

Corporate Governance Statement

NTAW Holdings Limited ("NTAW Holdings" or "the Company") is committed to achieving and demonstrating effective standards of corporate governance. NTAW Holdings has reviewed its corporate governance practices against the Corporate Governance Principles and Recommendations (4th edition) published by the ASX Corporate Governance Council ("the Recommendations").

This Corporate Governance Statement was approved by the Board on 27 August 2026 and reflects the corporate governance practices in place from 1 July 2025 until 30 June 2026 ("the Reporting Period").

This Corporate Governance Statement discloses the extent to which NTAW Holdings complies with the Recommendations and if it does not, why not. The commentary addresses the reasons for any departure from the requirements.

NTAW Holdings' Corporate Governance Statement can be viewed at <https://ntawholdings.com.au/investors-asx-announcements/corporate-governance>.

Corporate Governance Principles and Recommendations (4 th Edition)	Compliance during year ended 30 June 2026	Explanation
Principle 1 – Lay solid foundations for management and oversight <i>A listed entity should clearly delineate the respective roles and responsibilities of its board and management and regularly review their performance</i>		
Recommendation 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.	Complies	The roles and responsibilities of the Board and management and the matters expressly reserved by the Board and those delegated to management are disclosed in the Company's Board Charter. A copy of the Board Charter is available on the Company's website .
Recommendation 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.	Complies	The process for selection and appointment of new directors is detailed in the Remuneration and Nominations Committee Charter. A copy of the Remuneration and Nominations Committee Charter is available on the Company's website . The Company undertakes appropriate checks before appointing a director or senior executive, including in relation to criminal record, character and experience. Shareholders are provided with all material information in the Company's possession relevant to a decision on whether to elect or re-elect a director including biographical details, qualifications and a statement as to whether the Board supports the nomination of the director. Information about each director's qualifications, skills and experience is also available on the Company's website and in the Company's annual reports.
Recommendation 1.3 A listed entity should have a written agreement with each director and senior	Complies	The Company has written agreements with each director and senior executive setting out the terms of their appointment.

Corporate Governance Principles and Recommendations (4 th Edition)	Compliance during year ended 30 June 2026	Explanation												
executive setting out the terms of their appointment.														
Recommendation 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.	Complies	The Company Secretaries are accountable to the Board, through the Chair, on matters to do with the proper functioning of the Board. The role of the Company Secretary is outlined in the Board Charter which is available on the Company's website.												
Recommendation 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.	Complies	The Company has a Diversity policy which is available on the Company's website. The Board is responsible for setting and reviewing measurable objectives for achieving gender diversity. The Board is currently setting measurable objectives, taking into account the significant change in operations and workforce of the Company as a result of restructuring, divestments and closures undertaken in recent years. The following table shows the respective proportions of men and women in the Group as at 30 June 2026: <table border="1"> <thead> <tr> <th>Level</th><th>Men</th><th>Women</th></tr> </thead> <tbody> <tr> <td>Board</td><td>100%</td><td>0%</td></tr> <tr> <td>Senior executives¹</td><td>92%</td><td>8%</td></tr> <tr> <td>Whole organisation</td><td>85%</td><td>15%</td></tr> </tbody> </table> 1 Senior Executives include the CEO, heads of business units and certain direct reports. Diversity for the Company is diversity of perspective, approach and independence of thought, rather than only focusing on visible dimensions of diversity. The Board will consider the diversity of the Board and senior executive group at any time positions are vacant, based upon merit, experience, business acumen, qualifications, experience integrity, independence of judgement, strategic capacity, financial literacy, and an ownership-orientated approach to long term shareholder value. The Board recognises gender and other visible differences as important but situates those visible differences within a broader Board effectiveness framework. The Company was not in the S&P / ASX 300 Index during the Reporting Period	Level	Men	Women	Board	100%	0%	Senior executives ¹	92%	8%	Whole organisation	85%	15%
Level	Men	Women												
Board	100%	0%												
Senior executives ¹	92%	8%												
Whole organisation	85%	15%												
Recommendation 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	Complies	The Board reviews and evaluates the performance of the Board, its committees and individual directors against the relevant charters, corporate governance policies and agreed goals and objectives. These reviews were undertaken during the Reporting Period.												

Corporate Governance Principles and Recommendations (4 th Edition)	Compliance during year ended 30 June 2026	Explanation
been undertaken in accordance with that process during or in respect of that period.		
Recommendation 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.	Complies	As outlined in the Board Charter, the Board is responsible for conducting an annual performance evaluation of the CEO, which is led by the Chair of the Board. The Chair and CEO have regular discussions about the business and the CEO's performance. The CEO's entitlement to short-term incentives for the Reporting Period is dependent upon the achievement of financial KPIs which have been assessed. The CEO is responsible for conducting the annual performance reviews of other senior executives and providing feedback to the Remuneration and Nominations Committee in order to consider targets, KPIs and remuneration changes. The Remuneration and Nominations Committee will report to the Board on the outcomes. Performance reviews of the CEO and other senior executives have been conducted for the Reporting Period. Measurable KPIs, having regard to the objectives and strategies of the business, will be set for the following year, against which the performance of senior executives can be measured.
Principle 2 – Structure the board to add value <i>The board of a listed entity should be of an appropriate size and collectively have the skills, commitment and knowledge of the entity and the industry in which it operates, to enable it to discharge its duties effectively and to add value</i>		
Recommendation 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.	Complies	The Board has formed a Remuneration and Nominations Committee (RNC) that oversees the remuneration, selection and appointment practices of the Company. Membership of the RNC during the Reporting Period comprised of the following directors: • Ken Gunderson-Briggs (Committee Chair) • Murray Boyte • Tynan Young • John Cunningham (appointed as member on 22 April 2026) In accordance with the Recommendations, the RNC has had at least three members for the whole Reporting Period. All RNC members were considered independent for the Reporting Period. Information about directors' independence is contained in Recommendation 2.3 below. A copy of the Remuneration and Nominations Committee Charter is available on the Company's website. The Company has disclosed the number of times the RNC met during the Reporting Period, and the individual attendances of the members at those meetings, in its 2026 Annual Report.

Corporate Governance Principles and Recommendations (4 th Edition)	Compliance during year ended 30 June 2026	Explanation
Recommendation 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.	Complies	The matrix of skills the Board has and is seeking to achieve in its membership is included in the Appendix to this Corporate Governance Statement. The Board refers to the matrix when considering whether its composition, size, diversity and skills are sufficient to discharge its responsibilities and duties effectively. It is also used by the Board to identify any gaps in the skills or experience of the Board. The Board, having regard to the Company's stage of development and the collective experience and expertise of the directors, considers that the current composition of the Board (and its committees) is appropriate. The Board conducted a review of the skills matrix during the Reporting Period.
Recommendation 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 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.	Complies	The Company assesses the independence of its directors against the requirements for independence set out in the Board Charter which reflect the independence criteria set out in the Principles and Recommendations. The Board considers each of the directors below to be independent: • Murray Boyte: 24 October 2017 to present • Ken Gunderson-Briggs: 13 December 2023 to present • Tynan Young: 30 January 2024 to present • John Cunningham: 24 March 2026 to present Mr Smith (appointed 8 February 2001) is a Non-Executive Director and was assessed as non-independent as he is a substantial shareholder in the Company. Mr Hummer (appointed 13 December 2023) is the Managing Director of Dynamic Wheel Co, a subsidiary of the Company and was assessed as non-independent due to his executive responsibilities. Mr Warwick Hay (appointed CEO from 1 January 2025 and Managing Director from 1 July 2025) was assessed as non-independent due to his executive responsibilities.
Recommendation 2.4 A majority of the board of a listed entity should be independent directors.	Did not comply	The Board did not have a majority of independent Directors for the entirety of the Reporting Period. Following the appointment of Mr Cunningham on 24 March 2026, the Board attained a majority of independent Directors effective that date. Refer to Recommendation 2.3 above for details of each Director's independence assessment.

Corporate Governance Principles and Recommendations (4 th Edition)	Compliance during year ended 30 June 2026	Explanation
Recommendation 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.	Complies	Mr Boyte was appointed as Non-Executive Chair of the Board on 24 October 2017 and is not the CEO of the Company. Mr Boyte was assessed as being independent at the time of his appointment to the Board and continues to be considered independent.
Recommendation 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.	Complies	The Company has a program for inducting new directors and provide appropriate professional development opportunities for directors to develop and maintain the skills and knowledge needed to perform their role as directors effectively.
Principle 3 – Act ethically and responsibly <i>A listed entity should instil and continually reinforce a culture across the organisation of acting lawfully, ethically and responsibly</i>		
Recommendation 3.1 A listed entity should articulate and disclose its values.	Complies	The Company has adopted a Statement of Values, a copy which is available on the Company's website .
Recommendation 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.	Complies	The Company has adopted a Code of Conduct that has been endorsed by the Board and applies to all directors, senior executives and employees. In accordance with the terms of the Code of Conduct, breaches may result in disciplinary action including dismissal and will be reported to the Board. A copy of the Code of Conduct is available on the Company's website .
Recommendation 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.	Complies	The Board has adopted an Anti-Bribery and Corruption policy and is available on the Company's website . The Board is informed of material breaches of this policy as part of regularly held board meetings.
Principle 4 – Safeguard integrity in financial reporting <i>A listed entity should have appropriate processes to verify the integrity of its corporate reports</i>		
Recommendation 4.1 The board of a listed entity should:	Partially Complies	The Board has formed an Audit and Risk Committee (ARC).

Corporate Governance Principles and Recommendations (4 th Edition)	Compliance during year ended 30 June 2026	Explanation
(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.		Membership of the ARC during the Reporting Period comprised of the following directors: • Ken Gunderson-Briggs (Committee Chair) • Murray Boyte • Chris Hummer (appointed as member on 17 January 2025) The ARC has had at least three members, a majority of whom are independent Directors, and the ARC was at all times chaired by an independent Director who is not the Chair of the Board. Although Mr Hummer is an Executive Director, the Board considered that Mr Hummer has a strong understanding of risk management across the Group and he has the relevant skills and expertise suitable as a member of the ARC. Information about directors' independence is contained in Recommendation 2.3 above. A copy of the Audit and Risk Committee Charter is available on the Company's website. The Company has disclosed the relevant qualifications and experience of the ARC members on its website and in its 2026 Annual Report. The number of times the ARC met during the Reporting Period, and the individual attendances of the members at those meetings, is also disclosed in the 2026 Annual Report.
Recommendation 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.	Complies	Prior to the Board approving the Company's financial statements for a financial period, the Board requires the CEO and CFO to provide a declaration confirming that in their opinion: • the financial records of the entity 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 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. This declaration has been provided for both the half-year and full-year financial statements for the Reporting Period.
Recommendation 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.	Complies	All periodic corporate reports that have been released to the market have been audited or reviewed by an external auditor. The periodic reports are also reviewed by the Board, and where relevant, by the ARC, prior to their release to market.

Corporate Governance Principles and Recommendations (4 th Edition)	Compliance during year ended 30 June 2026	Explanation
Principle 5 – Make timely and balanced disclosure <i>A listed entity should make timely and balanced disclosure of all matters concerning it that a reasonable person would expect to have a material effect on the price or value of its securities</i>		
Recommendation 5.1 A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	Complies	The Board has established a written policy for complying with its continuous disclosure obligations under the Listing Rules. At each Board meeting, the Board considers whether any continuous disclosure issues arose during the course of the meeting. A copy of the Continuous Disclosure policy is available on the Company's website .
Recommendation 5.2 A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	Complies	The Board receives copies of all market announcements promptly after they have been made.
Recommendation 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.	Complies	In accordance with the Company's Continuous Disclosure policy, the Board and Senior Executives ensure that all investors have equal and timely access to material information by releasing a copy of all presentations made to analysts or substantive investors that includes information that has not been previously released to the market.
Principle 6 – Respect the rights of security holders <i>A listed entity should provide its security holders with appropriate information and facilities to allow them to exercise their rights as security holders effectively</i>		
Recommendation 6.1 A listed entity should provide information about itself and its governance to investors via its website.	Complies	The Company's website is a key communication tool between NTAW Holdings and its shareholders. The website provides investors with information about the Company including its business, people and products. It also has an Investors section that contains the Company's key governance policies and copies of all ASX announcements made. The website address is https://ntawholdings.com.au .
Recommendation 6.2 A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	Complies	The Company has a Shareholder Communication policy, a copy of which is available on the Company's website . NTAW Holdings is committed to facilitating effective communication with investors as a means of providing a greater understanding of the Company's business, governance, financial performance and prospects.

Corporate Governance Principles and Recommendations (4 th Edition)	Compliance during year ended 30 June 2026	Explanation
		The Company's website is the primary source for communication with shareholders. The investor relations framework also includes: - access to the Board and executives at general meetings; - contact details are provided on market announcements where investors can seek further information; - direct correspondence with shareholders on matters relating to dividends and corporate updates; and - periodic investor relations roadshows for institutional investors.
Recommendation 6.3 A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	Complies	All shareholders are invited to attend the Company's shareholder meetings either in person or by proxy, attorney or representative. Shareholders are encouraged to actively participate by asking questions of the Board and management. Shareholders also have an opportunity to submit questions to the Board or to the Company's external auditor, regardless of whether the shareholder is able to attend.
Recommendation 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.	Complies	The Company ensures that all substantive resolutions at any meeting of shareholders are decided by a poll rather than by a show of hands.
Recommendation 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.	Complies	The Company's contact details are available on its website and the Company encourages shareholders to submit questions or requests for information directly to the Company via the website or contact its registry, Computershare. The Company's preference is to communicate with shareholders electronically whenever possible and gives all shareholders the option to receive communications by email.

Corporate Governance Principles and Recommendations (4 th Edition)	Compliance during year ended 30 June 2026	Explanation
Principle 7 – Recognise and manage risk <i>A listed entity should establish a sound risk management framework and periodically review the effectiveness of that framework</i>		
Recommendation 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.	Complies	As noted in Recommendation 4.1 above, the Board has formed an Audit and Risk Committee which is tasked with overseeing risk. Membership of the ARC during the Reporting Period comprised of the following directors: • Ken Gunderson-Briggs (Committee Chair) • Murray Boyte • Chris Hummer In accordance with the Recommendations, the ARC has had at least three members, a majority of whom are independent Directors, and the Committee was at all times chaired by an independent Director who is not the Chair of the Board. Information about directors' independence is contained in Recommendation 2.3 above. A copy of the Audit and Risk Committee Charter is available on the Company's website. The Company has disclosed the relevant qualifications and experience of the ARC members on its website and in its 2026 Annual Report. The number of times the ARC met during the Reporting Period, and the individual attendances of the members at those meetings, is also disclosed in the 2026 Annual Report.

Corporate Governance Principles and Recommendations (4 th Edition)	Compliance during year ended 30 June 2026	Explanation
Recommendation 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.	Complies	The Audit and Risk Committee is responsible for reviewing the Company's risk management framework at least annually to satisfy itself that it continues to be sound. The Audit and Risk Committee has reviewed the entity's risk management framework during the Reporting Period to ensure that the Company is operating with due regard to the risk appetite set by the Board. Material business risks are reported to the Board on a regular basis. The Board acknowledges that risk management is an ongoing process, necessary to ensure that material business risks are identified, assessed and appropriately controlled. The framework will continue to be monitored, reviewed and evolve over time. As part of the risk management framework, the CEO and CFO provide the declaration required under section 295A of the <i>Corporations Act 2001</i>.
Recommendation 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.	Complies	Due to the Company's current size and business circumstances, the Company does not have an internal audit function. The Audit and Risk Committee Charter discloses the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes. During the reporting period, the Board considered that no efficiencies or other benefits would be gained by introducing an internal audit function having regard to the current size and business circumstances of the Company, and the engagement of the external audit function. The Board will continue to consider the introduction of an internal audit function on a periodic basis.
Recommendation 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.	Complies	The Company's 2026 Annual Report discloses the Company's exposures to risks that are considered to be material, including sustainability risks and the mitigations in place to manage those risks. The Company is not subject to any significant environmental regulation under Australian Commonwealth or State law. The Company has a Modern Slavery policy and has issued a Modern Slavery Statement in respect of the years ended 30 June 2020 to 2025. These are available on the Company's website. The Board acknowledges that risk management is an ongoing process and the Company will continue to assess, implement actions and measure effectiveness regarding Modern Slavery risks within the operations and supply chain of the Company.

Corporate Governance Principles and Recommendations (4 th Edition)	Compliance during year ended 30 June 2026	Explanation
Principle 8 – Remunerate fairly and responsibly <i>A listed entity should pay director remuneration sufficient to attract and retain high quality directors and design its executive remuneration to attract, retain and motivate high quality senior executives and to align their interests with the creation of value for security holders and with the entity's values and risk appetite</i>		
Recommendation 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.	Complies	As noted in Recommendation 2.1 above, the Board has formed a Remuneration and Nominations Committee that oversees the remuneration, selection and appointment practices of the Company. The disclosures in section 2.1 are also applicable to this Recommendation 8.1 The composition of the RNC complies with Recommendation 8.1.
Recommendation 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.	Complies	The RNC makes recommendations to the Board in relation to the policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives. The Remuneration Report contained within the 2026 Annual Report discloses the remuneration of executive and non-executive directors, as well as the remuneration of the Company's senior executives.
Recommendation 8.3 A listed entity which has an equity-based remuneration scheme should: (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and (b) disclose that policy or a summary of it.	Complies	The Company has a Securities Trading policy which does not prohibit participants from entering into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme. A copy of the Securities Trading policy is available on the Company's website .

Appendix

Board Skills Matrix

Skill	Description	
Strategy	Ability to think strategically and identify and critically assess opportunities and threats and develop effective strategies in the context of changing market conditions, business and brands, including the capacity to challenge management on the delivery of strategic objectives.	
Corporate Governance	Director and board experience and commitment to the highest standards of governance and ability to assess the effectiveness of management.	
Stakeholder Relations	Expertise in stakeholder relations including with shareholders, investors, suppliers and customers.	
Personal Qualities	Professional qualifications; integrity; willingness to question and challenge; innovation and critical thinking; executive leadership.	
Tyre industry experienced	Experience and broad understanding of the tyre industry including market drivers, risk and trends including policies, competitors, customers, regulatory policy and framework.	
Operations	Expertise in operations including importing, warehousing, logistics and inventory management.	
Retail Sales, Marketing, Communications and Customer service	Clear understanding of developing and implementing brand strategy, setting sales budgets and targets, marketing and communications experience.	
Mergers and Acquisitions (M&A)	Experience in negotiation, structuring, risk management and assessment of both acquisitions and divestments.	
Capital Markets and Treasury	Expertise in efficient capital management, investment banking, capital raisings, debt structures, off balance sheet financing, corporate advisory and markets.	
Financial Literacy	Ability to analyse financial statements and reporting, critically assess the financial performance of the Company, contribute to budget planning and efficient use of capital and resources. Familiarity with accounting standards.	
Legal, Risk and Compliance	Ability to identify key risks to the Company, including legal and regulatory compliance and monitor risk and compliance management frameworks and systems.	
People and Culture	HR planning and management experience in employment legislation, recruitment, compensation, performance reviews, conflict management, diversity and workplace culture.	
Workplace Health & Safety, Environment & Sustainability	Experience with workplace health and safety, environmental and sustainability policies, practices and reporting.	
Technology	Expertise in technology projects to improve operational efficiency and keeping abreast of emerging technology relevant to the Company, cyber security, privacy, social media and digital marketing.	

Appendix 4G

Key to Disclosures

Corporate Governance Council Principles and Recommendations

Name of entity

NTAW Holdings Limited

ABN/ARBN

97 095 843 020

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://ntawholdings.com.au/investors-asx-announcements/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: 27 August 2026

Name of authorised officer
authorising lodgement:

Stephanie So, Company Secretary

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://ntawholdings.com.au/investors-asx-announcements/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 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
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.	☒ and we have disclosed a copy of our diversity policy at: https://ntawholdings.com.au/investors-asx-announcements/corporate-governance and we have disclosed the information referred to in paragraph (c) at: our corporate governance statement. The Company was not included in the S&P / ASX 300 Index during the reporting period, as such, no measurable objective for achieving gender diversity in the composition of its board applies for the reporting period.	
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) at: our corporate governance statement and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: 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) at: our corporate governance statement and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: 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
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 a copy of the charter of the committee at: https://ntawholdings.com.au/investors-asx-announcements/corporate-governance and the information referred to in paragraphs (4) and (5) at: 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 at: 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
2.3	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: our corporate governance statement and, where applicable, the information referred to in paragraph (b) at: our corporate governance statement and the length of service of each director at: our corporate governance statement.	
2.4	A majority of the board of a listed entity should be independent directors.		☒ Set out in the 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.	☒	
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.	☒	

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 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 at: https://www.ntawholdings.com.au/about-us/our-values	
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://ntawholdings.com.au/investors-asx-announcements/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://ntawholdings.com.au/investors-asx-announcements/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://ntawholdings.com.au/investors-asx-announcements/corporate-governance	

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
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.		☒ set out in our Corporate Governance Statement and we have disclosed a copy of the charter of the committee at: https://ntawholdings.com.au/investors-asx-announcements/corporate-governance and the information referred to in paragraphs (4) and (5) at: our corporate governance statement.
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 <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 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://ntawholdings.com.au/investors-asx-announcements/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.	☒	

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 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://ntawholdings.com.au/investors-asx-announcements/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 at: our Shareholder Communication policy, a copy of which can be found at: https://ntawholdings.com.au/investors-asx-announcements/corporate-governance	
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

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 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://ntawholdings.com.au/investors-asx-announcements/corporate-governance and the information referred to in paragraphs (4) and (5) at: our corporate governance statement.	
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 at: 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 at: our corporate governance statement and Audit and Risk Committee Charter, a copy of which can be found at https://ntawholdings.com.au/investors-asx-announcements/corporate-governance	

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
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 at: our corporate governance statement and, if we do, how we manage or intend to manage those risks at: 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 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 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 a copy of the charter of the committee at: https://ntawholdings.com.au/investors-asx-announcements/corporate-governance and the information referred to in paragraphs (4) and (5) at: 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 at: our corporate governance statement.	
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 at: our Securities Trading policy, a copy of which can be found at https://ntawholdings.com.au/investors-asx-announcements/corporate-governance	

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
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.		☐ set out in our Corporate Governance Statement OR ☒ we do not have a director in this position and this recommendation is therefore not applicable OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
9.2	A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.		☐ set out in our Corporate Governance Statement OR ☒ we are established in Australia and this recommendation is therefore not applicable OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
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.		☐ set out in our Corporate Governance Statement OR ☒ we are established in Australia and not an externally managed listed entity and this recommendation is therefore not applicable ☐ we are an externally managed entity that does not hold an AGM and this recommendation is therefore not applicable