

Appendix 4G

Key to Disclosures

Corporate Governance Council Principles and Recommendations

Name of entity

Murray Cod Australia Limited

ABN/ARBN

75 143 928 625

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: to
- ☒ This URL on our website: <https://aquna.com/corporate/governance/>

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.

The Corporate Governance Statement is accurate and up to date as at 24 September 2026 and has been approved by the board.

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

Date 24 September 2026

Name of authorised officer authorising lodgement: Kelly Sperl, Chief Financial Officer and Company Secretary

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 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 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://aguna.com/corporate/governance/	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
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.	☒	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	☒	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
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.	☒	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable

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.

Appendix 4G
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.	☐	☒ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
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: See Corporate Governance Statement found at: https://aquna.com/corporate/governance/ and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: See Corporate Governance Statement found at: https://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable

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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: See Corporate Governance Statement found at: https://aquna.com/corporate/governance/ and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: See Corporate Governance Statement found at: https://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable

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PRINCIPLE 2 - STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE			
2.1	The board of a listed entity should: (a) have a nomination committee which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.	☒ The Company complies with paragraph (b): and we have disclosed the fact that we do not have a nomination committee, that fact and the processes we employ to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively at: See Corporate Governance Statement found at: https://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
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:	☒ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable

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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: See Corporate Governance Statement found at: https://aquna.com/corporate/governance/ and, where applicable, the information referred to in paragraph (b) at: See Corporate Governance Statement found at: https://aquna.com/corporate/governance/ and the length of service of each director at: See Corporate Governance Statement found at: https://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement
2.4	A majority of the board of a listed entity should be independent directors.	☒	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	☒	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
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.	☒	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
PRINCIPLE 3 – INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY			
3.1	A listed entity should articulate and disclose its values.	☒	☐ set out in our Corporate Governance Statement
3.2	A listed entity should: (a) have and disclose a code of conduct for its directors, senior executives and employees; and (b) ensure that the board or a committee of the board is informed of any material breaches of that code.	☒ and we have disclosed our code of conduct at: https://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement

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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://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement
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://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement

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PRINCIPLE 4 – SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS			
4.1	The board of a listed entity should: (a) have an audit committee which: (1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and (2) is chaired by an independent director, who is not the chair of the board, and disclose: (3) the charter of the committee; (4) the relevant qualifications and experience of the members of the committee; and (5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.	☒ The Company complies with paragraph (b) And we have disclosed that fact and the processes we employ that independently verify and safeguard the integrity of our corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner at: See Corporate Governance Statement found at: https://aguna.com/corporate/governance/	☐ set out in 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.	☒	☐ set out in our Corporate Governance Statement
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.	☒	☐ set out in our Corporate Governance Statement

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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://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	☒	☐ set out in our Corporate Governance Statement
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.	☒	☐ set out in our Corporate Governance Statement
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://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	☒	☐ set out in our Corporate Governance Statement
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: See Corporate Governance Statement at: https://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement
6.4	A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	☒	☐ set out in our Corporate Governance Statement
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.	☒	☐ set out in our Corporate Governance Statement

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PRINCIPLE 7 – RECOGNISE AND MANAGE RISK			
7.1	The board of a listed entity should: (a) have a committee or committees to oversee risk, each of which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.	☒ The Company complies with paragraph (b): and we have disclosed the fact we do not have a risk committee or committees that satisfy (a), and the processes we employ for overseeing our risk management framework at: See Corporate Governance Statement at: https://aquna.com/corporate/governance/	☐ set out in 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: See Corporate Governance Statement at: https://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement
7.3	A listed entity should disclose: (a) if it has an internal audit function, how the function is structured and what role it performs; or (b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.	☒ The Company complies with paragraph (b): and we have disclosed the fact we do not have an internal audit function, that fact and the processes we employs for evaluating and continually improving the effectiveness of our governance, risk management and internal control processes at: See Corporate Governance Statement at: https://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement

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7.4	A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.	☒ and we have disclosed whether we have any material exposure to environmental and social risks at: See Corporate Governance Statement at: https://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement

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PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY			
8.1	The board of a listed entity should: (a) have a remuneration committee which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.	☒ The Company complies with paragraph (b): and we have disclosed the fact we do not have a remuneration committee, and that fact and the processes we employ for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive at: See Corporate Governance Statement at: https://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
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: See Corporate Governance Statement at: https://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
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: See Corporate Governance Statement at: https://aquna.com/corporate/governance/	☐ set out in our Corporate Governance Statement OR ☐ we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable OR ☐ we are an externally managed entity and this recommendation is therefore not applicable

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ADDITIONAL RECOMMENDATIONS THAT APPLY ONLY IN CERTAIN CASES			
9.1	A listed entity with a director who does not speak the language in which board or security holder meetings are held or key corporate documents are written should disclose the processes it has in place to ensure the director understands and can contribute to the discussions at those meetings and understands and can discharge their obligations in relation to those documents.	☐ and we have disclosed information about the processes in place at: [insert location]	☐ 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



CORPORATE GOVERNANCE STATEMENT

FOR THE 12 MONTHS TO 30 JUNE 2026

MURRAY COD AUSTRALIA LIMITED ACN 143 928 625

CORPORATE GOVERNANCE STATEMENT

INTRODUCTION

OUR APPROACH TO CORPORATE GOVERNANCE

The Board of Murray Cod Australia Limited (Company) is committed to maintaining high standards of effective corporate governance arrangements to help create, protect and enhance shareholder value and ensure the future sustainability of the Company.

The Company's governance framework provides a solid structure for effective and responsible decision making and setting a culture of integrity, transparency and accountability that flows throughout the Company.

ASX CORPORATE GOVERNANCE PRINCIPLES

The Board is committed to administering the policies and procedures with openness and integrity, pursuing the true spirit of corporate governance commensurate with the Company's needs.

The Corporate Governance Statement has been structured with reference to the ASX Corporate Governance Council Principles and Recommendations 4th Edition to the extent that they are applicable to the Company.

As the Company's activities and strategies develop in size, nature and scope, the size of the Board and the implementation of any additional formal corporate governance committees will be given further consideration.

This Corporate Governance Statement sets out key features of our governance framework.

The information in this statement is current as at 24 September 2026 and has been approved by the Board.

2025/2026 AREAS OF GOVERNANCE FOCUS

During the year, the Board provided strategic guidance and effective oversight of management in its implementation of the Company's objectives and instilling its desired culture.

SUCCESSION AND RENEWAL

- To ensure that the Board remains fit for purpose (taking into account independence, size, skills and compensation), the Board undertook a search and appointed a new independent Non-Executive Director, Mr Peter McCluskey.
- Following the resignation of Mr Ross Anderson as Chief Executive Officer and Managing Director on 20 February 2026 the Board appointed Mr Mat Ryan and Mr Roger Commins to act as interim joint Chief Executive Officers whilst a search was underway for a Chief Executive Officer to replace Mr Anderson.

Effective Monday 20 April 2026, Mr Steven Chaur was appointed Managing Director and Chief Executive Officer of the Company.

STRATEGIC GOVERNANCE

- Strategic oversight of the Company's strategic opportunities, with overall strategy and key decisions for material transactions including the successful capital-raising initiatives carried out in October 2025 and May 2026 being managed through the Board. Sub-committee and reporting structures are in place to ensure appropriate Board oversight, project governance and to monitor key outputs of workstreams.
- The Board has overseen accelerated achievements by Mr Chaur in pursuing revenue growth opportunities across various market channels in Australia, as well as appointing experienced senior executives in key leadership roles across the Company over the period.

SUSTAINABILITY

- Continued risk-based identification of environment, social and governance (ESG) priorities.
- Oversight of sustainability initiatives to ensure they are adequate to deliver progress against the Group's priorities, with Board participation where appropriate.

CORPORATE GOVERNANCE STATEMENT

THE BOARD OF DIRECTORS

The Board is ultimately accountable for the performance of the Company and provides leadership and sets the strategic objectives of the company. It appoints all senior executives and assesses their performance on at least an annual basis. It is responsible for overseeing all corporate reporting systems, remuneration frameworks, governance issues, and stakeholder communications.

Decisions reserved for the Board relate to those that have a fundamental impact on the Company, such as (when applicable) material acquisitions and takeovers, dividends and buybacks, capital-raising programs, material profits upgrades and downgrades, and significant closures.

The Company has adopted a Board Charter which sets out the respective roles and responsibilities of the Board and management, and the matters expressly reserved to the Board.

The Board Charter can be found on the Company's website at <https://aquna.com/corporate/governance/>

All members of the Board are required to report any material breach of the Company's policies and governance procedures to the Board or a committee of the Board.

Management is responsible for implementing Board strategy, day-to-day operational aspects, and ensuring that all risks and performance issues are brought the Board's attention. They must operate within the risk and authorisation parameters set by the Board.

The Company's Constitution provides that the number of Directors shall not be less than three. There is no requirement for any shareholding qualification. If the Company's activities increase in size, nature and scope, the size of the Board will be reviewed periodically and the optimum number of Directors required to adequately supervise the Company's activities will be determined within the limitations imposed by the Constitution and as circumstances demand.

Mr Brett Paton is Chair of the Board and is considered to be an independent director. Despite his substantial relevant interest in securities of the Company, the Board has considered him to be independent because **his investment is part of a diversified portfolio of securities.**

The Board reviews its performance annually, as well as the performance of individual Committees and individual directors (including the performance of the Chairman as Chairman of the Board).

The criteria for determining the identification and application of a suitable candidate for the Board shall include quality of the individual, background of experience and achievement, compatibility with other Board members, credibility within the Company's scope of activities, intellectual ability to contribute to Board duties and physical ability to undertake Board duties and responsibilities.

The use of an external facilitator may be utilised periodically to assist in the review process. A formal review of the Board's performance was not performed in the current financial year. It is anticipated that this process will be performed in the next financial year and will include collective Board discussions and individual interviews conducted by the Chairman. The review of the Chairman's role will be conducted by the rest of the Board.

Directors are initially appointed by the full Board, subject to election by shareholders at the next Annual General Meeting. Under the Company's Constitution the tenure of a Director (other than Managing Director, and only one Managing Director where the position is jointly held) is subject to reappointment by shareholders not later than the third anniversary following his or her last appointment.

Subject to the requirements of the Corporations Act, the Board does not subscribe to the principle of retirement age and there is no maximum period of service as a Director. A Managing Director may be appointed for the year and on any terms the Directors think fit and, subject to the terms of any agreement entered into, the appointment may be revoked on notice.

All directors, both executive and non-executive, receive written notifications of their appointment and a new director induction pack which details the terms and conditions of their appointment, remuneration (including superannuation contributions), continuous disclosure requirements (including interests in the company), ongoing confidentiality obligations, company policies on when to seek independent professional advice, the company's indemnity and insurance measures. The Company has a letter of appointment with each non-executive director and a service agreement with each executive director and senior executive, setting out the terms of their appointment.

CORPORATE GOVERNANCE STATEMENT

COMMITTEES OF THE BOARD

In view of the size and resources available to the Company, it is not considered that separate committees would add any substance to the control process, as such the board as a whole acts in regards to the responsibilities of the Audit, Remuneration and Nomination Committees.

For further information regarding the Remuneration Policy and Audit, Nomination and Remuneration Committee Charters visit the website <https://aquana.com/>.

The role of the Audit Committee (fulfilled by the Board) is to:

- monitor the integrity of the financial statements of the Company, reviewing significant financial reporting judgements;
- review the Company's internal financial control systems and, unless expressly addressed by a separate risk committee or by the Board itself, risk management systems;
- monitor and review the external audit function including matters concerning appointment and remuneration, independence and non-audit services; and
- perform such other functions as assigned by law, the Company's constitution, or the Board.

The Nomination and Remuneration Committee may obtain independent advice on the appropriateness of remuneration packages. The Company's remuneration policy separately addresses the remuneration of non-executive directors and the remuneration of executive directors and other senior executives, further details of which are available in the Remuneration Committee Charter on the Company's website.

The Company does not have an internal audit function, however the Board has established a framework for the management of the Group including a system of internal controls, a business risk management process and the establishment of appropriate ethical standards. The board encourages the external auditor to attend the Annual General Meeting to address any shareholder questions that may arise.

OUR VALUES

The Board has approved the following values, which guide the standards and behaviours expected of the Company's directors, senior executives and employees in fulfilling the Company's purpose and strategic goals:

- Quality - striving for excellence in the production and supply of sustainably farmed Murray Cod.
- Integrity - acting honestly, ethically and transparently in all dealings with shareholders, customers, employees and the community.
- Sustainability - protecting the environment and the long-term viability of the Company's operations and the communities in which it operates.
- Innovation - continually improving the Company's production systems, products and ways of working.

These values are communicated to employees and are intended to be reflected in the Company's Code of Conduct and other governance policies referred to in this Statement.

INDEPENDENCE

The Board is comprised of a majority of independent Directors. Directors have been selected to bring specific skills and industry experience to the Company. For this reason the Board does not maintain a skills matrix, however the Board is considered to have an expansive range of relevant industry experience, financial and other skills and expertise to meet its objectives.

Currently three Board members are independent Directors and two Directors are deemed to not be independent due to being executives of the Company.

CORPORATE GOVERNANCE STATEMENT

Independent Directors

- Brett Paton – Non-Executive Chairman (appointed 6 March 2024)
- Roger Commins – Non-Executive Director (appointed 16 January 2017)
- Peter McCluskey - Non-Executive Director (appointed 30 January 2026)

Non-Independent Directors

- Steven Chaur – Managing Director and Chief Executive Officer (appointed 20 April 2026).
- Mathew Ryan – Executive Director - Operations (appointed 16 January 2017)

When determining the independent status of each Director the Board has considered, amongst other factors, whether the Director:

- Is a substantial shareholder of the Company or an officer of, or otherwise associated directly with, a substantial shareholder of the Company.
- Is employed or has previously been employed in an executive capacity by the Company, and there has not been a period of at least three years between ceasing such employment and serving on the Board. During the financial year, each of Mr Ross Anderson, Mr Mathew Ryan and Mr Steven Chaur have had executive service agreements with the Company, which are considered to impair their respective independence.
- Has within the last three years been a principal of a material professional adviser or a material consultant to the Company, or an employee materially associated with the services provided.
- Is a material supplier or customer of the Company, or an officer of or otherwise associated directly or indirectly with a material supplier or customer or has a material contractual relationship with the Company other than as a Director.
- The Board has considered whether Mr Commins' service as interim joint Chief Executive Officer between 20 February 2026 and 20 April 2026, and the ongoing relationship between the Company and Commins Enterprises (which provides engineering and repair works to the Company) and a related entity of Mr Commins (which acts as a contract grower for the Company and receives payments for fish sales), compromise his independence. Having regard to the short duration of Mr Commins' interim executive appointment, which was an emergency governance measure following Mr Anderson's resignation rather than a substantive management role, and the fact that the arrangements with Commins Enterprises and the related contract-growing entity are conducted on arm's length commercial terms and are not material to the Company's overall business, the Board has formed the view that these matters do not compromise Mr Commins' independence. The Board will continue to monitor the materiality of these arrangements on an ongoing basis.
- Has held tenure for a substantial period of time which may comprise their independence from management.

APPOINTMENTS TO OTHER BOARDS

Directors are required to take into consideration any potential conflicts of interest when accepting appointments to other boards.

INDEPENDENT PROFESSIONAL ADVICE

The Board has determined that individual Directors have the right in connection with their duties and responsibilities as Directors, to seek independent professional advice at the Company's expense. With the exception of expenses for legal advice in relation to Directors' rights and duties, the engagement of an outside adviser is subject to prior approval of the Chairman and this will not be withheld unreasonably.

DIVERSITY

The Company recognises its legal and ethical obligations and is committed to promoting and achieving broader diversity across the Company as part of its sustainability strategy.

The Group's workforce is made up of individuals with diverse skills, values, background and experiences.

CORPORATE GOVERNANCE STATEMENT

Due to the current limited size of the Board, the Board does not consider it necessary to have a Board gender diversity target but will consider adopting a policy in the future.

Furthermore, the Company has not set any objectives for achieving gender diversity across the organisation. Should a gender diversity policy be considered appropriate for the Company in the future due to increases in size of the organisation, the policy will specifically deal with the objectives for achieving diversity.

The Company's proportion of women on the Board, in senior executive positions and across the Company is as follows:

Gender	Board	Senior Executives	Whole Company
No. Women	None	1	29
% Women	-	20%	33%

The Company's corporate code of conduct provides a framework for undertaking ethical conduct in employment. Under the corporate code of conduct, the Company will not tolerate any form of discrimination or harassment in the workplace.

CONTINUOUS REVIEW OF CORPORATE GOVERNANCE

Directors consider, on an ongoing basis, how management information is presented to them and whether such information is sufficient to enable them to discharge their duties as Directors of the Company.

Such information must be sufficient to enable the Directors to determine appropriate operating and financial strategies from time to time in light of changing circumstances and economic conditions.

The Directors recognise that as a business, there are inherent risks and that operational strategies adopted should, notwithstanding, be directed towards improving or maintaining the net worth of the Company.

CODE OF CONDUCT

The Company has adopted a Code of Conduct for Company executives that promote the highest standards of ethics and integrity in carrying out their duties to the Company.

The Code of Conduct can be found on the Company's website at <https://aquna.com/>.

ANTI-BRIBERY AND CORRUPTION

The Company has a zero-tolerance approach to bribery and corruption and is committed to acting professionally, fairly and with integrity in all business dealings. Accordingly, the Company has adopted an Anti-Bribery and Corruption Policy which applies to all employees, executive management, suppliers, consultants and customers.

The Anti-Bribery and Corruption Policy can be found on the Company's website at <https://aquna.com/>.

WHISTLEBLOWER POLICY

In committing to the highest standards of conduct and ethical behavior in its business activities, the Company encourages the reporting of any instances of suspected unethical, illegal, fraudulent or undesirable conduct involving the Company or any of its partners and will ensure that those persons who make a report, are free to do so without fear of intimidation, disadvantage or reprisal. Accordingly, the Board has adopted a Whistleblower Policy.

The Whistleblower Policy can be found on the Company's website at <https://aquna.com/>.

IMPLEMENTATION OF NEW POLICIES AND POLICY REVIEW

Since his appointment as Managing Director and Chief Executive Officer, Mr Steven Chaur has formally introduced a monthly Board agenda item that both:

1. Recommends new policies and
2. Reviews existing policies on a rotating basis

CORPORATE GOVERNANCE STATEMENT

This process ensures the Board's focus is current, cognizant of new legislation and best practices in the Company and addresses ongoing issues. The outcome of these reviews is that both new and modified policies are cascaded to all employees of the Company to ensure alignment and compliance.

COMPANY SECRETARY

The Company Secretary is accountable directly to the Board, through the Chairman, for the proper functioning of the Board and facilitating the Company's corporate governance processes.

Each Director is entitled to access the advice and services of the Company Secretary. In accordance with the Company's Constitution, the appointment or removal of the Company Secretary is a matter for the Board as a whole.

Details of the Company Secretary are set out in the Director's Report within the Annual Report.

CONTINUOUS DISCLOSURE

The Company Secretary, working closely with the Chairman, have been delegated responsibility for the continuous disclosure of information to the market, to ensure:

- All investors have equal and timely access to material information concerning the Company, including its financial position, performance, ownership and governance.
- Company announcements are factual and presented in clear and balanced way, requiring the disclosure of both positive and negative information.
- When analysts are briefed on aspects of the Company's operations, the market is forewarned, and the materials used in such presentations are also released to the ASX and posted on the Company's website.
- Any information that a reasonable person would expect to have a material effect on the price or value of the Company's share price (as per Listing Rule 3.1) is immediately notified to the ASX.

The Company has established a documented procedure to handle continuous disclosure requirements.

The Continuous Disclosure Policy can be found on the Company's website at <https://aquna.com/>.

RECOGNISING AND MANAGING RISK

Risk Oversight

The Board recognises the importance of an effective framework of risk oversight, risk management and internal control for good corporate governance.

Annual Risk Review

The Board is responsible for the oversight and management of risk, including the identification of material business risks on an ongoing basis.

A review of material business risks has been conducted in the current period, which concluded that controls over risk management processes were adequate and effective.

Auditor independence

The Group's policy on auditor independence restricts the types of non-audit services that can be provided by the external auditors. In addition, any non-audit services which are to be provided by the external auditors need to be pre-approved by the Chair of the Audit Committee.

The Audit Committee requires the external auditor to confirm annually that it has complied with all professional regulations. The Group requires the lead external audit partner to rotate every five years.

RSM continues in office as the Company's auditor during the Reporting Period. RSM may be engaged on low value assignments additional to their statutory audit duties where RSM's expertise and experience with the Group are important. These services are not recurring. Any future non-audit services are expected to be at lower levels.

CORPORATE GOVERNANCE STATEMENT

Integrity of disclosures in periodic reports

The Company produces a number of periodic corporate reports, including the annual Directors' Report, Corporate Governance Statement and half year and full year financial statements and quarterly Appendix 4Cs.

There are various processes in place to review and confirm the accuracy and reasonableness of the disclosures contained in those reports, which are tailored based on the nature of the relevant report, its subject matter and where it will be published.

However, the Company seeks to adhere to the following general principles with respect to the preparation and verification of its corporate reporting:

- periodic corporate reports should be prepared by, or under the oversight of, the relevant subject matter expert for the area being reported on;
- the relevant report should comply with any applicable legislation or regulations;
- the relevant report should be reviewed (including any underlying data) with regard to ensuring it is not inaccurate, false, misleading or deceptive;
- where required by law or by Group policy, relevant reports authorised for release by the appropriate approver required under that law or policy; and
- the external auditor audits or reviews the Group's full and half-yearly financial reports, respectively, in accordance with auditing standards ahead of release to the market.

As set out below, the CEO and CFO also provide the Board with written declarations in relation to half year and full year financial statements.

Finally, the Board has established processes to delegate responsibility for overseeing the process for ensuring all ASX announcements are factual, do not omit material information and are expressed in a clear and objective manner that allows investors to assess the impact of the information when making investment decisions.

CEO and CFO certification of financial statements

The Chief Executive Officer and Chief Financial Officer provide a statement to the Board and Audit Committee in advance of seeking approval of any financial report to the effect that the Company's risk management and internal compliance and control systems are operating efficiently and effectively in all material respects.

In accordance with the above, the Board has received a written assurance that the declaration provided under section 295A Corporations Act is based on a sound system of internal control and risk management, which is operating effectively in all respects in relation to material business risks and financial reporting.

SECURITIES TRADING POLICY

The Company has adopted a Securities Trading Policy which is intended to explain the types of conduct in dealings in securities that are prohibited under the Corporations Act and explain the Company's policy and procedure for the buying and selling of securities that protects the Company, Directors and employees against the misuse of unpublished information which could materially affect the price or value of securities.

The policy applies to Directors, officers, senior management and other employees, consultants and contractors of the Company.

The Securities Trading Policy can be found on the Company's website at <https://aquna.com/>.

ECONOMIC, ENVIRONMENTAL AND SOCIAL SUSTAINABILITY RISK

Poor market conditions (and more specifically the potential for underperformance by the Company) have been identified as an economic sustainability risk that has the potential to materially impact the Company's ability to create or preserve value for security holders over the short, medium or long term.

This risk is addressed and managed within the Company's ability to diversify across sectors and in both Australia and internationally.

CORPORATE GOVERNANCE STATEMENT

The Company considers that it has the following exposure to material environmental risks:

Water Security and Quality

The Company relies on water as an essential component of the Murray Cod production system and good quality water is crucial for fish health. To ensure we have security over water, the Company uses multiple water purchasing strategies with a mixture of permanent and temporary water licences as well as leasing water in times of need.

The Murrumbidgee valley and the Murrumbidgee irrigation area are positioned in a very secure water environment supplied by dams from the Snowy Mountains Scheme. The Company employs a static production system which allows to test incoming water to monitor and ensure water quality.

Disease

In any intensive production system, disease can be a risk and at times pose a threat to operations resulting in damaged product and or large losses of fish stock.

The Company regularly monitors for disease and trains all staff in the identification and treatment of all of the major diseases that may be seen in Murray Cod. The Company also has in place a strict Biosecurity plan that is reviewed regularly.

The nature of the Company's system of farms spread throughout the Murrumbidgee irrigation area allow for the isolation of individual production units and the isolation of whole farms if necessary to mitigate and minimise the risk of disease spreading.

Temperature / Climate Change

Adverse and unforeseen climatic events and climate change generally could potentially impact on the Company's business in a combination of ways, with the four major risk areas considered to include:

- species' temperature sensitivity;
- flooding and storm surge exposure;
- Low oxygen hazard; and
- disease vulnerability.

The Company's operations are exposed to the natural environment and are therefore sensitive to climate change.

Although Murray Cod have a temperature range that will produce optimal grow-out performance, the fish can accommodate a wide range of temperature from 13-28 degrees Celsius unlike many other species. Over the years of evolution Murray cod have become very well adapted to the constantly changing climate in the Murray Darling Basin that typically sees very cold winters and warm to hot summers. The Company continually monitors the health of its stock in the context of environmental conditions including temperature and will consider and employ temperature control methods if necessary.

The Company does not consider it has any material exposure to social risks.

EQUITY-BASED REMUNERATION SCHEME

An Employee Securities Incentive Plan was previously approved by shareholders at the 2023 Annual General Meeting.

The Company has a policy that participants are not permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the Incentive Plan.

COMMUNICATION WITH SECURITY HOLDERS

Publicly available information accessible on website

The Company keeps investors informed of its corporate governance, financial performance and prospects via its website, <https://aqua.com>.

CORPORATE GOVERNANCE STATEMENT

Investor relations programs

The Company conducts regular briefings including interim and full year results announcements and quarterly cash flow updates (Appendix 4C) in order to facilitate effective two-way communication with investors and other financial markets participants.

Access to executive and operational management is provided at these events. Additionally, separate one-on-one and/or small group meetings are provided when requested and in compliance with governance parameters set by the Company. The Company recommends all investor meetings are attended by at least one of the following: Chairman, CEO or CFO.

Pending resourcing and availability, the Company prefers to have a minimum of two executives attend most investor meetings.

The Company's objective is to provide best practice disclosure and comply with all applicable laws and Group policies. Accordingly, all discussions with analysts and investors are conducted by or with the prior approval of the CEO, or CFO and are limited to an explanation of previously published material and general discussion of non-price sensitive information, including relevant industry insights. Any new and substantive investor or analyst presentations are released to ASX in advance of the presentation.

Unless authorised by the CEO or CFO, meetings with analysts will not be held between the end of the half-year or full-year and the date on which those results are announced. Any meetings during this period are strategic in nature only, with no financial questions specific to the pending result addressed.

Facilitate participation at meetings of security holders

Shareholders are encouraged to attend the Company's Annual General Meeting and to ask questions of Directors. The notice of meeting includes a process to enable shareholders to submit questions to the Board and the Company's auditor prior to the meeting.

Voting on resolutions set out in the Notice of AGM is conducted by way of a poll.

Facilitate electronic communication

The Company provides its investors the option to receive communications from, and send communications to, the Company and the share registry electronically.

All information communicated by the Company is in accordance with its continuous disclosure requirements under ASX Listing Rule 3.1.