Connecting Markets
Creating Opportunities

2026
Corporate Governance Statement

Redox Limited ACN 000 762 345
(RDX.ASX)

Contents

This Corporate Governance Statement outlines the corporate governance framework, policies and practices of Redox Limited and its controlled entities (collectively, Redox or the Company) for the financial year ended 30 June 2026.

Redox is committed to maintaining high standards of corporate governance and recognises that effective governance is fundamental to the long-term success and sustainability of the Company. The Board is responsible for establishing and overseeing the governance framework through which Redox conducts its business and pursues its strategic objectives.

During the financial year ended 30 June 2026 ("Reporting Period"), Redox's corporate governance practices were consistent with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th Edition) ("ASX Principles"), except where otherwise disclosed in this Statement.

The Board regularly reviews Redox's governance framework, policies and procedures to ensure they remain appropriate for the Company's size, complexity and operations, and continue to reflect evolving governance expectations, regulatory requirements and the ASX Principles.

Copies of the corporate governance policies and documents referred to in this Statement are available in the Investor Centre section of the Company's website.

1 Board of Directors and Governance Framework

Board of Directors

Ian H Campbell
Chair and Independent Non-Executive Director

Mary Verschuer
Independent Non-Executive Director

Garry Wayling
Independent Non-Executive Director

Raimond Coneliano
Managing Director and Chief Executive Officer

Renato Coneliano
Executive Director & Chief Marketing Officer

Full biographies are available on our website at https://redox.com/investor-centre/

Board Role and Responsibilities

Redox's constitution provides that the business and affairs of Redox are to be managed by or under the direction of the Board. Ultimate responsibility for governance and strategy rests with the Board.

Redox's Board Charter sets out the role and responsibilities the Board has reserved for its own consideration and decision-making and the authority it has delegated to the Managing Director and Chief Executive Officer ('CEO'), in accordance with the Delegated Authority and Reserved Powers procedure ('Delegations of Authority') approved by the Board.

Delegation to CEO and Management

The CEO is accountable to the Board for the day-to-day management of the Company's affairs, implementation of the strategic objectives, the annual budgets, policy initiatives and for the Company's overall performance. This is complemented by comprehensive delegations of authority from the Board to the CEO and management, which are designed to accelerate decision-making and improve efficiency.

The CEO is required to operate in accordance with the Delegations of Authority. The CEO is responsible for providing the Board with regular and timely updates in a form and with such quality that will enable the Board to discharge its duties effectively.

1 Board of Directors and Governance Framework

Company Secretary

The Company Secretary is appointed and removed by the Board. The Company Secretary is accountable to the Board, through the Chair of the Board, on all matters to do with the proper functioning of the Board and adherence to the Company's corporate governance documents, policies, and procedures. Each Director has access to the Company Secretary.

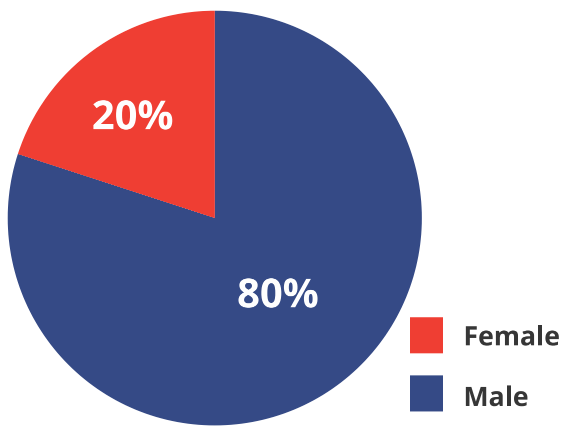
Details of Redox's Company Secretary are set out in the Annual Report 2026.

Board Structure and Composition

The Board is made up of a majority of independent Directors. Redox's Board as at the date of this Statement, currently comprises two (2) Executive Directors, and three (3) Non-Executive Directors.

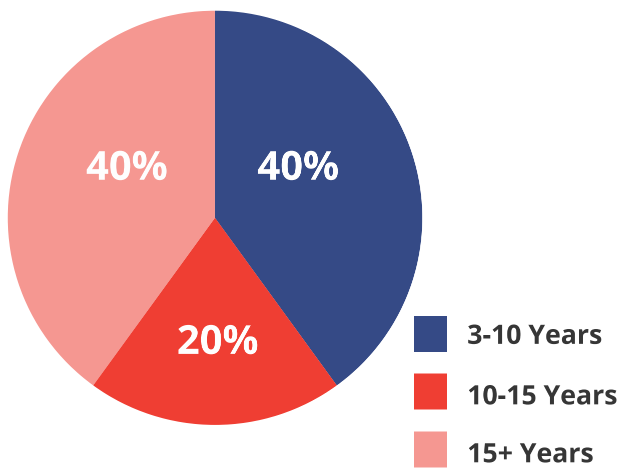
The Board comprises Directors with a diverse range of ages, backgrounds, skills and experience. In considering Board composition and renewal, the Board seeks to maintain gender representation broadly consistent with a composition of 40% female Directors, 40% male Directors and 20% of any gender, while ensuring appointments are made on merit and having regard to the skills, experience and attributes required to support the Company's strategic objectives. As at 30 June 2026, women represented 20% of the Board and men represented 80% of the Board. The Board acknowledges that its current composition is below its desired level of female representation. As part of its Board succession planning and renewal activities, the Board has appointed, effective 1 September 2026 a suitably qualified female candidate whose skills, experience and attributes complement the existing capabilities of the Board and support the Company's strategic objectives. The appointment represents a positive step towards greater gender diversity at Board level. The Board remains committed to ensuring all appointments are made on merit while seeking to achieve a more balanced Board composition over time.

Board Diversity



Board Tenure (Years)

*At the date of the statement



1 Board of Directors and Governance Framework

REDOX

Name of Director	Date of Appointment	Independent Status
Ian Campbell (Chair)	10 March 2009	Independent
Raimond Coneliano (CEO)	7 November 2013	Executive
Renato Coneliano	29 May 1986	Executive
Mary Verschuer	13 June 2023	Independent
Garry Wayling	13 June 2023	Independent
Richard Coneliano (Alternate)	1 September 2023	Executive

The Board composition reflects an appropriate balance of tenure, with experienced Directors holding a deep knowledge of Redox's operations and history, and newer appointed Directors providing additional expertise and diverse perspectives.

The Board assesses the independence of each Non-Executive Director annually and whenever circumstances arise that may affect a Director's independence. In making this assessment, the Board considers the factors set out in the ASX Corporate Governance Principles and Recommendations, together with any interests, positions, associations or relationships disclosed by the Director.

Following its annual review, the Board is satisfied that each Non-Executive Director classified as independent continues to exercise independent judgement and act in the best interests of the Company.

The Board has specifically considered Mr Campbell's tenure and has determined that it does not compromise his independence. The Board considers that Mr Campbell remains free from any interest, position, association or relationship that could materially interfere with, or reasonably be perceived to interfere with, the exercise of his independent judgement.

Board Skills and Experience

In considering potential candidates for appointment to the Board, Redox undertakes a thorough review of the skills, experience and competencies of each candidate in relation to the Boards' current and future skills and experience requirements.

The Board Skills Matrix sets out the skills and experience considered essential to the effectiveness of the Board and its Committees. The Matrix is reviewed annually by the People & Safety Committee ('P&S Committee') to ensure the prescribed skills and experience address the company's existing and emerging strategic, business and governance plans.

The Matrix is also used to guide the identification of potential Director candidates, as part of the ongoing Board renewal process.

Board Skills Matrix

Red	High competency, knowledge and experience
Light pink	Practised/direct experience
Blue	Awareness

Skills and Experience

Skill	High competency, knowledge and experience	Practised/direct experience	Awareness	Description
Leadership	5			Experience in large organisations or listed companies in Australia, with skills in representation and taking responsibility for decisions and actions; the Board composition contains a good mix of diversity and is reflective of the company's current and future geographic footprint and culture
Industry and Sector Knowledge	2	3		Experience, knowledge and expertise in the Australian or the international chemical distribution or speciality chemical products, including appropriate knowledge of warehouse and logistics, supply chains and product management.
Digital and Technology	1	2	2	Experience, knowledge and expertise in the development and commercial application of new and emerging technology and cyber security.
Safety and our People	3	2		Experience in ensuring our people are always safe and fairly remunerated, whilst having an understanding around our Corporate Social Responsibilities in the workplace, environment, community and marketplace.
Financial and Risk Management	2	3		Strong financial knowledge with a good understanding of financial statements and statutory reporting responsibilities, including the ability to probe the adequacies of financial and related risk controls.
Governance and Legal		5		Experience in the development or regulation of government and industry policy issues, as well as governance issues covering legal, regulatory and the environment.
Environment	1	2	2	Experience in the potential risks and opportunities from an environmental and climate related perspective
Social	1	2	2	Experience in the potential risks and opportunities from a Corporate Social Responsibility perspective.

Appointment, Induction & Professional Development

A letter of appointment sets out the terms of a Director's appointment to the Board. Such terms of appointment include, the time commitment envisaged, remuneration arrangements, disclosure of director's interests, including any matters that may affect independence, indemnity and insurance arrangements, confidentiality obligations, access to corporate information and compliance with key governance policies.

Directors are required to agree to the terms at the time of their appointment to the Board.

All new Directors appointed to the Board receive an induction which provides them with information regarding their role and duties as director and details of Redox and the environment in which it operates. The induction consists of meeting with members of management and fellow non-executive directors, and upon request a meeting with Redox's auditors.

Directors have a standing invitation to request professional development opportunities. Directors are expected to undertake any necessary continuing professional education to enable them to discharge their duties and are encouraged to keep up to date with developments in the industry both locally and at an international level. The annual performance assessments of directors allow the Board to identify any formal continuing education or training that a Director may require.

Board Performance

The Board is committed to reviewing its performance and effectiveness, as well as those of its Committees and individual Directors, at regular intervals of no less than once per annum. The Board Performance Evaluation Procedure provides for an annual evaluation process, with an external facilitator engaged to conduct an independent review at least once every three years.

The Board has adopted a Board Performance Evaluation Procedure that establishes a framework for assessing the effectiveness of the Board, its Committees and individual Directors. The Chair is responsible for overseeing the annual evaluation of the Board, its Committees and individual Directors. The Chair of the Audit and Risk Management Committee is responsible for overseeing the evaluation of the Board Chair. The People and Safety Committee oversees the implementation of the Board Performance Evaluation Procedure and reviews the effectiveness of the Board evaluation process as part of its broader responsibility for Board renewal and succession planning.

During the Reporting Period, the Board undertook a performance evaluation in accordance with the Board Performance Evaluation Procedure. The review considered the effectiveness of the Board, its Committees and individual Directors in discharging their respective responsibilities and supporting the achievement of the Company's strategic objectives.

The evaluation included consideration of Board composition, skills and experience, governance processes, Committee effectiveness, Board dynamics and individual Director contributions. The outcomes of the review were considered by the People and Safety Committee and the Board, with identified opportunities for continuous improvement incorporated into the Board's ongoing governance activities and succession planning processes.

As FY26 represents the Company's third financial year as a listed entity, the Board determined that an internally facilitated evaluation was appropriate for the Reporting Period. The Board intends to undertake an externally facilitated Board performance evaluation during FY27 in accordance with its Board Performance Evaluation Procedure.

Board Tenure and Succession Planning

With the exception of the CEO, all Directors are subject to shareholder re-election every three years. The People and Safety Committee will undertake a review of the Directors retiring by rotation and make a recommendation to the Board on whether their re-election is to be supported. The Company provides all material information in its possession concerning the Director standing for re-election in the notice of meeting and accompanying explanatory notes.

The People and Safety Committee is responsible for reviewing the composition of the Board and overseeing Board succession planning. Succession planning is an ongoing process designed to ensure the Board maintains an appropriate balance of skills, experience, independence, tenure and diversity to support the Company's long-term strategic objectives.

During the Reporting Period, the People and Safety Committee continued its formal succession planning activities, including consideration of future Board leadership requirements and Chair succession planning. In light of anticipated Board renewal over the short term, the Committee has been working with the Board to identify and assess potential succession candidates and support an orderly transition of Board leadership when appropriate.

The Board regularly reviews succession plans for Directors and senior executives to promote continuity of leadership, preserve institutional knowledge and ensure the Company remains well positioned to execute its strategy and maintain effective governance practices.

Access to Independent Advice

Each Director has the right to access all relevant Company information and has the right to engage with the Company's executives. In consultation with the Chair or with the approval of the majority of the Board, Directors may seek independent professional advice at the expense of the Company.

Board Meetings

Nine Board meetings were held during the Reporting Period.

Details of Director's attendance at Board meetings can be found in the Directors' Report in the FY26 Annual Report.

Conflicts of Interest

If a significant conflict of interest arises, the Director concerned will not receive the relevant Board or Committee papers and will excuse themselves from the room when the Board or Committee discusses and votes on matters the subject of the conflict. A Director will not be able to access the minutes of the Board or Committee meeting relating to the conflict.

Directors must keep the Board advised on an ongoing basis, of any interests that could potentially conflict with those of the Company.

Board

The Board retains overall responsibility for ESG strategy and reporting, including oversight of ethical sourcing, human rights and modern slavery risks within Redox's operations and supply chain.

Board Committees

To assist the Board to carry out its responsibilities, the Board has established the following Committees:

- Audit and Risk Management Committee; and
- People and Safety Committee

Each Committee operates under the Committee Charter, approved by the Board, which sets out the authority, membership structure, roles and responsibilities and meeting procedures of each Committee. The Committee Charter for each Committee is reviewed annually.

The Committee Charters can be found in the investor section of Redox's website.

The Committees review matters on behalf of the Board, and as determined by the relevant Charter:

- refer matters to the Board for decision, with a recommendation from the Committee; or
- determine matters where the Committee acts with delegated authority, which the Committee then reports to the Board.

The Secretary provides secretarial support for each Committee.

All Directors have access to Committee papers, may attend Committee meetings and receive minutes of Committee meetings, even if they are not a member of the relevant Committee.

Details of the number of meetings held by each Committee and Directors' attendance at those meetings are set out in the Directors' Report in the FY26 Annual Report.

ESG Governance

The Board recognises that environmental, social and governance (ESG) matters are important to the long-term sustainability and success of Redox and are integral to the Company's strategy, risk management framework and stakeholder engagement activities.

The Board has overall responsibility for oversight of Redox's ESG strategy, performance, reporting and disclosures. The Board regularly considers ESG-related risks and opportunities that may have a material impact on the Company's operations, reputation, financial performance and long-term value creation.

Redox is committed to transparent and robust climate-related governance and reporting, recognising that effective management of climate-related risks and opportunities supports the Company's long-term resilience and sustainable value creation.

2 Board Committees

The Board and its Committees have clearly defined responsibilities for the oversight of ESG matters. The key ESG oversight responsibilities allocated to the Board and each Committee, as part of the Company's governance framework, are as follows:

People and Safety Committee

- Workplace health and safety;
- Employee wellbeing;
- Culture and employee engagement;
- Diversity, equity and inclusion;
- Talent management and succession planning; and
- People-related policies and practices.

Audit and Risk Management Committee

- Sustainability and climate-related risks and opportunities;
- AASB S2 Climate reporting;
- Environmental compliance;
- Cyber security and information security risks;
- Enterprise risk management; and
- ESG risks that may have strategic, operational, financial or reputational implications.

Board

- Ethical sourcing;
- Human rights;
- Modern slavery risks and mitigation activities;
- ESG reporting and disclosure; and
- Overall ESG strategy and governance.

Management provides regular reports to the Board and relevant Committees regarding material ESG risks, emerging trends, regulatory developments and performance against ESG objectives.

Responsibilities and Memberships of Committees

The responsibilities and membership for each Board Committee is set out in the below table.

Members	Required Composition	Key Responsibilities
Audit and Risk Management Committee		
Garry Wayling (Chair) Mary Verschuer Ian Campbell	• At least three members • Non-executive directors • Chair and majority of members are independent • The Chair must not be the Chair of the Board	• The annual and half yearly financial reporting • Appropriateness of accountancy policies • The Company's corporate and financial reporting and disclosures • The scope and audit programme of the internal and external auditors • The independence of external auditors and the rotation of audit partners • Appointment and removal of internal and external auditors • The effectiveness of the Company's internal controls • The effectiveness of the Company's risk management systems and strategies • Sustainability and climate change issues that may have strategic, business and reputational implications for Redox • AASB S2 climate reporting
People and Safety Committee		
Mary Verschuer (Chair) Garry Wayling Ian Campbell	• At least three members • Non-executive directors • Chair and majority of members are independent • The Chair must not be the Chair of the Board	• The Board composition • Oversight of Board succession planning and Board renewal process, talent development, and leadership capability across the organisation • Performance evaluation of Board, Committees, Directors and CEO • People, culture and workplace health and safety matters that may have strategic, operational, business or reputational implications for Redox • Recommending and overseeing the executive remuneration framework to ensure alignment with Redox's values, strategic objectives, long-term sustainable growth and risk management framework • Reviewing and recommending remuneration arrangements and incentive awards for Non-Executive Directors, Executive Directors and Executive Management, having regard to market practice, shareholder interests and Company performance • Determining participation in the Company's short-term and long-term incentive plans and recommending the terms of incentive awards to the Board for approval where required • Reviewing remuneration-related disclosures and recommending the Remuneration Report to the Board for approval

During FY26, The People and Safety Committee continued to oversee the effectiveness of Redox's remuneration Framework and succession planning process. As part of its annual review of executive remuneration arrangements, the Committee Chair, Mary Verschuer, led a review of the Company's Long-Term Incentive (LTI) Plan and recommended enhancements to the Board designed to strengthen alignment between executive reward outcomes, shareholder value creation and the Company's long-term strategic objectives. The Committee also reviewed annual incentive arrangements, executive remuneration outcomes and participation in the Company's incentive plans for the forthcoming financial year.

Appointment of Senior Executives

Each member of the senior management team, including the CEO, has a written service contract setting out the key terms of their appointment, remuneration arrangements, and entitlements on cessation of employment. Appropriate background checks are performed on each person in the senior management team.

Performance

A comprehensive process to evaluate the performance of the CEO and senior management team is conducted on an annual basis.

The performance of the CEO and the senior management team are measured against key performance indicators (KPIs), which are set by the Board at the start of the financial year. The KPIs are directly aligned with the individual's incentive plans, Company strategy and the Company's performance. In FY26, performance evaluations were undertaken for all the senior management team.

Remuneration

In its Remuneration Report, Redox clearly and separately outlines its remuneration policies and practices for non-executive Directors and for key management personnel ('KMP').

To encourage the senior management team to pursue strategies aimed at delivering short term and long-term growth and success, the executive Directors, KMP, and senior management team's remuneration is structed to include a fixed component, and a performance-based component made up of short term and long-term incentives.

In reviewing remuneration arrangements for Executive Directors, KMP and senior management, the People and Safety Committee consider the Company's performance, strategic priorities and the need to attract, retain and incentivise appropriately qualified executives. The Committee also takes into account independent remuneration benchmarking, market practices and external professional advice, where appropriate, to ensure remuneration outcomes are fair, competitive and aligned with shareholder interests.

Non-Executive Directors receive a fixed fee and are not entitled to termination benefits or incentives. Fees paid to Non-Executive Directors are periodically benchmarked against similar companies. Non-Executive Directors are not entitled to participate in any executive equity incentive scheme.

Additional information regarding Redox's remuneration framework and the remuneration policies and practices applicable to Directors and other members of KMP is provided in the Remuneration Report included in the FY26 Annual Report.

Continuous Disclosure and Market Communication

Redox is committed to timely, open and effective communication with its shareholders and the general investment community. Redox strives to ensure that periodic corporate reports and substantive market announcements are materially accurate, balanced and provide investors with appropriate information that have a material impact on the price or value of Redox's securities.

To reinforce the Company's commitment to its continuous disclosure obligations, Redox has adopted a Disclosure Policy, which establishes the procedures aimed at ensuring Redox's compliance with the Corporations Act and the ASX Listing Rules. The Policy describes the processes in place that enables Redox to provide security holders with timely disclosure, sets out the responsibilities of the Board, the Company Secretary, and the Disclosure Committee in relation to continuous disclosure, and the controls in place around external communications.

The Disclosure Policy is available in the investor section on Redox's website.

Shareholder Communication

Redox places a high priority on communication with shareholders and other stakeholders and aims to ensure they are informed of all material developments affecting the Company.

A fundamental tool used to communicate with investors is Redox's website https://redox.com/investor-centre/ The website contains information about Redox, brief biographical information for each of its directors and senior management, key corporate governance documents, market announcements, the Annual Report and half-yearly financial statements, and contact details for key stakeholders that shareholders can direct any shareholder enquiries to.

Redox holds briefings on the annual and half year financial results. Presentation material or speeches that provides any new and material information are first disclosed to the ASX through the market announcements platform and then posted to Redox's website prior to any discussion.

Shareholders are provided with an update on the Company's performance at the AGM, as well as an opportunity to vote on important matters affecting Redox and ask questions of the Board and key members of management. All resolutions at the AGM are decided by a poll rather than a show of hands. Copies of the Chair's speech and the meeting presentation are released to the ASX and posted to the Company's website prior to the meeting commencing. The outcome of voting on the items of business is also released to the ASX and posted to the website as soon possible following the meeting.

All Directors are expected to attend the AGM, and Redox encourages all security holders to attend and actively participate in annual general meetings. Redox's external auditor attend the AGM and are available to answer any shareholder questions concerning the conduct of the audit, the preparation and content of the audit report, Redox's accounting policies and provide and confirm the independence of the external auditor in relation to the audit.

Redox provides its security holders with an electronic communication option. If a security holder wishes to receive communications by email, they may contact Redox's registry, Computershare on 1300 85 05 05 or via email at Web.Queries@computershare.com.au.

The CEO and CFO are accessible to shareholders, analysts, fund managers and others with a potential interest in the Company. The Chair of the Board, The Chair of the Audit and Risk Management Committee Committee, and the Chair of the People and Safety Committee are also accessible to shareholders and institutional investors.

4 Corporate Reporting and Internal Controls

Internal Audit

The role of the internal audit function is to undertake regular internal audits throughout the year in accordance with the internal audit schedule as approved by the Audit & Risk Management Committee at the commencement of each financial year. Redox's internal audit function is outlined in Redox's Internal & External Management System Audit Procedure. The Quality Assurance Manager is responsible for the oversight of internal audits, inclusive of the financial audits, which are conducted by an independent third party.

Internal audits are conducted to verify compliance, identify opportunities for improvement, and ensure the continued implementation of the requirements outlined in Redox's Manual and Management System Procedures. The internal audit program includes management system, operational and financial audits to assess compliance, effectiveness, efficiency and the adequacy of internal controls across the business.

The internal audit program includes operational (ISO 9001, APVMA and other applicable industry standards, Approved Arrangements, Major Hazard Facilities, Work Health and Safety, HACCP Quality Management Systems, for HACCP-certified branches), financial, compliance, safety, and management system audits, with activities designed to assess the effectiveness of internal controls, risk management processes, governance arrangements and financial controls. The effectiveness of financial reporting controls is also supported through the management review processes, external audit procedures and oversight by the Audit and Risk Management Committee.

The Quality Assurance Manager has the authority and responsibility for ensuring audits are conducted by competent persons, with the authority and responsibility for:

- scheduling audits and audit follow-up and ensuring that they have been performed;
- ensuring the audit report and corrective actions are issued within the timeframes specified in Redox's Internal & External Management System Audit Procedure; and
- ensuring the audit report and any non-conformances are reported to the Quality Assurance Manager, Department Head(s) and/or supervisors and Auditees. The Audit Executive Summary report is prepared and submitted to the Audit and Risk Management Committee prior to scheduled Committee meetings.

In 2026 the Audit and Risk Management Committee requested that additional finance related areas be subjected to an outsourced internal audit. Crowe Horwath were appointed to conduct an internal audit of:

- payroll processing and appropriate classification and payment of employees; and
- controls over the preparation and processing of GST and income tax returns as required by the ATO as part of their top 100 compliance programs.

The internal auditors reported to the Quality Assurance Manager and presented their report of findings to the Audit and Risk Committee.

External Audit

Redox's full year and half year financial statements are subject to review annually by Redox's independent, external auditor. Redox's Audit and Risk Management Committee oversee the external audit process on behalf of the Board.

4 Corporate Reporting and Internal Controls

CEO and CFO Assurances

Prior to the Board adopting the half-year and annual financial statements, the CEO and CFO provide the Board with signed declarations in respect of the full year financial statements confirming that in their opinion:

- the financial records of Redox have been properly maintained;
- the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the company; and
- that their opinion has been formed on the basis of a sound risk management system and internal controls which operate effectively.

Verification of Periodic Reports

Redox is committed to ensuring that all the information contained in its corporate reports are accurate, effective and clear. Management is required to internally verify periodic corporate reports that are not otherwise audited prior to release to ASX, to verify the integrity of the report. The verification process incorporates cross checking and signing financial information and other statements contained in periodic corporate reports by members of senior management and approval by the Board.

Risk Framework

Redox's Board is responsible for overseeing the risk management framework, including both financial and non-financial risks, setting the risk appetite within which management is expected to operate.

The Board has delegated oversight of the risk management framework to the Audit and Risk Management Committee.

The Company's risk management framework sets out the guidelines for managing financial and non-financial risks associated with day-to-day business operations. The framework aims to adequately deal with both contemporary and emerging risks by ensuring there are key controls in place to mitigate and manage risk appropriately. Redox's risk management framework is tabled as an agenda item at every Audit and Risk Management Committee meeting, with the Committee undertaking a thorough review of the risk management framework every six months. Material strategic and operational risks are reported to the Board.

The Audit and Risk Management Committee last conducted a review of Redox's risk management policies and frameworks in May 2026 to satisfy itself that the framework continues to be sound and that Redox is operating with due regard to the risk appetite approved by the Board.

The Board and Audit and Risk Management Committee also oversee sustainability-related risks and opportunities that may impact the long-term performance and resilience of the Company. This includes consideration of climate-related risks, environmental compliance obligations, resource efficiency initiatives, supply chain sustainability matters and emerging stakeholder expectations.

Climate and sustainability considerations are incorporated into Redox's risk management and strategic planning processes, enabling the Company to identify, assess and manage material environmental risks and opportunities as part of its commitment to long-term sustainable growth. For additional information on Redox's sustainability considerations, Refer to Redox's ESG Report set out in the Company's Annual Report 2026.

Cyber Security

Cyber security is recognised by the Board as a material business risk. The Audit and Risk Management Committee oversee the effectiveness of Redox's cyber security framework, including cyber risk management, incident response preparedness, business continuity planning and compliance with relevant regulatory requirements.

Management provides regular updates to the Audit and Risk Management Committee and Board regarding cyber threats, emerging risks, security controls, cyber incidents and remediation activities. External specialists may be engaged periodically to assess the effectiveness of Redox's cyber security controls and resilience.

Artificial Intelligence Governance

Redox recognises the opportunities and risks associated with the use of Artificial Intelligence (AI) technologies. The Board has adopted an overarching Technology Governance Policy that establishes the principles, governance framework and expectations for the responsible, ethical and secure use of technology across the Company.

The Board oversees compliance with the Technology Governance Policy and the effectiveness of technology governance, while management is responsible for implementing the Policy and ensuring technologies are developed, procured and deployed in a manner consistent with Redox's values, legal and regulatory obligations, information security requirements and ethical standards. Emerging AI-related risks and opportunities are identified, assessed and managed through Redox's enterprise risk management framework and are reported to the Board as appropriate.

6 Our People – Diversity, Equity, and Inclusion

Redox recognises that a diverse and inclusive workforce contributes to stronger business performance, innovation, employee engagement and long-term value creation. The Company is committed to providing equal employment opportunities and fostering a workplace where all employees are treated fairly and with respect, regardless of gender, age, ethnicity, religion, race, disability, sexual orientation, cultural background or any other characteristic protected by law.

The Board, through the People and Safety Committee, oversees Redox's diversity, equity and inclusion initiatives and monitors progress against measurable objectives established to support workforce diversity and gender equality.

Redox is committed to advancing workplace gender equality and addressing historical workforce composition disparities where they exist. The Company seeks to ensure that recruitment, promotion, remuneration, training and development opportunities are based on merit and capability and are free from unlawful discrimination.

In FY24, the Board set two key measurable objectives for achieving gender diversity in the composition of the Board and throughout its workforce: (i) the next Non-Executive Director appointment is to be a female; and (ii) Increase the representation of female candidates shortlisted for open positions across the Company by 30%, supporting greater gender diversity throughout the recruitment process.

During the FY26 reporting period, the Board continued to promote a diverse and inclusive approach to recruitment, seeking to identify candidates with a broad range of skills, experience and qualifications, while applying the principles of merit and fairness in considering candidates for employment within Redox and appointment to the Board. As part of this approach, Redox achieved 31% female representation among shortlisted candidates for open roles across the Company.

The Board is also pleased to have appointed a female director, who will commence her appointment on 1 September 2026, further strengthening the diversity of skills and perspectives represented on the Board.

6 Our People – Diversity, Equity, and Inclusion

A notable outcome across our key people metrics in FY26 was an employee engagement score of 77% in Australia, reflecting the commitment and engagement of our workforce. Redox is proud to have obtained a Great Place to Work certification in Australia, New Zealand, and in the United States of America.

The Board has adopted a Diversity Policy to actively facilitate a diverse and representative workforce and management structure. During the Reporting Period, Redox continued to recruit from a diverse pool of qualified candidates while promoting the principles of merit, fairness and equal opportunity in all employment and promotion decisions.

The People and Safety Committee is responsible for annually reviewing the relative representation of women and men across the Board, senior management and the broader workforce and reporting its findings to the Board. Redox also reports annually to the Workplace Gender Equality Agency (WGEA) in accordance with the Workplace Gender Equality Act 2012 (Cth).

Redox's WGEA Employer Statement outlines the Company's commitment to workplace gender equality and the actions being taken to support an inclusive workplace. Copies of Redox's WGEA reporting disclosures, including the WGEA Employer Statement, are available on the Company's website and form part of Redox's broader commitment to transparency in relation to diversity, equity and inclusion.

7 Promoting Responsible and Ethical Behaviours

REDOX

Code of Conduct

The Board has adopted a Code of Conduct and Ethics Policy which guides the behaviour of all Directors, senior management, and employees of Redox. The Code of Conduct and Ethics Policy act to ensure Redox carries on business honestly and fairly, acting only in ways that reflect well on Redox and in strict compliance with all laws and regulations. Senior management are responsible for providing the Board with material information on any conduct inconsistent with the Code of Conduct and Ethics Policy.

The Code of Conduct and Ethics Policy set out Redox's Values. All Directors, senior management and employees are expected to act in accordance with the best interest of Redox and carry out Redox's core values being:

LEADERSHIP
We are entrepreneurial and embrace continuous improvement

KNOWLEDGE
We know and understand our markets

HARD WORK
We relentlessly pursue our goals

SERVICE
We operate with a sense of urgency and discipline

HEALTH & SAFETY
We are focused on the safety of our employees and the communities in which we operate

Anti-Bribery and Anti-Corruption

The Board has adopted a gifts, bribes, and fraud procedure. Redox acknowledges the serious criminal and civil penalties that may be incurred and the reputational damage that may be done if Redox is involved in bribery or corruption. The gifts, bribes and fraud procedure is designed to outline the standards of behaviour that are to be adhered to, to ensure our workplace is free of bribery, fraud, and corruption.

Redox's gifts, bribes, and fraud procedure applies to all Directors, employees, contractors, agents and representatives who must not offer, provide or receive anything of value to or from a public official or someone in business, either directly or indirectly to obtain or retain a commercial advantage to induce or reward the recipient, or any other person, for acting improperly.

The Board has ultimate oversight of this procedure and will receive reports of all material incidents reported under the procedure.

Whistle-Blower Policy

The board has adopted a whistleblower procedure. Redox is committed to creating and maintaining an open working environment in which employees and other eligible reporters can raise concerns regarding actual or suspected unethical, unlawful, or undesirable conduct.

The Board has ultimate oversight of the Whistleblower procedure. All Whistleblower reports made under the procedure are notified to the Board.

Security Trading Policy

The Board has a security trading policy that covers dealings by Directors, KMP and relevant employees and complies with the ASX Listing Rules requirements for a trading policy. The security trading policy aims to ensure that public confidence is maintained in the reputation of Redox, its Directors, and employees and in the trading of Redox's securities.

The security trading policy prohibits all Redox employees from trading in Redox's securities at any time if they are in possession of price sensitive information and during blackout periods. Additional restrictions apply to Directors, KMPs and relevant employees, including that they may only trade in Redox's securities, if they have obtained pre-approval to do so.

Modern Slavery Statement and Ethical Sourcing Procedure

Redox is committed to respecting human rights and maintaining ethical business practices throughout its operations and supply chains. The Company recognises that modern slavery risks may arise in complex global supply chains and is committed to identifying, assessing and mitigating those risks.

The Board has overall responsibility for oversight of modern slavery and ethical sourcing matters and receives periodic updates regarding material risks, due diligence activities and remediation initiatives.

Redox maintains an Ethical Sourcing Procedure which establishes expectations for suppliers and supports responsible procurement practices. The procedure incorporates risk-based due diligence measures designed to identify and address actual or potential modern slavery risks within the Company's operations and supply chain. Redox's approach includes:

- Assessment of supplier and country-specific modern slavery risks;
- Supplier onboarding and due diligence processes;
- Ongoing monitoring of higher-risk suppliers and supply chains;
- Investigation and escalation of identified concerns;
- Corrective action and remediation measures where appropriate;
- Supplier assessments, where applicable, through the SEDEX platform, including review of SEDEX Members Ethical Trade Audit (SMETA) reports and SEDEX Self- Assessment Questionnaires (SAQs); and
- Periodic review of procurement and sourcing practices.

Redox complies with its reporting obligations under the Modern Slavery Act 2018 (Cth) and publishes an annual Modern Slavery Statement describing the actions taken to assess and address modern slavery risks within its operations and supply chains. The most recent Modern Slavery Statement is available on Redox's website.

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