

Appendix 4G

Key to Disclosures

Corporate Governance Council Principles and Recommendations

Name of entity

Aeeris Ltd

ABN/ARBN

18 166 705 595

Financial year ended:

30 June 2026

Our corporate governance statement¹ for the period above can be found at:²

- ☐ These pages of our annual report:
- ☒ This URL on our website: <https://www.aeeris.com/corporate-governance>

The Corporate Governance Statement is accurate and up to date as at 26 August 2026 and has been approved by the board.

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

Date: 26 August 2026

Name of authorised officer
authorising lodgement: Elissa Hansen

¹ "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.

² 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.

³ 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, ⁴ 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: ⁵
PRINCIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT			
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.	☒ and we have disclosed a copy of our board charter at: https://www.aeeris.com/corporate-governance	
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.	☒	
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	☒	
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.	☒	

⁴ 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/”).

⁵ 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, ⁴ 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: ⁵
1.5	A listed entity should: (a) have and disclose a diversity policy; (b) through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and (c) disclose in relation to each reporting period: (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 these purposes); or (B) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act. If the entity was in the S&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.	We have disclosed a copy of our diversity policy at: https://www.aeeris.com/corporate-governance	☒ set out in our Corporate Governance Statement
1.6	A listed entity should: (a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and (b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	☒ and we have disclosed the evaluation process referred to in paragraph (a) in: our Corporate Governance Statement/Board Charter and whether a performance evaluation was undertaken for the reporting period in accordance with that process in our Corporate Governance Statement.	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ 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: ⁵
1.7	A listed entity should: (a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and (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.	☒ and we have disclosed the evaluation process referred to in paragraph (a) in: our Corporate Governance Statement and whether a performance evaluation was undertaken for the reporting period in accordance with that process in: our Corporate Governance Statement.	

Key to Disclosures Corporate Governance Council Principles and Recommendations

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PRINCIPLE 2 - STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE			
2.1	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.	☒ and we have 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: in our Corporate Governance Statement.	
2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills that the board currently has or is looking to achieve in its membership.	☒ and we have disclosed our board skills matrix: in our Corporate Governance Statement	
2.3	A listed entity should disclose: (a) the names of the directors considered by the board to be independent directors; (b) if a director has an interest, position, 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 (c) the length of service of each director.	☒ and we have disclosed the names of the directors considered by the board to be independent directors at: in our Corporate Governance Statement.	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ 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: ⁵
2.4	A majority of the board of a listed entity should be independent directors.		☒ set out in our Corporate Governance Statement
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.		☒ set out in our Corporate Governance Statement
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.	☒	
PRINCIPLE 3 – INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY			
3.1	A listed entity should articulate and disclose its values.	☒ and we have disclosed our values: in our 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.	☒ and we have disclosed our code of conduct at: https://www.aeeris.com/corporate-governance	
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.	☒ and we have disclosed our whistleblower policy at: https://www.aeeris.com/corporate-governance	
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.	☒ and we have disclosed our anti-bribery and corruption policy at: https://www.aeeris.com/corporate-governance	

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PRINCIPLE 4 – SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS			
4.1	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.	☒ and we have disclosed a copy of the charter of the committee at: https://www.aeeris.com/corporate-governance and the information referred to in paragraphs (4) and (5) at: in our Corporate Governance Statement/Annual Report.	
4.2	The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements 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.	☒	
4.3	A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.	☒	

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole 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: ⁵
PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE			
5.1	A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	☒ and we have disclosed our continuous disclosure compliance policy at: https://www.aeeris.com/corporate-governance	
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	☒	
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.	☒	
PRINCIPLE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS			
6.1	A listed entity should provide information about itself and its governance to investors via its website.	☒ and we have disclosed information about us and our governance on our website at: https://www.aeeris.com/corporate-governance	
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	☒	
6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	☒ and we have disclosed how we facilitate and encourage participation at meetings of security holders in our 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.	☒	
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.	☒	

Key to Disclosures Corporate Governance Council Principles and Recommendations

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PRINCIPLE 7 – RECOGNISE AND MANAGE RISK			
7.1	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, 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.	☒ and we have disclosed a copy of the charter of the committee at: https://www.aeeris.com/corporate-governance and the information referred to in paragraphs (4) and (5): in our Corporate Governance Statement/Annual Report	
7.2	The board or a committee of the board should: (a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and (b) disclose, in relation to each reporting period, whether such a review has taken place.	☒ and we have disclosed whether a review of the entity's risk management framework was undertaken during the reporting period: in our Corporate Governance Statement	
7.3	A listed entity should disclose: (a) if it has an internal audit function, how the function is structured and what role it performs; or (b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.	☒ 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: in our Corporate Governance Statement	

Key to Disclosures Corporate Governance Council Principles and Recommendations

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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.	☒ and we have disclosed whether we have any material exposure to environmental and social risks: in our Corporate Governance Statement	

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PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY			
8.1	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.	☒ and we have 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: in our Corporate Governance Statement	
8.2	A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	☒ 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: in our Annual Report.	
8.3	A listed entity which has an equity-based remuneration scheme should: (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and (b) disclose that policy or a summary of it.	☒ and we have disclosed our policy on this issue or a summary of it: in our Corporate Governance Statement	

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ADDITIONAL RECOMMENDATIONS THAT APPLY ONLY IN CERTAIN CASES			
9.1	A listed entity with a director who does not speak the language in which board or security holder meetings are held or key corporate documents are written should disclose the processes it has in place to ensure the director understands and can contribute to the discussions at those meetings and understands and can discharge their obligations in relation to those documents.		
9.2	A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.		
9.3	A listed entity established outside Australia, and an externally managed listed entity that has an AGM, should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.		
ADDITIONAL DISCLOSURES APPLICABLE TO EXTERNALLY MANAGED LISTED ENTITIES			
-	<i>Alternative to Recommendation 1.1 for externally managed listed entities:</i> The responsible entity of an externally managed listed entity should disclose: (a) the arrangements between the responsible entity and the listed entity for managing the affairs of the listed entity; and (b) the role and responsibility of the board of the responsible entity for overseeing those arrangements.		
-	<i>Alternative to Recommendations 8.1, 8.2 and 8.3 for externally managed listed entities:</i> An externally managed listed entity should clearly disclose the terms governing the remuneration of the manager.		



2026 Corporate Governance Statement

Introduction

Effective corporate governance is critical for the long-term success of Aeeris Ltd (**Aeeris** or **Company**). The board of the Company (**Board**) is committed to maintaining and enhancing a strong corporate governance framework for the Company and is responsible for the overall corporate governance of Aeeris.

The Board monitors the operational and financial position, and overall performance of Aeeris and oversees its business strategy, including approving its strategic goals. The Board is committed to maximising performance, generating shareholder value and financial returns, and sustaining the growth and success of the Company.

With these objectives in mind, the Board seeks to ensure that Aeeris is properly managed and ensures the Company, its directors (**Directors**), officers and employees operate in an appropriate environment of corporate governance. Accordingly, the Board has created a framework for managing Aeeris, including adopting relevant internal controls, risk management processes, and corporate governance policies and practices which it believes are appropriate for the Company's business and which are designed to promote the responsible management and conduct of Aeeris.

The information in this Statement has been approved by the Board and is current as at 26 August 2026.

ASX Corporate Governance Principles and Recommendations

The ASX Corporate Governance Council has developed and released its fourth edition of the corporate governance recommendations for Australian listed entities (**ASX Recommendations**) in order to promote investor confidence and to assist companies to meet stakeholder expectations. The recommendations are not prescriptions, but guidelines. However, under the ASX Listing Rules, Aeeris is required to provide an annual Corporate Governance Statement disclosing the extent to which it has followed the ASX Recommendations in the relevant reporting period. Where Aeeris does not follow a recommendation, it must identify the recommendation that has not been followed and give reasons for not following it and must also disclose what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

The Company's current departures from the ASX Recommendations are included in Section 14 below.

The key aspects of the Company's corporate governance practices are summarised below. These charters and policies are available on its website at <https://www.aeeris.com/corporate-governance.html>.

In light of the Company's size and nature, the Board considers that the current Board and governance structures are cost effective and practical methods of directing and managing the Company. As the Company's activities develop in size, nature and scope, the size of the Board and the implementation of additional corporate governance policies and structures will be reviewed.

1. Lay Solid Foundations for Management and Oversight

1.1. Role of the Board and management

The Board's role is to act in the best interests of the Company as a whole and is accountable to shareholders for the overall direction, management and corporate governance of the Company.

The Company has clearly defined the respective roles and responsibilities of the Board and management which are detailed in the Board Charter. The Board Charter also sets out the matters expressly reserved to the Board and those delegated to management.

The Executive Chairman (and for part of the period, the Chief Executive Officer and Chief Operations Officer) is responsible for the day-to-day management of the Company, supported by the Company's senior executives. However, the ultimate responsibility for governance and strategy resides with the Board.

1.2. Directors

The Directors bring to the Board relevant experience and skills, including industry and business knowledge, financial management and corporate governance experience. Each Director has confirmed to the Company that they anticipate being able to perform their duties as a Non-Executive Director or Executive Director, as the case may be, without constraint having regard to their other commitments.

The Board currently comprises four directors, half of whom are independent. Current directors and their experience and time in office are shown below.

Henrik Thorup, Executive Chairman

BSc (Econ), EMBA, GAICD

Length of Service – 4 months, Age 60

Throughout his global career, Henrik has built exceptional leadership teams and transformed several companies into high-performing businesses in Australia, New Zealand, Europe, the United States and Asia. Henrik also has extensive CEO, Non-Executive Director and Chairman experience, and is a Graduate of the Australian Institute of Company Directors.

Bryce Reynolds, Non-executive Director

B. Comm (Accounting/Finance)

Length of Service – 12 years, Age 58

In 2006, Bryce established Veritas Securities Limited as a founding director after working for a large investment bank and two mid tiered Australian securities firms. Since then, he has further added to his skill base by being an active company director for numerous private ventures in the funds management and IT/digital fields.

Bryce is a member of the Audit and Risk Committee.

Nathan Young, Independent, Non-executive Director

B. Comm, G.Dip App Fin

Length of Service – 8 years, Age 50

Nathan began his career in financial markets over 30 years ago. He holds a Bachelor of Commerce from The University of Melbourne and a Graduate Diploma in Applied Finance and Investment. He has previously been employed by a large Investment Bank and Hedge Fund focused on trading and investment strategies. In these organisations one of his roles was to evaluate seed capital, pre-IPO listed investment opportunities in the technology sector.

Nathan is the Chair of the Audit and Risk Committee.

Elissa Hansen, Independent, Non-executive Director

B.Comm, Grad Dip Applied CorpGov, GAICD, FGIA

Length of Service - 4 years, Age 53

Elissa has over 25 years' experience advising boards and management on corporate governance, compliance, investor relations and other corporate related issues. She has worked with boards and management of a range of ASX listed companies including assisting companies through the IPO process. Elissa is a Chartered Secretary who brings best practice governance advice, ensuring compliance with the Listing Rules, Corporations Act and other relevant legislation.

Elissa is a member of the Audit and Risk Committee.

1.3. Company Secretary

Ms. Elissa Hansen is the Company Secretary. She is accountable directly to the Board on all matters to do with the proper function of the Board.

The role of the Company Secretary is set out in more detail in the Board Charter.

1.4. Diversity

Aeeris is committed to ensuring an inclusive workplace that encourages and embraces diversity. The Company has a Diversity Policy which provides a framework for the Company to achieve workplace diversity and includes requirements for the Board to set measurable objectives. The Diversity Policy is available on the Company's website.

The Board has not established measurable targets for achieving gender diversity across the Company at this stage due to the Company's size and its development stage. It will review gender diversity and measurable targets as it grows.

The respective proportions of men and women on the Board, in senior executive positions and across the Company are as below:

	Board Members	Senior Officers	Other Roles
Number	4	7	16
Male	75%	71%	94%
Female	25%	29%	6%
Unspecified	0%	0%	0%

1.5. Board performance

The Company believes it is important that the Board reviews its own performance to ensure it is performing to a high level. Under the Board Charter, the Board must conduct an annual performance review. The Charter sets out the process for this review.

The Company did not undertake a Board review in FY26 given the changes in its composition.

1.6. Senior Executives

For each senior executive, the Company has:

- written agreements which set out the terms of their appointment;
- policies and practices regarding their remuneration; and
- a process for periodically evaluating their performance.

The Executive Chairman oversees senior executives and reports to the Board. He has regular discussions with his executives on performance, behaviours and support. Overall performance is assessed on job knowledge and requirements of the position, achievement of out-come related performance goals and any key strategic projects for the relevant financial year, and demonstrated behaviour of the Company's values.

Performance evaluations on each of the Company's senior executives were completed during the period.

2. Structure the Board to be Effective and Add Value

2.1. Nomination

Aeeris does not have a nomination committee. The Board as a whole is responsible for Board succession ensuring the induction and continuing professional development for directors, implementing a process for evaluating the performance of the Board and directors, recruiting new directors including evaluating the balance of skills, knowledge, experience, independence and diversity on the Board, the appointment and re-election of directors and ensuring plans are in place to manage succession of the CEO and other senior executives.

2.2. Board Skills Matrix

The Board believed that its membership should comprise directors with an appropriate mix of diversity of skills, professional experience, knowledge and expertise that all directors individually and the Board collectively to:

- Discharge their responsibilities and duties;
- Understand the Company's business and the industry and markets in which the Company operates so as to set the strategic direction of the Company to maximise shareholder value; and
- Assess the performance of management in implementing those strategic objectives.

The Board reviews the balance of skills, experience, independence, knowledge and diversity of the Board and is committed to ensuring that the directors collectively have the appropriate skills mix. In selecting new directors, the Board considers its current composition to ensure there is a range of skills and experience required to enable the Board to fulfil its responsibilities.

The skills and experience of the Directors are set out in the matrix below:

Skill/Experience	Board Score ¹
Financial Acumen	17
Experience in financial accounting and reporting, corporate finance and internal financial controls	
Commercial Capability	18
Broad range of commercial skills and experience	
Strategy	15
Experience in developing and implementing a successful strategy over the long-term	
Industry Specific Skills and Experience	9
Weather/climate risk intelligence	
Technology and Security	11
Knowledge of IT including privacy, data management & platforms and security.	
Sales and Marketing Experience	14
Sales and Marketing Experience	
Corporate Governance and Compliance	18
Committed to a high level of governance, business ethics and regulatory compliance	
Investor Relations	18
Understanding of investor relations and the steps required to develop long-term value for shareholders	

¹. Each director undertook a self-assessment of their skills and experience, rating them out of 5. The scores were added, and the final ratings are shown above. The maximum rating for each skill/experience is 20 (extensive experience - strong, no assessed gaps) and the lowest 4 (no experience, considered a key criteria for future appointments).

In addition to the skills and experience set out above, the Board considers that each Director has the ability to:

- Act with honesty and integrity
- Focus on the material issues
- Think strategically and take an organisation-wide perspective
- Understand the external environment and deal with pressure from external sources
- Influence effectively at the board table
- Respect alternative viewpoints
- Hold management accountable

2.3. Independence of the Board

The Board assesses the independence of Non-executive Directors against the definition of independent Director and the factors set out in Box 2.3 of the ASX Corporate Governance Principles and Recommendations.

Currently the Board comprises two independent directors, which is half and not the majority as recommended. Given the Company's background, the nature and size of its business and the current stage of its development, the Board believes that this is both appropriate and acceptable at this time. The Board will review its composition periodically and has the intention to appoint appropriate independent Directors as required.

The Chair of the Board, Mr. Thorup is not independent given his executive position and Mr. Reynolds is not considered to be an independent director as he is also a director of the Company's corporate adviser.

The Board will continue to assess its composition and may look to appoint additional suitably qualified and experienced independent persons to the Board.

2.4. Appointment, induction and training

In selecting new Directors, the Board ensures that candidates have the appropriate range of skills, experience and expertise that will best complement Board effectiveness.

The Company ensures that appropriate background checks are undertaken regarding a potential new Director's character, experience, education, criminal record and bankruptcy history before appointing or putting forward a candidate to shareholders for election as a Director.

The Company also provides its shareholders with all material information in its possession that is relevant to their decision on whether or not to elect or re-elect a Director through the Notice of Meeting, Director resumes and other information contained in the Annual Report and on the Company's website.

Upon appointment, each Director has written agreement which sets out the terms of their appointment. New Directors will also attend an induction program where they are briefed on the Company's:

- operations and the industry sectors in which it operates;
- financial, strategic, operational and risk management position;
- governance matters, policies and procedures; and

- the Director and committee member's rights, duties and responsibilities.

Directors are provided with regular professional development opportunities to develop and maintain the skills and knowledge needed to perform their role as Directors effectively.

2.5. Professional Development

The Board reviews whether the Directors have the skills, knowledge and familiarity with the entity and its operating environment required to fulfil their role on the Board and its Committees effectively and, where gaps are identified, it may consider what training, or development could be undertaken to fulfil those gaps.

3. Instil a Culture of Acting Lawfully, Ethically and Responsibly

Aeeris is committed to acting ethically and responsibly, including acting with honesty and integrity. To support this, the Company has developed various policies that set out the values and expectations as to how the Company and its employees will work and behave.

3.1. Values

Aeeris' core values are:

Make it Happen: We step up, speak plainly, move swiftly and deliver.

Never Stand Still: We keep learning, keep improving, and find better ways to work and solve problems.

Flex With Change: We stay ready, spot what's ahead and respond with clarity, confidence and care.

Stronger Together: We bring out strengths together, share what we know and achieve more as one.

Protect What Matters: We act with care to protect people, places and communities around us.

3.2. Code of Conduct

The Company is committed not only to complying with its legal obligations, but also to acting ethically and responsibly. The Company expects a high level of honesty, care, fair dealing and integrity in the conduct of all business activities.

The Company has a Code of Conduct which sets the minimum standards of conduct expected of all Directors, officers, executives, employees and contractors of the Company. The Code of Conduct is available on the Company's website.

The Board must be made aware of any material breaches to the Code of Conduct.

3.3. Whistleblower

Aeeris' Whistleblower Policy sets out the types of disclosures that qualify for protection under the Whistleblower Protection Scheme, information about the protections available under the Scheme and how the Company will support whistleblowers and protect them from detriment.

The policy is made available to all officers, employees and contractors and can be found on the Company's website.

3.4. Anti-bribery and Corruption

Compliance with Aeeris' Anti-bribery and Corruption Policy is foundational to the Company's values, reputation and standing in the wider community.

The Company prohibits bribery and corruption in all dealings in all countries. Aeeris' Anti-bribery and Corruption Policy applies to all dealings whether they be with organisations, individuals, governments, or their representatives.

A copy of the Anti-bribery and Corruption Policy can be found on the Company's website. The Board must be notified of any material breaches to this policy.

3.5. Anti-corruption and Fraud

Aeeris has zero tolerance for unfair or unethical conduct in business. It believes acting fairly and ethically will protect the Company's assets and create value for our business partners, customers and shareholders.

The Company recognises that compliance with bribery and anti-corruption laws is essential to protect its reputation and preserve its ability to continue to develop its business.

Aeeris has adopted a Fraud and Corruption Policy which reinforces the Board, senior management and employees' commitment to refraining from corrupt and fraudulent conduct and its responsibility for identifying fraudulent and corrupt activities and for establishing policies, controls and procedures for prevention and detection of these activities. A copy of the policy is available on the Company's website.

3.6. Conflicts of Interest

Aeeris' Code of Conduct also includes guidelines in managing conflicts of interest.

In accordance with the requirements of the Corporations Act 2001 (*Cth*), Directors who have a material personal interest in a matter must not be present whilst the matter is being considered. The other Directors, however, may allow such Director/s to participate and vote in relation to the issue if they are satisfied that the interest should not disqualify the Director/s from voting or being present.

3.7. Modern Slavery

Aeeris is committed to sustainable business practices, advancing human rights, and have embedded business practices that work towards the prevention of modern slavery and human trafficking in its business and supply chains. The Company has a Modern Slavery Statement and is committed to adhering to this statement, ensuring its responsibility to run a safe, accountable and profitable business.

3.8. Dealing in Aeeris' Securities

Aeeris has adopted a Share Trading Policy applicable to Directors, employees and associates which prohibits a person from trading or dealing in the Company's securities if they are privy to

insider information. Further, a Director or their associates, may only deal in the Company's securities when they do not have any inside information and during a trading window. A copy of the Policy is available at <https://www.aeeris.com/corporate-governance>.

Participants in the Company's Employee Securities Incentive Plan are not permitted to enter into any transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme.

4. Safeguard the Integrity of Corporate Reports

The Board fulfills its responsibilities with respect to corporate governance and financial reporting, including overseeing the external audit functions with the assistance of the Audit and Risk Committee. The Committee provides recommendation to the Board in relation to the quality and reliability of the financial information prepared by the Company, independently verifying the content and safeguarding the integrity of corporate reporting.

This Committee operates within its Board approved Charter which sets out the roles, responsibilities, membership requirements and meeting procedures for the committee. The Committee has three members, the majority of whom are independent, and is chaired by an independent non-executive director who is not the Chairman of the Board. A copy of the charter of the Audit and Risk Committee is available on the Company's website

Mr. Nathan Young is Chair of the Audit and Risk Committee. Mr. Bryce Reynolds and Ms. Elissa Hansen are members of the Committee. Information about the number of times the committee has met and who attended the meetings is set out in the Annual Report.

The Audit and Risk Committee works with the external auditor and reviews any non-audit services provided by the external auditor to confirm they are consistent with maintaining external audit independence. The Audit and Risk Committee also reviews the appointment and removal of the external auditor and rotation of the audit engagement partner.

4.1. CEO & CFO Declaration

The Company has received a declaration from the CEO and CFO function 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.

4.2. Verification of Periodic reports

Aeeris releases quarterly cashflow and activity reports that are not audited or reviewed by an external auditor. The Company has embedded processes to ensure the accuracy of these reports and to ensure they are balanced and provide investors with appropriate information to make informed investment decisions. Quarterly cashflow reports are prepared by Company's Financial Controller and are checked and approved by the Board prior to lodgement with ASX.

5. Make Timely and Balanced Disclosure

5.1. Continuous disclosure

The Company must comply with continuous disclosure requirements arising from legislation and the ASX Listing Rules. The Company has in place a written policy for complying with its continuous disclosure obligations under the ASX Listing Rules. The Continuous Disclosure Policy and Communications Strategy is available on the Company's website.

Any new or substantive investor or analyst presentation is lodged and released on the ASX Market Announcement Platform ahead of the presentation.

The Board approves all material announcements prior to lodgement with ASX and receives copies of all material market announcements promptly after they have been made.

6. Respect the Rights of Security Holders

Aeeris believes effective communication with its shareholders, potential shareholders and other market participants is of utmost importance for any listed company and is committed to promoting the highest standards of disclosure to ensure a fully informed market. Information about the Company and its governance is available on the Company's website.

6.1. Investor Relations

The Company is committed to regularly communicating with its shareholders in a timely and accessible manner, and to encouraging shareholder participation at its general meetings.

The Company provides information about itself and its corporate governance to investors via its website. Shareholders also have the option to receive communications from, and send communications to, the Company and its share registry electronically.

The Company also has Shareholder Communications Policy which facilitates effective two-way communication with investors, as well as facilitates and encourages participation at meetings of security holders. The Shareholder Communications Policy is available on the Company's website.

Website

Information about Aeeris Limited and its governance policies and practices is available on the Company's website at <https://www.aeeris.com/index.html>.

Electronic Communication

Aeeris gives its shareholders the option to send and receive all communications to the Company and its share registry electronically. Shareholders are encouraged to update their communication preferences and elect to receive all communication electronically with the share registry, Boardroom Pty Limited, at <https://www.investorserve.com.au/>

Annual General Meeting

The Annual General Meeting (**AGM**) is an important occasion for updating shareholders on the Company's performance. The AGM provides the opportunity for shareholders to ask questions of and hear from the Board. Aeeris encourages shareholder participation at its AGM as an opportunity to allow the Board to listen and respond to shareholder feedback. Shareholders who can not attend the meeting can submit questions to the Board either by emailing the Company Secretary or through the Company's share registry when logging into the share registry's website to vote online. Further details are provided to Shareholders in the Notice of Meeting for the AGM.

The Company ensures that its external auditor attends all AGMs and is available to answer queries from shareholders relevant to the audit and any substantive resolutions are decided by a poll rather than a show of hands.

7. Recognise and Manage Risk

The Board, through the Audit and Risk Committee, oversees the Company's risk management framework and internal control systems through regular monitoring, assessment and review.

This Committee operates within its Board approved Charter which sets out the roles, responsibilities, membership requirements and meeting procedures for the committee. The Committee has three members, the majority of whom are independent, and is chaired by an independent non-executive director who is not the Chairman of the Board. A copy of the charter of the Audit and Risk Committee is available on the Company's website

Mr. Nathan Young is Chair of the Audit and Risk Committee. Mr. Bryce Reynolds and Ms. Elissa Hansen are members of the Committee. Information about the number of times the committee has met and who attended the meetings is set out in the Annual Report.

7.1. Risk Management Framework

The Board is required to review at least annually the effectiveness of the Company's risk management and internal control systems. An internal review was conducted in FY26.

The Board reviews and assesses the Company's exposure to economic, environmental and social sustainability risks and determines the Company's approach to managing those risks.

7.2. Internal Audit

The Company does not have an internal audit function at this time, and due to its size and current activities the Board does not believe one is warranted at this time. The Board evaluates and monitors internal control processes to continually improve the effectiveness of its risk management.

7.3. Environmental and Social Risks

Aeeris views sustainable and responsible business practices as important for its business and shareholder value. Sustainability is about managing risks and opportunities in a way that best balances the long-term needs of all our stakeholders – customers, employees, suppliers, investors and community partners – as well as the wider community and the environment at large. Aeeris' management of sustainability aims to address the matters that the Company

believes are the most material for its business and stakeholders, now and in the future. Aeeris also understands that this is an evolving agenda and seeks to progressively embed the management of sustainability matters into business practice, while also anticipating and shaping emerging social and environmental issues where it has the skills and experience to make a meaningful difference and drive business value.

While the Company is not currently subject to mandatory climate-related financial reporting under AASB S2, the Company recognises that climate-related and environmental factors may influence the risks, opportunities and operating conditions of the markets the Company services.

8. Remunerate Fairly and Responsibly

8.1. Remuneration

Aeeris does not have a Remuneration Committee. The Board takes responsibility for setting appropriate remuneration levels for directors and senior executives. It has a number of processes it employs for setting the level and composition of remuneration for Directors and ensuring that such remuneration is appropriate and not excessive. These are described in the Remuneration Report within the Company's Annual Report. The Remuneration Report also includes a summary of the Company's policies and practices regarding the remuneration of Directors.

The Company may grant securities to employees under the Company's Employee Incentive Scheme. Employees must comply with the Company's Security Trading Policy with respect to any securities granted to them. The Company's Security Trading Policy restricts speculative trading and entering into transactions (whether through the use of derivatives or otherwise) which limit the economic risk associated with those securities.

9. Compliance with Recommendation

Aeeris has complied with 32 of the 35 ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (relevant to the Company) during the period. Given the nature and scale of the Company, the Board believes its compliance with the Recommendations to be appropriate at this time.

The three Recommendations the Company did not comply with fully during the year are:

- **Recommendation 1.5.** Whilst the Board has adopted a Diversity Policy it has not set measurable objectives for gender diversity across the Company. Given the size and development stage of the Company, the Board believes this is appropriate at this time;
- **Recommendation 2.4:** The Company's Board Charter requires that, where practical, the majority of the Board should be independent. The Board is currently comprised of two independent and two non-independent directors. This is not consistent with Recommendation 2.4 of the ASX Recommendations where the recommendation is for the majority of the Board to be independent however, the Directors believe that they are able to objectively analyse the issues before them in the best interests of all Shareholders

and in accordance with their duties as Directors. See Section 2.3 above for further information on Director independence.

- **Recommendation 2.5.** Mr. Henrik Thorup is Executive Chairman of the Board and Mr. Reynolds was Chairman for half of the period. Mr. Thorup is not an independent director given his executive role with the Company and Mr. Reynolds is not considered to be an independent director as he is also a director of the Company's corporate adviser. This is not consistent with Recommendation 2.5 which recommends that the Chair of a listed entity be an independent director and, in particular, not the same person as the CEO. The Board considers that both of the Chairmen during the period are suitably skilled to perform this role, notwithstanding their non-independence, due to his experience and expertise and are capable of doing so in an objective manner and in the best interests of all shareholders.