a new member with particular skills, the Remuneration and Nomination Committee will consider candidates having regard to:

- what may be appropriate for the Company;
- the skills, expertise and experience of the candidates;
- the desirability of those skills, expertise and experience when combined with those of the existing Directors; and
- the perceived compatibility of the candidates with the Company and the existing Directors.

The Board is committed to ensuring that Directors appointed to the Board hold a mix of skills and experience and that Board composition reflects the Company's commitment to diversity.

The Board undertakes appropriate background checks before the appointment of a new Director including an assessment of their qualifications and experience and details of any material directorships held by the candidate.

As required under Enero's Constitution and the ASX Listing Rules, a Director newly appointed during the relevant year since the previous Annual General Meeting (AGM), excluding any Executive Director, must stand for election at the next AGM. Retiring Directors are eligible for re-election by shareholders.

No Director (other than an Executive Director) may hold office past the third AGM following the Director's appointment or more than three years (whichever is longer) without standing for re-election. The Company must hold an election of Directors each year at the AGM.

1.3 Agreements with Directors and Executives

The Company has written service agreements with all Directors and Executives setting out the terms of appointment.

In relation to Non-Executive Directors, the agreement sets out term of appointment, remuneration, compliance with Company policies, ongoing rights and confidentiality obligations and indemnity and insurance obligations.

In relation to Executive Directors and Executives, the agreements set out the term of appointment, remuneration, compliance with Company policies, description of their position, duties, circumstances in which employment will be terminated and any entitlements on termination.

1.4 Company Secretary

The Company Secretary is accountable to the Board on all matters relating to the functioning of the Board and all Directors have access to the Company Secretary. The Company Secretary role includes advising the Board on governance matters and monitoring that Board and Committee policy and procedures are followed. For a profile of the Company Secretary including relevant skills qualifications and experience, please see the Annual Report.

1.5 Diversity Policy and promoting diversity

1.5.1 Diversity Policy

The Board has adopted a Diversity Policy, which describes the Company's commitment to ensuring a diverse mix of skills and talent amongst its Directors, officers and employees, to enhance Company and Group performance. The Diversity Policy addresses equal opportunities in the hiring, training and career advancement of Directors, officers and employees and outlines the process by which the Board will set measurable objectives to achieve the aims of its Diversity Policy, with particular focus on gender diversity within the Group. The



Board is responsible for monitoring Group performance in meeting the Diversity Policy requirements, including the achievement of diversity objectives. A copy of the Diversity Policy is available on the Enero website.

The Company promotes an environment conducive to the employment of well-qualified employees, Executives, Senior Management and Board candidates regardless of gender, race, age and life stages, religious beliefs, physical abilities or sexual orientation. Individual entities are responsible for and are encouraged to adopt work practices, which ensure that they are able to attract, reward and retain the best employees, regardless of gender, race, age and life stages, religious beliefs, physical abilities or sexual orientation.

The Group has the following diversity initiatives:

- achieving an overall gender balance of 50:50 within the workforce;
- an increase in the representation of females in leadership positions to 50% including at the Board, Executive and Senior Management levels;
- continually adapting the flexible working initiatives that recognise the life balance of all employees irrespective of gender or level in the Company and providing policies that support these initiatives;
- continuing on the Company's reconciliation journey with progression to Innovate Reconciliation Action Plan (RAP) to support national reconciliation and to create respectful relationships with Aboriginal and Torres Strait Islander peoples;
- increasing the opportunities within the Company of Aboriginal and Torres Strait Islander Peoples through relationships with local communities and organisations, including but not limited to Supply Nation; and
- 100% attendance of all employees at Respect @ Work, Working with Cultural Differences and Aboriginal History training as part of support and educating our workforce on diversity.

The Company continues to monitor and seek to identify ways in which it can promote a corporate culture, which embraces diversity when determining the composition of employees, Senior Management, Executives and the Board, including continuing to recruit employees and Directors from a diverse pool of qualified candidates, and policies and initiatives that maintain our diversity focus.

1.5.2 Workplace gender equality

The Board is responsible for the regular review of and reporting on the relative proportion of women employed at all levels of the Group. Women are well represented at all levels within the Company, including at Board, Executive and Senior Management levels. As part of the Company's ongoing commitment to gender diversity and equality and under the Workplace Gender Equality Act 2012, the Company has lodged its 2026 annual public report to the Workplace Gender Equality Agency. A copy is available on the Enero website. As at 30 June 2026, the Group had the following proportions of men and women across the Board, in Executive and Senior Management positions and across the total Group:

Level	Male	Female	Non binary
Board of Directors	75%	25%	0%
Enero Executive team	20%	80%	0%
Agency leadership	53%	47%	0%
Total Group	48%	52%	0%

The Group has defined Agency Leadership teams as those charged with management of the individual businesses of the Group.

1.6 Evaluation of Board performance

The Chair is responsible, in the first instance, for monitoring the contribution of individual Directors.

The Board undertakes an annual self-assessment of both its collective performance and that of individual Directors and seeks specific feedback from the Executive and Senior Management team on particular aspects of its performance. The Board reviewed the performance of individual directors, the Board and the Committees. The Board also reviewed the performance of the Chair.

In addition, each Board Committees undertake an annual self-assessment of the performance of the committee and the achievement of committee objectives. The performance of the CEO is reviewed annually by the



Remuneration and Nomination Committee and the Board against set performance goals and competencies. Performance evaluation of the Board, its committees and Directors has taken place during the reporting period in accordance with the process disclosed.

1.7 Evaluation of Executives' performance

The performance evaluation of key Executives is undertaken by the Board, in conjunction with the CEO, on both a formal regular and informal ongoing basis.

Each Executive's performance is reviewed at least annually including a review of the performance conditions for Short-term incentive (STI) plans and Long-term incentive (LTI) plans. Performance evaluation of Executives has taken place during the reporting period in accordance with the process disclosed.

The process for evaluating the performance of Executives and the remuneration policy for Executives is further discussed in the Remuneration Report contained within the 2026 Annual Report.

2. Structuring the Board to add value

2.1 Nomination Committee

The Board has a combined Remuneration and Nomination Committee whose purpose is to seek and nominate qualified candidates for election or appointment to the Company's Board. Details regarding the composition and responsibilities of this Committee are set out in item 8.1 of this Corporate Governance Statement.

2.2 Board skills matrix

In determining the composition of the Board, the Remuneration and Nomination Committee ensures that the Board has an optimal size and mix of skills to facilitate efficient and appropriate decision-making. The Board comprehensively reviewed its board skills matrix during FY23 and the objective of the review was to clearly outline the skillset required at Board level to support the Company's ongoing strategy. The board considered the skills and experience of its directors in FY26 having regard to the board skills matrix and determined that the skills and experience of the board were appropriate for the size and scale of the Company.

The Board has an appropriate matrix of skills including:

- relevant industry experience in the marketing and communications sector;
- Board members with directorships in other listed entities;
- international experience in markets in which the Group operates (predominantly Australia, UK, Europe and USA);
- corporate leadership and strategy;
- finance, governance & risk; and
- mergers & acquisitions.



Skills & Experience		Collective Experience		
		Moderate	Experienced	Expert
Governance	Knowledge and experience in establishing and overseeing governance frameworks, policies, and processes.			
Risk Management	Expertise in identifying, managing, and overseeing material risks, along with the capability to monitor risk and ensure compliance.			
Financial and Capital Management Experience	Expertise in financial accounting and reporting, capital allocation, and debt and equity capital management, including investor relations.			
Industry Experience	Understanding of the market sectors relevant to the Group.			
Leadership	Executive and business leadership experience at a senior level.			
Strategic Vision and Direction	Expertise in the development, establishment, and execution of strategic vision and direction.			
People and Remuneration	Experience in managing people, including incentive arrangements, corporate culture, leadership assessment and workforce and succession planning.			
Technology and Innovation	Expertise in technological strategies, innovation, and prioritising digital technology, data, and analytics.			

2.3 Independent Directors

The Board meets the ASX Corporate Governance Council's recommendation that a majority of the Board should be independent. Independent Directors of the Company as at the date of this Report are:

Name	Role	Independent	Appointed	Length of service (at 30 June 2026)
Ian Rowden	Non-Executive Director	Yes	21 November 2018	7 years and 7 months
David Brain	Non-Executive Director	Yes	10 May 2018	8 years and 1 month
Louise Higgins	Non-Executive Director	Yes	10 September 2021	4 years and 9 months

The Board uses the following criteria to determine and confirm the independence of each Board member:

- the Director is not:
 - a substantial shareholder of the Company; or
 - an officer of, or otherwise associated directly with, a substantial shareholder of the Company;
- the Director is not employed in an executive capacity by the Company or its subsidiaries, or if the Director has previously been employed by the Company or its subsidiaries, there has been a period of at least three years between ceasing such employment and serving on the Board;
- the Director has not been a principal of a material professional advisor or a material consultant to the Company or its subsidiaries, or an employee materially associated with the service provided within the last three years;
- the Director is not a material supplier or customer of the Company or its subsidiaries, or an officer of or otherwise associated directly or indirectly with a material supplier or customer;
- the Director has no material contractual relationship with the Company or its subsidiaries other than as a Director; and
- the Director has not been on the Board for such a period of time that independence may have been compromised.

The Board assesses whether each Non-Executive Director is independent on appointment and at least annually. In relation to conflicts of interest, Directors must:



- disclose to the Board actual or potential conflicts of interest that may or might reasonably be thought to exist between the interests of the Director and the interests of any other parties in carrying out the activities of the Group; and
- if requested by the Board, within seven days or such further period as may be permitted, take such necessary and reasonable steps to remove any conflicts of interest.

If a Director cannot or is unwilling to remove a conflict of interest, then the Director must, as per the Corporations Act, absent himself or herself from the room when discussion and/or voting occurs on matters to which the conflict relates.

2.4 Majority Independent Directors

Three out of the four directors are classified as Independent Non-Executive Directors and therefore the Company has a majority of independent directors. The Fourth Director, Ian Ball serves as Chief Executive Officer and Managing Director.

2.5 Independent Chair and roles of the Chair and CEO

The Chair of Enero, Ian Rowden, is an independent Non-Executive Director. This meets with the ASX Recommendation that the Chairman should be an independent Director. The roles of Chair and CEO are not exercised by the same individual.

The division of responsibilities between the Chair and the CEO has been agreed by the Board.

The Chair is responsible for:

- leadership of the Board;
- overseeing the Board in the effective discharge of its supervisory role;
- promoting a strong relationship between the Board and management; and
- ensuring there is regular and effective evaluation of the Board's performance.

The CEO is responsible for:

- leadership of the management team;
- day-to-day management of the Group's operations; and
- implementation of the Group's strategies.

2.6 Induction and professional development of Directors

New Directors undergo an induction process conducted by the Company Secretary in which they are given a full briefing on the Group. Information made available to new Directors includes:

- meetings and presentations from Executives and Senior Management;
- information regarding conduct and contribution expectations;
- details of relevant legal requirements;
- a copy of the Board Charter and relevant Committee Charter;
- management reports of the Group;
- a copy of the current strategic plan of the Group and annual budget; and
- a copy of the Constitution of the Company.

The Board does not have a formal procedure for Directors to take professional advice at the expense of the Company; however, the Directors have the ability to do so. This includes continuing professional development opportunities for Directors.

3. A culture of acting lawfully, ethically and responsibly

3.1 Company values



Enero has developed a set of guiding principles which define how the Group operates and what it requires from its Directors, Executives and all employees.

The core values of Enero are:

- a challenger spirit;
- borderless thinking;
- the power of diversity; and
- kindness.

3.2 Company Code of Conduct

To assist the Board in carrying out its functions, Enero has developed a Code of Conduct to guide the Directors, the CEO and other Executives in the performance of their roles. The Company Code of Conduct was adopted by resolution of the Board on 27 May 2004 and is reviewed periodically.

This Code of Conduct covers the following expectations in relation to the following matters:

- responsibilities to shareholders and the financial community generally;
- responsibilities to clients, customers and consumers;
- employment practices;
- obligations relative to fair trading and dealing;
- conflicts of interest;
- compliance with legislation affecting its operations; and
- how the Company monitors and ensures compliance with its Code of Conduct.

The Code of Conduct is complemented by a range of additional policies including the Securities Dealing Policy, Continuous Disclosure Policy, Media and Communications Policy, Diversity Policy, Environmental Policy and a Workplace Health and Safety Policy. A copy of the Code of Conduct is available on the Enero website.

The Company's Securities Dealing Policy was last updated in August 2026. The policy allows Directors and key employees to trade in Enero securities, subject to obtaining clearance during designated trading windows.

All Directors and employees are prohibited from trading in Company securities at any time if they possess price-sensitive information not available to the market, which could reasonably be expected to influence the market. The Company's Securities Dealing Policy also prohibits margin lending, hedging and short selling of the Company's securities by Directors and key employees.

3.3 Whistleblower Policy

The Board is committed to fostering a culture of good corporate governance and ethical behaviour. The Board has adopted a Whistleblower policy (with, as applicable, jurisdictional versions), which sets out the Company's approach to managing disclosures by whistleblowers.

The policy aims to:

- ensure that individuals who disclose wrongdoing can do so safely, securely and with confidence that they will be protected;
- ensure there is a transparent process around receiving, handling and investigating disclosures; and
- encourages a culture of compliance with Enero's legal and ethical obligations.

A copy of each policy is available on the Enero website.

3.4 Anti-Bribery and Corruption Policy

The Board is committed to the highest standards of ethical conduct and integrity ensuring that its employees and associated persons act in compliance with all of the laws of the countries in which the Company operates. In August 2024 the Board adopted an updated Anti-Bribery and Corruption policy, which outlines prohibited acts,



record keeping, prohibited facilitation payments, reporting suspected bribery and policies around corporate entertainment.

A copy of the policy is available on the Enero website.

3.5 Modern Slavery Statement

The Board is committed to continued high standards of modern slavery governance. In accordance with the Modern Slavery Act 2018 (Cth), Enero submits an annual Modern Slavery Statement with the Australian Government which is incorporated into the publicly available Modern Slavery Register and is also made available on the Corporate Governance page of the Enero website. The Modern Slavery Statement outlines the steps Enero continues to take to prevent modern slavery in its operations and its supply chain.

4. Safeguarding integrity in corporate reporting

4.1 Audit and Risk Management Committee

The Audit and Risk Committee consists only of Non-Executive Directors, including a majority of independent Directors. Current members of the Audit and Risk Committee are set out in the Directors' Report of the 2026 Annual Report.

Louise Higgins has been the Chair of this Committee since 1 December 2021. She is an independent Director. The Chair of the Audit and Risk Committee cannot be the Chair of the Board. All members can read and understand financial statements, are otherwise financially literate and understand the industry which the Company operates in. The details of the members' qualifications can be found in the Directors' Report of the 2026 Annual Report.

The Audit and Risk Committee Charter sets out the Committee's role and responsibilities, structure, membership requirements and procedures. The Committee meets at least four times each year and reports to the Board on all matters within its role and responsibilities. The Audit and Risk Committee meets with an external auditor at least twice a year.

Members of management and the external auditors attend meetings of the Audit and Risk Committee by invitation. The Audit and Risk Committee may also have access to financial and legal advisers, in accordance with the Board's general policy.

Details of the number of meetings of the Audit and Risk Committee and the names of attendees can be found in the Directors' Report of the 2026 Annual Report.

The Audit and Risk Committee monitors and reviews the effectiveness of the Group's controls in the areas of operational and capital risk, legal, compliance and corporate reporting.

The Committee discharges these responsibilities by:

- establishing policy and overseeing the adequacy of the controls established by Executives and Senior Management to identify and manage areas of potential risk and to safeguard the assets of Enero;
- overseeing Enero's relationship with the external and the external audit function generally including selection, appointment, rotation and removal of the external auditor, audit fees, any fees for non-audit services, and independence of the auditor;
- evaluating the processes in place to ensure that accounting records are properly maintained in accordance with statutory requirements, and that financial information provided to investors and the Board is accurate and reliable; and
- monitoring procedures in place to ensure Enero is compliant with various legislative and reporting requirements for financial statements, including the Corporations Act and ASX Listing Rules.

The Audit and Risk Committee has also adopted a policy on the provision of non-audit services, and complies with the statutory requirements regarding the rotation of external audit personnel. All non-audit services are subject to the corporate governance procedures adopted by the Company and have been reviewed by the Audit and Risk Committee to ensure they do not impact the integrity and objectivity of the auditor.



The non-audit services provided do not undermine the general principles relating to auditor independence as set out in APES 110 Code of Ethics for Professional Accountants, as they will not involve reviewing or auditing the auditor's own work, acting in a management or decision-making capacity for the Company, acting as an advocate for the Company, or jointly sharing risks and rewards.

The Audit and Risk Committee reviews the audited annual and half-yearly financial statements and other reports which accompany published financial statements before submission to the Board, and recommends their approval.

A copy of the Audit and Risk Committee Charter is available on the Enero website.

4.2 Statement of CEO in relation to assurance

The Board has received assurance from the CEO that the declaration provided by them in accordance with section 295A of the Corporations Act 2001 is founded on a sound system of risk management and internal control and that, in their opinion:

- financial records have been properly maintained;
- financial statements, in all material aspects, are complete and present a true and fair view of the financial position and operational results of the Group and are in accordance with relevant accounting standards;
- the above statement is founded on a sound system of financial risk management and internal control, which implements the policies adopted by the Board; and
- risk management and internal control is operating efficiently and effectively in all material respects in relation to financial reporting risks and material business risks.

The Board notes that due to its nature, internal control assurance from the CEO can only be reasonable rather than absolute. This is due to factors such as the need for judgement and because much of the evidence available is persuasive, rather than conclusive and therefore does not, and cannot be designed to, detect all weaknesses in control procedures.

4.3 Corporate reporting not audited or reviewed by an external auditor

The Audit and Risk Committee has the responsibility to review, assess and approve the half-year and full-year financial reports. All other financial information or corporate reporting not audited or reviewed by an external auditor is approved by the Audit and Risk Committee prior to being published or released to the market.

4.4 Integrity of corporate reporting

The Company has policies and processes in place to verify and safeguard the integrity of its corporate reporting. The portfolio of published corporate reports currently comprises:

- Annual Financial Report and Director's Report (including the Remuneration Report);
- Preliminary Final Report;
- Half Year Financial Report;
- Corporate Governance Statement;
- Results Announcement and Presentation; and
- Trading update(s).

4.5 External auditing

The Annual Financial Report and Director's Report (including the Remuneration Report) are audited by the Company's external auditor Ernst and Young. The Half Year Financial Report is also reviewed by our external auditor.

4.6 Internal controls



The Company has internal controls to ensure the integrity of corporate reporting systems, including the accuracy of financial reporting. These internal controls take the form of appropriate financial delegations, financial planning and reporting, and compliance with the Group's Policies and Charter.

Corporate reports released to the public, are prepared and reviewed by Executives and Senior Management and subject matter experts and are reviewed by the Company's Executive team, the Audit and Risk Committee, and ultimately approved by the Board. This process helps to ensure that corporate reports are accurate, compliant and comprehensible, and provide shareholders with appropriate information to make informed decisions.

5. Making timely and balanced disclosure

5.1 Policy for compliance with continuous disclosure

Enero has established a Continuous Disclosure Policy, which was substantially revised in October 2024 to ensure compliance with the ASX Listing Rules disclosure requirements and provide timely and accurate information to its investors and regulators.

The Board has designated the Company Secretary as the person responsible for overseeing and coordinating disclosure of information to the ASX, as well as communicating with the ASX.

A copy of the Company's Continuous Disclosure Policy is available on the Enero website.

5.2 Material market announcements

The Board promptly receives copies of all material market announcements after they are made.

5.3 Investor and analyst presentations

The Company releases any materials relating to investor and analyst presentations on the ASX Market Announcements Platform in advance of such presentation.

6. Respecting the rights of security holders

6.1 Company website

Communications with investors occurs via ASX Market Announcements platform, the annual report, half and full year results meetings, calendar of key events and other briefings from time to time. All information disclosed to the ASX is available on the Enero website.

The Company encourages shareholders to participate in the AGM of the Group. The Company seeks to choose a date, venue and time for the AGM that is convenient to the greatest number of its shareholders. Explanatory memorandums on the resolutions are included in the notice of meeting.

The Enero website www.enero.com has a wide range of information available about the Group including an overview of the Group's operations and details on the Company's securities registry. The Company's website is an important means of communicating with investors, shareholders and other stakeholders.

6.2 Investor relations program

To facilitate the effective exercise of the rights of shareholders, the Company is committed to ensuring that all external communications with shareholders will:

- be factual;
- not omit material information; and
- be timely and expressed in a clear and concise manner.

The Company makes the CEO and senior leadership available to investors during specific periods of the year to conduct briefings on the Group financial performance and operations.

The Company makes available a telephone number and email address for shareholders to make enquiries of the Group.



The Company has commenced publishing a quarterly newsletter to provide investors with non-sensitive updates on initiatives and projects of the agencies operating within the Enero Group.

6.3 Security holder participation at meetings

The Company makes available all of the Directors at the AGM each year. Security holders have the right to ask questions of the Directors in relation to any Company matters.

The Company facilitates online voting on resolutions through its share registry.

6.4 Resolutions at a meeting of security holders

The Company conducts an Annual General Meeting and may convene any other meeting of security holders from time to time using polling for substantive resolutions rather than a show of hands. The Company encourages attendance at and participation in general meetings. Meetings of shareholders are an opportunity for engagement with security holders. A notice of meeting is sent to security holders prior to the meeting which includes details of the resolutions to be considered and proxy voting procedures. The notice of meeting and explanatory memorandum is also made available on the Company's website.

6.5 Electronic communications

The Company gives all security holders the option to receive electronic communications from the Company or the share registry, and send communications electronically either to the Company or the share registry.

7. Recognising and managing risk

7.1 Risk Committee

The Board has an Audit and Risk Committee whose purpose is to ensure the Company has adequate processes for managing risk and internal controls. Details regarding the composition and responsibilities of this Committee are set out in item 4.1 of this Corporate Governance Statement and details of the meetings held through the year and members of the Committee during the reporting period are set out in the 2026 Annual Report.

7.2 Risk oversight and management

Enero recognises that identification and effective management of risk is viewed as an essential part of good corporate governance and the Company's approach to creating long-term shareholder value.

The Company has an established risk management framework designed to identify and respond to risks in a way that creates value for Enero shareholders, and to allow the Company to meet its long-term growth objectives. The framework includes specific risk management activities in core areas of risk for the Group, including operational, financial reporting and compliance risks.

The risk management framework adopted by the Company includes:

- process for identification of the material business risks faced by the Company;
- prioritisation of material business risks;
- identification of controls to manage the key risks; and
- ongoing reporting and discussion of material business risks throughout the year.

Risk management is a key element of Enero's strategic planning and decision making. Enero strives to balance the risks and rewards in conducting business to optimise returns, in accordance with its goals of delivering shareholder value and its commitments to stakeholders, customers and the broader community.

Management, through the CEO, is responsible for designing, implementing and reporting on the adequacy of the Company's risk management and internal control system. Management reports to the Audit and Risk Committee on the Company's key risks and the extent to which it believes these risks are being managed. A risk review is conducted annually, or more frequently as required, by the Board.

The Board is responsible for satisfying itself annually, or more frequently as required, that management has developed and implemented a sound risk management and internal control system. This task is delegated to the



Audit and Risk Committee and reviewed by the Board. The Audit and Risk Committee also oversees the adequacy of the Company's risk reporting from management.

Strategic and operational risks are reviewed at least annually by all operating businesses as part of the annual strategic planning and budgeting process. The CEO and Senior Management of the Company's subsidiaries are required to report to the Board each month on operational risks. These are then reviewed by the Enero Executive team each month; and by external auditors as part of the half-year and full-year reporting to shareholders.

The Head of Legal and Company Secretary monitors the Company's compliance with its legal and regulatory obligations. Enero Executives and Senior Management meets regularly to deal with specific areas of risk, such as treasury risk and foreign exchange rates, and provides reporting to the Board on these areas at least annually.

The Risk Management Policy is available on the Enero website.

7.3 Internal audit function

Whilst the Company does not have an internal audit function, the Board is of the view that the nature and size of the Company's operations currently do not require a separate function to the functions performed by the Company's finance department, Audit and Risk Committee and external auditors. Risk management procedures are reviewed, evaluated and updated annually by the Audit and Risk Committee.

7.4 Material exposure to economic, environmental and social sustainability risks

The Board does not consider it has any material risk exposure to environmental and social sustainability risks due to the nature of the business. The Annual Report sets out more information about the Company's approach to sustainability and the initiatives it has undertaken in the reporting period.

The Risk Management Policy outlines the specific risk management activities, across core areas for the Group, of operational and compliance risks.

8. Remunerating fairly and responsibly

8.1 Remuneration and Nomination Committee

The Remuneration and Nomination Committee consists only of Non-Executive Directors, including a majority of independent Directors. The Committee is chaired by David Brain, an independent director. During the reporting period, Annouk Darling resigned from the Board in February 2026 and at the time, the Board determined that there was not a need to add a director to the Committee to comprise three members having regard to the size and composition of the Board and the size of the Company. The Board has since determined that it is appropriate to appoint a third member of the Committee and in August 2026, appointed Lou Higgins to the Committee.

The details of the members' qualifications can be found in the Directors' Report of the 2026 Annual Report. All directors are welcome to attend the Committee meeting.

The Remuneration and Nomination Committee reviews and makes recommendations to the Board on remuneration packages and policies, including but not limited to succession planning, recruitment and the appointment of the CEO, Executives and Directors themselves, and overseeing succession planning, selection and appointment practices and remuneration packages for Executives, Senior Management and employees of Enero.

Details of the number of meetings of the Remuneration and Nomination Committee and the names of the attendees can be found in the Directors' Report of the 2026 Annual Report.

The responsibilities of the Remuneration and Nomination Committee include:

- setting policies for Executive remuneration;
- setting the terms and conditions of employment for the CEO;
- reviewing and making recommendations to the Board on the Company's incentive schemes;
- making recommendations to the Board on any proposed changes to the Board; and



- undertaking an annual review of the CEO's performance including setting the CEO's goals for the company year.

A copy of the Nomination and Remuneration Committee Charter is available on the Enero website.

8.2 Executives', Executive Directors' and Non-Executive Directors' remuneration

The Executive Remuneration Policy was approved by resolution of the Board in September 2004 and is reviewed annually. The Non-Executive Director Remuneration Policy was approved by resolution of the Board on 17 August 2023.

8.2.1 Executive Remuneration

The Group is committed to remunerating its Executives in a manner that is market-competitive and consistent with best practice, as well as supporting the interests of shareholders. Consequently, under the Executive Remuneration Policy, the remuneration of Executives may be comprised of (or some combination of) the following:

- fixed salary that is determined from a review of the market and reflects core performance requirements and expectations including statutory superannuation;
- a short-term incentive designed to reward actual achievement by the individual of performance objectives and Company performance targets; and
- participation in the equity-based incentive scheme.

By remunerating Executives through performance and long-term incentive plans, in addition to their fixed remuneration, the Company aims to align the interests of Executives with those of shareholders, and increase Company performance.

Details of the amount of remuneration, including both monetary and non-monetary components, for each of the Executives who are considered Key Management Personnel during the year are detailed in the Directors' Report of 2026 Annual Report.

8.2.2 Non-Executive Director Remuneration

The Constitution provides that the Non-Executive Directors are each entitled to be paid such remuneration from the Company as the Directors decide for their services as a Director, but the total amount paid to all Non-Executive Directors for their services must not exceed in aggregate in any financial year the amount fixed by the Company in a general meeting.

This amount is currently fixed at \$750,000 aggregate cap. The remuneration of Non-Executive Directors must not include a commission on, or a percentage of, profits or operating revenue. Directors may also be reimbursed for travelling and other expenses incurred in attending to the Company's affairs. Directors may be paid such additional or special remuneration as the Directors decide is appropriate where a Director performs extra services or makes exertions for the benefit of the Company.

Non-Executive Directors are entitled to statutory superannuation, but do not otherwise receive retirement benefits.

Details of the amount of remuneration, including both monetary and non-monetary components, for each of the Directors paid during the year are detailed in the Directors' Report of the 2026 Annual Report.

8.3 Equity-Based Remuneration

The Company has an equity-based remuneration plan.

The equity plan has been designed to provide senior leaders with the opportunity to acquire shares through remuneration, to create a strong link between performance and reward and align to shareholder interests. The plan is periodically reviewed by the Board to determine whether it is still appropriate for the business and aligns executive performance and creating shareholder value.