

Corporate Governance Statement

Kelsian Group Limited (**Kelsian**)

ACN 109 078 257

25 September 2026

Introduction

Kelsian Group Limited (“Kelsian” or the “Company”) recognises that effective corporate governance is a foundational element contributing to the preservation of shareholder value and longer term company success. The Board of Kelsian Group Limited is committed to maintaining and enhancing its corporate governance framework and reviews its framework and practices regularly so as to ensure it consistently reflects market practices and shareholder expectations.

The Board believes that the governance policies and practices adopted by Kelsian during the reporting period for the year ended 30 June 2026 are consistent with good corporate governance practices in Australia and appropriate for the circumstances of the Company, including taking into consideration the ASX Corporate Governance Council’s Corporate Governance Principles and Recommendations (4th Edition) (“ASX Principles”).

During the reporting period, Kelsian followed all of the recommendations in the ASX Principles.

This Corporate Governance Statement is current as at 22 September 2026 and has been approved by the Board of Directors of the Company.

PRINCIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

Recommendation 1.1 – Board Charter and Responsibilities

The Board of Directors is accountable to shareholders for the performance and governance of the Company. Accordingly, it is responsible for overseeing the overall operational and financial performance of the Company and its subsidiaries (the “Group”), reviewing and approving its business strategy and its strategic direction.

Day to day management of the Company’s affairs, and the implementation of the corporate strategy and policy initiatives, is formally delegated by the Board to the Group Chief Executive Officer.

The Board operates in accordance with the general principles set out in its charter which is available from the corporate governance section of the Kelsian website at www.kelsian.com/our-governance.

The Board charter clearly sets out its role and responsibilities and describes those matters expressly reserved for the Board’s determination and those matters delegated to senior management.

Key responsibilities of the Board include, among other things:

- Setting and overseeing the Company’s purpose, strategic direction and achievement of related objectives;
- Approving the Company’s statement of values and code of conduct;
- Review and approval of budgets; overseeing and monitoring of financial performance, accounting and corporate reporting systems and external audit;
- Appointing and reviewing the performance of the Group Chief Executive Officer;
- Monitoring and reviewing effectiveness of management processes, and governance practices and policies;
- Ensuring all significant business risks are identified and effectively managed; and
- Ensuring that the Company meets its legal and statutory obligations including compliance with ASX Listing Rules disclosure requirements.

For purposes of the proper performance of their duties, the Directors are entitled to seek independent professional advice at the Company’s expense, unless the Board determines otherwise. The Board schedules meetings on a regular basis and other meetings as, and when, required.

Management is responsible for providing the Board with accurate, timely and clear information to enable the Board to perform its responsibilities. Information provided to the Board includes all material information on the Group’s operations, budgets, cash flows, funding requirements, shareholder movements and share pricing, assets and liabilities, disposals, financial accounts, external audits, internal controls, material risks, safety and environmental management and new venture proposals.

Recommendation 1.2 – Director and Senior Executive Appointments

Once the Board decides that a new Director is to be appointed, candidates are considered including using the services of external consultants as desirable to locate candidates and conduct appropriate searches. Proposed candidates are considered by the Board, and appropriate interviews, reviews and checks are conducted prior to an appointment being made.

Directors’ details, including their relevant qualifications and experience, the skills they bring to the Board, details of any other material directorships, independence status and any potential conflicts of interest or other associations with the

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Company are disclosed in the Annual Report, and presented to shareholders at the Annual General Meeting or any other meeting where the election or re-election of Directors is proposed.

Upon appointment, Directors are given detailed background information on the Company and its operations, and the commitment required to meet the expectations of their role.

Similarly, should a new senior executive appointment be proposed, a thorough recruitment process and appropriate checks are undertaken prior to appointment of a potential candidate as part of our processes.

Recommendation 1.3 – Written Agreement with each Director and Senior Executive

Non-Executive Directors are engaged by the Company under letters of appointment and senior executives are engaged under employment contracts setting out the terms of their appointment and addressing the roles and responsibilities of the individuals.

Details of remuneration of directors and key executive management personnel are set out in the Remuneration Report in the Annual Report.

Recommendation 1.4 – Company Secretary Accountability

The Company Secretary is responsible for supporting the effectiveness of the Board and is directly accountable to the Board, through the Chair, on all matters to do with the proper functioning of the Board. Appointment or removal of a company secretary is approved by the Board.

Recommendation 1.5 – Diversity

Kelsian recognises that a talented and diverse workforce is a key competitive advantage, and that our success reflects the quality and skills of our people. Kelsian benefits by bringing together people of diverse backgrounds.

Kelsian acknowledges Australia's Aboriginal and Torres Strait Islander communities and their cultures, and pays respect to their Elders past, present and emerging. We acknowledge Aboriginal and Torres Strait Islander people as Australia's first peoples, and as the Traditional Custodians of the land and water on which we rely for our Australian operations.

Kelsian strives to foster a culture in which all people treat each other with mutual respect and are recruited, developed and promoted on the basis of merit. To support this commitment, Kelsian has adopted a group Diversity and Equity Policy, available at www.kelsian.com/our-governance.

In FY26 we continued to deliver on our Diversity and Inclusion Strategy and to embed our diversity and inclusion priorities across our businesses. The strategy and its objectives continue to guide our approach. Our focus is on consistent execution of the fundamentals and on embedding diversity and inclusion deeper into our culture, leadership and everyday ways of working, including through proposed implementation of a new human capital management platform.

Kelsian monitors and reports as a relevant employer under the Workplace Gender Equality Act ("WGEA") for its Australian-based employees. The public reports contain the Group's most recent Gender Equality Indicators and can be viewed at www.kelsian.com/our-governance. A WGEA report is not required for internationally based employees.

Following a period of Board renewal across FY24 and FY25, the Kelsian Board met its Board gender objective in FY25 and continues to do so in FY26. Fiona Hele has led the Board as its independent Chair from 1 July 2024.

Kelsian's performance against its gender objectives for the reporting period to end of June 2026 is set out below:

Objective	Outcome 30 June 2026
Achieve Board diversity of not less than 30% of Kelsian directors being of each gender	33.33% M / 66.67%F
At least 30% of senior management employees to be female by 2030	63.71% M / 36.29% F
<i>Senior Management¹</i>	

Looking forward, we will continue to apply our diversity and inclusion strategy and the objectives set out above as well as continuing to progress gender pay equity, focusing on consistently strong fundamentals and embedding inclusive practice into our processes, systems and ways of working. Our proposed new human capital management platform is intended to strengthen workforce data, self-identification, and inclusive recruitment and process design, supporting continued progress on our gender and broader diversity objectives.

¹ "Senior Management" as used in Kelsian ESG targets to mean the senior leadership cohort, including Executive and senior operational leadership roles with accountability for business performance, people leadership and decision-making.

Recommendation 1.6 – Board Performance Evaluation

The Board has a process to assess individual performance and effectiveness of Directors, the Board and its Committees on an annual basis. The evaluation may be conducted internally or by external consultants. The process is led by the Board Chair and Chair of the Nomination Committee and involves participation by all Directors, with feedback and results considered by the full Board and acted upon as appropriate.

A board performance evaluation facilitated by an external adviser commenced during FY25, with sharing of results, consultation and implementation of proposed changes continuing into FY26. In addition, an internal annual board evaluation was completed for FY26.

The Board has a formal process for evaluation of meeting effectiveness which is undertaken at the conclusion of each Board meeting.

Recommendation 1.7 – Performance Evaluation of Senior Executives

The Board regularly evaluates performance of Senior Executives against a number of criteria and requires Senior Executives to formally address the Board on execution of strategy and associated issues.

Senior Executive performance is evaluated each year as follows:

- The Group Chief Executive Officer's performance review is led by the Chair of the Board with input and participation of all Board members.
- Senior Executives' performance is reviewed by the Group Chief Executive Officer with oversight of their objectives and performance by the People, Culture and Remuneration Committee and Board.

Performance evaluations of Senior Executives in line with these processes have been conducted in respect of the reporting period.

PRINCIPLE 2 – STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE

The Kelsian Board is committed to ensuring that the composition of the Board continues to include directors who collectively bring an appropriate mix of skills, commitment, experience, expertise and diversity to Board decision making to ensure that the Board effectively discharges its responsibilities and duties.

The names and details of the Company's directors during the reporting period are set out below:

- Fiona Hele – Board Chair (appointed 13 September 2016, Deputy Chair 22 August 2022 to 30 June 2024; appointed Chair 1 July 2024);
- Terry Dodd (appointed 28 March 2011);
- Diane Grady AO (appointed 1 September 2022);
- Jacqueline McArthur (appointed 15 January 2024);
- Caroline Elliott (appointed 17 June 2024);
- Terry Sinclair (appointed 1 September 2025);
- Lance Hockridge (appointed 1 July 2020, retired 31 July 2025); and
- Neil Smith (appointed 16 January 2020, retired 28 February 2026);

As at the date of this report there are six directors on the Board. Details of the Directors, including their qualifications are set out in our Annual Report for the reporting period.

The Board has established appropriate committees to assist it to effectively and efficiently fulfill its responsibilities: Safety, Risk and Sustainability Committee; People, Culture and Remuneration Committee; Finance and Audit Committee; and a Nominations Committee.

Details of Committee members are set out elsewhere in this statement and in the Annual Report for the year ended 30 June 2026.

Each of the Committees has a Charter approved by the Board, and maintains minutes of its meetings, circulated to all Directors.

The Board also oversees and monitors special projects/investments through forming special project/ investment committees from time to time as required.

Recommendation 2.1 – Nominations Committee

The Kelsian Nominations Committee was established as a separate dedicated Committee of the Board from July 2022, with all non-executive Directors being members of the Committee. The Nominations Committee provides assistance to the Board by fulfilling responsibilities related to:

- Reviewing and assessing Board composition including the appropriate balance of skills, knowledge, experience and diversity required on the Board and the extent to which that balance is achieved from time to time;
- Overseeing processes for evaluating the performance of the Board as a whole, Board Committees and individual non-executive directors;
- Overseeing transparent and appropriate processes for nomination, selection appointment and re-election of non-executive directors; and
- Board succession planning.

The number of Nominations Committee meetings and individual attendances of the members at those meetings during the period are as follows:

Committee Members	Nominations Committee Meeting Attendance (Total of 1 meeting during the period)
Terry Dodd (Committee Chair)	0
Fiona Hele	1
Lance Hockridge*	0
Neil Smith**	0
Diane Grady AO	1
Jacqueline McArthur	1
Caroline Elliott	1
Terry Sinclair ***	1

* Mr Hockridge retired 31 July 2025.

** Mr Smith retired 28 February 2026

*** Mr Sinclair commenced on 1 September 2025.

A copy of the Charter for the Nominations Committee is available on the Kelsian website at www.kelsian.com/our-governance.

Recommendation 2.2 – Board Skills Matrix

Board composition is reviewed periodically and when a vacancy arises or where the Board considers it would benefit from the services of a new Director. Directors are selected so that the Board as a collective possesses a range of skills, knowledge and experience which is appropriate to steer and oversee the strategic direction of the company, challenge management and discharge the Board's obligations effectively. The Board considers industry experience and specific expertise to be important attributes of its Board members. The individual qualifications and experience of each of our Directors is set out in our Annual Report.

To assist the Board to identify areas of focus, and to ensure an appropriate and diverse mix of skills, experience and expertise the Board undertakes an annual review of skills, experience and perspective (diversity) and has developed a Board skills matrix to support that review. As part of this evaluation each Director was asked to self-assess the extent of their skills and experiences in specific areas according to a scale with results then being calibrated through discussion with all Directors.

The following table sets out the various skills and experience that comprise our Board Skills Matrix as at 26 August 2026 by describing each relevant skill or experience and the number of directors that have a developing, proficient or advanced level of that skill or experience.

The Board currently comprises six directors in total, and is also supported by the skills and experience of its Group Chief Executive Officer and joint company secretaries whose skills and experience are not included in the table below.

Advanced
Intermediate
Basic

	Number of Board members					
	1	2	3	4	5	6
INDUSTRY/SECTOR EXPERIENCE						
International Organisations – experience in international markets and operations across a range of business, regulatory and cultural environments in multiple geographies and different local cultures.						
Transport – knowledge and experience in passenger transport businesses (bus, motorcoach, rail, ferry).						
Tendering and Contracting – knowledge and experience in businesses with tendering or contract customer base as key part of business.						
Marine – knowledge and experience in marine services or marine transport.						
Tourism – knowledge and experience in tourism and marketing as key part of business.						
LEADERSHIP AND GOVERNANCE						
Leadership – experience as CEO or senior executive of a large, diversified and complex business.						
Strategy and Growth – experience as a director or senior executive in developing, assessing and executing strategic objectives and plans to drive long-term growth and transformation.						
Governance, Regulatory and Risk – experience as a director or senior executive in oversight and implementation of corporate governance, risk management, and regulatory compliance frameworks.						
COMMERCIAL AND OPERATIONS						
Health and Safety – experience in overseeing effective management of health and safety management, performance and compliance.						
People and Remuneration – experience leading large, diverse, geographically distributed teams of people including oversight of remuneration, industrial relations as well as culture, diversity and inclusiveness.						
Financial and Capital Management – senior executive or other experience in financial accounting and reporting, tax, internal financial controls and capital management strategies.						
Technology – experience in managing and protecting information (cyber security), leveraging digital disruption (eg on demand services), or digital marketing tools.						
Asset Management – experience as a director or senior executive with responsibility for oversight and management of business using assets as key part of the business generation of revenue.						
ESG and Sustainability – experience in and understanding of corporate sustainability practices to manage the impact of the business on the environment and community, and managing potential business impacts of climate change/transition.						

Recommendation 2.3 and 2.4 – Director and Board independence

Throughout the 2026 financial year the Board was comprised of a majority of independent Directors.

Directors are required to bring their independent judgement to bear on all Board decisions. The Board regularly assesses the independence of each Director to ensure that each Director has the capacity to bring independent judgement to bear on issues before the Board and to act in the best interests of Kelsian as a whole.

Kelsian's governance framework requires each Director to promptly disclose actual and possible conflicts of interest, any interests in contracts, other directorships or offices held, related party transactions and any dealing in the

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Company's securities. Should a potential or actual conflict of interest arise, the Directors who do not have an interest in the item consider the nature of the interest identified and the relevant Director(s) leave the meeting to ensure a full and frank discussion of the matter(s) under consideration by the rest of the Board. Unless determined otherwise by appropriate resolution of non-interested Directors, those Directors who have interests in specific transactions or potential transactions do not receive Board papers related to those transactions or potential transactions, do not participate in any part of a Directors' meeting which considers those transactions or potential transactions, are not involved in the decision making process in respect of those transactions or potential transactions, and are asked not to discuss those transactions or potential transactions with other Directors.

Having regard to the guidance provided by the ASX Principles, the Board considers that Ms Fiona Hele, Mr Terry Dodd, Ms Diane Grady AO, Ms Jacqueline McArthur, Ms Caroline Elliott and Mr Terry Sinclair are independent Directors for the relevant period.

Kelsian Director	Date First Appointed as Director	
Ms Fiona Hele	13 September 2016, Chair from 1 July 2024	Independent, NED
Mr Terry Dodd	28 March 2011	Independent, NED
Ms Diane Grady AO	1 September 2022	Independent NED
Ms Jacqueline McArthur	15 January 2024	Independent NED
Ms Caroline Elliott	17 June 2024	Independent NED
Mr Terry Sinclair	1 September 2025	Independent NED
Mr Neil Smith	16 January 2020, Retired 28 February 2026	Non-independent, NED
Mr Lance Hockridge	1 July 2020, Retired 31 July 2025	Independent, NED

In accordance with the Company's Constitution Directors comprising one-third (or if the number of relevant Directors is not divisible by three, the number closest to but no more than one-third) of the non-executive Directors must retire at each Annual General Meeting. No non-executive Director may serve more than three years without offering themselves for re-election.

Consistent with the ASX Principles, the Board considers that the interests of shareholders are served by having a mix of Directors on the Board, some with shorter and some with longer tenures. In August 2023, the Board adopted a tenure policy for non-executive directors of a maximum term of 9 years from first election by shareholders (12 years for Chair) with extension of tenure beyond those terms at the discretion of the Board. The length of service of each Director is one of the many factors that the Board takes into account when assessing the independence and ongoing contribution of a Director.

Details of related party transactions for the reporting period are set out in note 32 to the Financial Statements in our Annual Report. There were no reportable related party transactions for FY26.

Mr Dodd is associated with a vendor of marine services in prior periods to the Company. The Board has reviewed the nature and magnitude of those supplier relationships and does not consider them to be material business relationships that might interfere with, or might reasonably be seen to interfere with, Mr Dodd's capacity to bring an independent judgement to bear on issues before the Board and act in the best interests of the Company as a whole.

Mr Smith has retired from the Board as at 28 February 2026. Mr Smith was not considered to be independent due to his substantial shareholding interests in the Company, and his close family ties with the former Managing Director and Group Chief Executive Officer.

The Board considers that the processes outlined above ensure that collectively the Board acts as an independent decision-making body in the best interests of all shareholders and that conflicts of interest, or potential conflicts of interest of all Directors including those not considered independent Directors are managed appropriately.

Recommendation 2.5 – Chair of the Board and Chief Executive Officer

Throughout the 2026 financial year, Ms Fiona Hele, whom the Board considers to be an independent Director, was Chair of the Board. The Chair and Group Chief Executive Officer were separate persons.

The Board has established conflict of interest processes in place and if any perceived or potential conflict of interest arises in relation to any matter these are raised and addressed with appropriate actions. If the Board Chair is conflicted at any time, then the Chair of People, Culture and Remuneration or the Chair of the Finance and Audit Committee, as most appropriate, fulfils the role of Board Chair in relation to that item or topic.

Meeting agendas provide regular opportunities for non-executive Director discussions without Management present, and Board performance and evaluation processes occur formally each year supported by post meeting evaluations.

The Board's focus remains on representing and serving the interests of shareholders by overseeing the Group's strategy execution, policies, and performance to deliver long-term value for all shareholders.

Recommendation 2.6 – Company induction and professional development of Directors

The Company has an established program for the induction of new Directors. This induction covers all aspects of the business including the provision of information, past meeting details, business plans, access to senior management and site visits to ensure that the new Director can fulfil their responsibilities.

The Board and its Committees are provided with updates and information from both Management and external experts on various topics relevant to the Company's circumstances. The Board and individual Directors attend at operational sites, meet staff in operations and receive presentations from Management across the Company's operations.

The Directors, the Board and any Board Committee may seek external professional advice, as considered necessary, at the Company's expense, with the consent of the Chair and assistance from the Company Secretary. If appropriate, any advice received will be made available to all Directors.

PRINCIPLE 3 – INSTILL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY

Kelsian is committed to setting standards of conduct expected of its Directors, officers and employees. It has in place governance policies and practices adopted at group, divisional and local business unit levels. The summary of policies and their publication below is current as at the date of this statement and the associated Appendix 4G lodged via the ASX.

We follow all recommendations in Principle 3 and were compliant with all recommendations for the whole of the reporting period.

Recommendation 3.1 – Values

The Board has approved a statement of values for Kelsian - our 'COMPASS' values.

A copy of these values can be found on the Company's website at www.kelsian.com/our-governance.

Kelsian is a global company with operations in Australia, UK and Channel Islands, Singapore and the United States of America. We recognise that it is important that our group values are aligned across all our operations as well as acknowledging that the equivalent values may be expressed and adopted using different language most appropriate for the history and local environment of our different operating businesses.

Recommendation 3.2 – Code of Conduct

Kelsian recognises the importance of acting ethically and responsibly in conducting its business and acting with honesty, integrity and in a manner that is consistent with the reasonable expectations of investors and the community. Kelsian officers and employees are required to not only act in accordance with the law, but also to act ethically and responsibly.

Each of Kelsian's divisions have set ethical behaviour standards and established processes applicable to their operations that reflect the relevant jurisdictions in which they operate.

A copy of our Code of Conduct statement can be found on the Company's website www.kelsian.com/our-governance.

Material breaches of our Code of Conduct and supporting policies are reported to the relevant Committee and Board as appropriate.

Recommendation 3.3 – Whistleblower Policy

Kelsian's Whistleblower Protection Policy supports Kelsian's commitment to acting with fairness, honesty and integrity. The policy aims to encourage people to report matters involving concerns of suspected or actual misconduct or an improper state of affairs or circumstances related to Kelsian Group. The policy explains how to speak up, what protections a whistleblower will receive and outline how Kelsian will respond to reports made under the policy. The policy can be found on the Company's website www.kelsian.com/our-governance.

A 24-hour whistleblower hotline operated by an independent provider is available to support disclosures and reporting under this policy.

Potential material incidents are reported to the People, Culture and Remuneration Committee, which refers matters regarding material incidents to the Board.

Recommendation 3.4 – Anti-Bribery, Corruption and Sanctions Policy

Kelsian has an Anti-Bribery, Corruption and Sanctions Policy that expands on and supports our expectations of ethical standards of conduct set out in our Code of Conduct. It prohibits engagement in corrupt practices, outlines requirements in relation to giving and receiving of gifts and hospitality, political donations, and reporting of suspicious behaviour or incidents.

Our Anti-Bribery, Corruption and Sanctions Policy can be found on the Company's website at www.kelsian.com/our-governance.

The People, Culture and Remuneration Committee is responsible for overseeing this policy and protocols. The Safety, Risk and Sustainability Committee is responsible for oversight of compliance management including review of any material incident involving anti-bribery and corruption.

PRINCIPLE 4 – SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS

Recommendation 4.1 – Finance and Audit Committee

The Board Finance and Audit Committee provided assistance to the Board during the period to fulfil the Company's corporate governance and oversight responsibilities in relation to financial reporting processes and internal control framework.

The overriding objective of the Committee is to provide an independent and objective review of information prepared by Management and overseeing the Company's discharge of its responsibilities with respect to:

- the Company's relationship with the external auditor and the external audit function generally;
- the adequacy and integrity of the corporate reporting processes;
- preparation of the annual financial budget;
- the integrity of the Company's financial reporting including whether the Company's financial statements reflect the understanding of Committee members of, and otherwise provide a true and fair view of, the financial position and performance of the Company;
- disclosures in place in relation to the preparation of the Company's financial statements and/or reports including finance related narrative disclosures and climate related financial disclosures; and
- the adequacy of the Company's internal control framework and internal audit program.

Throughout the reporting period the Finance and Audit Committee was comprised of at least three members, all of whom were independent Directors and was chaired by an independent Director with appropriate expertise and qualifications. The qualifications of our Directors are set out in our Annual Report.

The members of the Finance and Audit Committee, number of Committee meetings and individual attendances of the members at those meetings during the period are as follows:

Committee Members	Committee Meeting Attendance (Total of 3 meetings during the period)
Caroline Elliott (Committee Chair)	3
Terry Dodd	3
Diane Grady AO	3

A copy of the Finance and Audit Committee Charter is available on the Company's website at www.kelsian.com/our-governance.

Recommendation 4.2 – Financial Declarations from the Group Chief Executive Officer and Group Chief Financial Officer

Before financial statements are approved for a financial period, the Group Chief Executive Officer, and Group Chief Financial Officer are required to make a declaration for the relevant financial period that:

- the Company's financial records have been properly maintained,
- that the financial statements represent a true and fair view in all material respects of the Company's financial condition and operational results, and are in accordance with relevant accounting standards, and
- provides assurance that the declaration is founded on a safe system of risk management and internal controls, and that the system is operating efficiently in all material respects.

Recommendation 4.3 – Integrity of Periodic Corporate Reports

Kelsian has in place a process for preparing, verifying and approving the full and half year financial statements and the policy of the Company is to appoint an external auditor who clearly demonstrates quality and independence who provides a report in accordance with auditing standards ahead of release to the market.

In relation to additional unaudited information published by the Company throughout the year, Kelsian has processes in place to verify material statements in these documents before they are released to market including:

- content is prepared by, or under the oversight of, the relevant subject matter expert for the area being reported on;
- relevant Group executives review material statements of fact for accuracy and material statements of opinion are identified and reviewed to determine a sound basis for the statement; and
- the Board or relevant Committee reviews and approves the annual Corporate Governance Statement, Modern Slavery Statement, and Tax Transparency Report prior to release in addition to the processes surrounding financial statement and annual financial reporting described above.

PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE

Recommendation 5.1 – Continuous Disclosure Policy

Kelsian has and discloses its written policy for complying with its continuous disclosure obligations under ASX Listing Rule 3.1. The Company complies with the continuous disclosure obligations of the *Corporations Act 2001 (Cth)* and ASX Listing Rule requirements to disclose immediately to the ASX and the market any information concerning the Company that a reasonable person would expect to have a material effect on the price or value of the Company's shares. This helps ensure that all shareholders and investors have equal and timely access to material information about the Company.

A copy of the Company's Continuous Disclosure Policy is available on the Company's website at www.kelsian.com/our-governance.

Recommendation 5.2 – Market Announcements

The Board promptly receives by email copies of all material ASX announcements made by the Company.

Recommendation 5.3 – Presentations

Kelsian has in place processes to ensure that material information is not selectively disclosed prior to being announced via the ASX. Our processes include requirements to release a copy of presentation materials via ASX first of any new and substantive investor or analyst presentation.

PRINCIPLE 6 – RESPECT THE RIGHTS OF SHAREHOLDERS

Recommendation 6.1 – Investor information on the website

Kelsian provides information about itself and its governance to investors via its website which includes the Company's Corporate Governance Statement.

The website also includes links to copies of its annual reports and financial statements, ASX announcements, Notices of Meetings as well as an overview of the Group's business activities.

Kelsian's corporate website can be located at <https://www.kelsian.com>.

Shareholders are able to access information relevant to their holding via Kelsian's appointed share registry services company, Boardroom Limited. Their website is at www.boardroomlimited.com.au.

Recommendation 6.2 – Investor relations program

Kelsian facilitates effective communication with its shareholders, including:

- Annual and half-yearly financial reports;
- Annual and other general meetings convened for shareholder review and approval of Board proposals;
- Reports and Presentations associated with Annual General Meetings, half and full year's results;
- Annual Sustainability Report;
- Continuous disclosure of material changes to ASX for open access to the public;
- The Group's websites, which include information about the Group's businesses and operations.

Shareholders are also welcome to raise any queries or provide feedback through the Investor Relations Manager, Company Secretary or Group Chief Financial Officer at any time. Investor and community feedback is welcomed by Kelsian and is summarised for the Board as a standing item of business at Board meetings.

Recommendation 6.3 – Participation at shareholder meetings

The Chair permits shareholders to ask questions about Kelsian's business operations, the remuneration report, the conduct of the audit and the preparation and content of the audit report and other items of business at the Annual General Meeting.

Kelsian requests the company's auditor to attend the Annual General Meeting to be able to answer any shareholder questions about the conduct of the audit and the preparation and the content of the audit report.

Recommendation 6.4 – Resolutions

Since December 2019, all substantive resolutions at the Company's meetings of shareholders are decided by poll rather than a show of hands.

Recommendation 6.5 – Electronic Communication

Shareholders are given the option to send and receive communications electronically including the Company's Annual Report. The Company has the capability to communicate with shareholders electronically through its website, email communications and via the share registry. Electronic contact details are provided on the Company's website.

PRINCIPLE 7 – RECOGNISE AND MANAGE RISK

Kelsian is committed to the management of risks throughout its operations to protect its employees, interests of shareholders, environment, assets and to achieve our objectives within our risk appetite. Kelsian has a group-wide Risk Management Framework for the identification, analysis, evaluation and management of risk and uncertainty throughout the Group. It enables risks, and their treatment, to be considered where such risks manifest themselves. The consideration of risks forms part of key areas such as strategic planning, decision-making, financial/market risk, contract tender risk, transition risk, operational risks such as safety and environmental impacts, and cyber risk.

The Board has overall responsibility for oversight of risk management. The Safety, Risk and Sustainability Committee assists the Board by overseeing the Group's Risk Management Framework, material business risks, safety, sustainability, environmental and emerging risks. The Finance and Audit Committee oversees financial reporting risks, internal controls and the internal audit program. Management is responsible for identifying, assessing, managing and reporting risks within the Board-approved risk appetite and Group Risk Management Framework.

Further information about our material business risks is outlined below and in our Annual Report.

Recommendation 7.1 – Risk Committee

Throughout the period, Kelsian had a Safety, Risk and Sustainability Committee of the Board to oversee risk as well as assist and advise the Board in relation to work health and safety, environmental and sustainability responsibilities.

(References to 'Sustainability' and similar terms in this statement refer to managing expectations around Social, Environmental and Governance ('ESG') related risks).

The Committee's key responsibilities and functions are to oversee:

- the effectiveness and adequacy of Kelsian Group strategies, systems, policies and practices related to workplace health and safety, and the environment;
- the adequacy of the external corporate reporting processes and disclosures in place in relation to the preparation of Kelsian Group non-financial statements and/or reports;

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- the adequacy of Kelsian Group's Risk Management processes and systems to monitor risk and support achievement of the Group's goals;
- the process of identification and management of business, commercial, cyber and Sustainability risks as well as other emerging and material risks; and
- the corporate governance, compliance and Sustainability policies, strategies, frameworks and practices of Kelsian Group.

Throughout the reporting period the Safety, Risk and Sustainability Committee was comprised of at least three members, the majority of whom were independent Directors and was chaired by an independent Director with appropriate expertise and qualifications. The qualifications of our Directors are set out in our Annual Report.

The members of the Safety, Risk and Sustainability Committee, number of Committee meetings and individual attendances of the members at those meetings during the period are as follows:

Committee Members	Committee Meeting Attendance (Total of 4 meetings during the period)
Diane Grady AO (Committee Chair)	4
Jacqueline McArthur	3
Terry Sinclair	4
Neil Smith*	2

**Mr Neil Smith retired with effect from 28 February 2026 and was eligible to attend 2 meetings.*

A copy of the Safety, Risk and Sustainability Committee Charter is available on the Company's website at www.kelsian.com/our-governance.

Recommendation 7.2 – Annual Review of Risk Management Framework

The Kelsian Group Risk Management Framework supports the proactive management of the material business risks summarised below and other risks facing Kelsian. This incorporates the Kelsian Group Risk Management Policy which sets out the approach, principles and roles and responsibilities for managing risk across the Group, and the Group Risk Appetite Framework which supports decision-making by setting the level of risk the Board is prepared to accept in pursuit of the Group's strategic objectives and assists management in determining when matters should be escalated to the Board or relevant Committee. The Framework is aligned to the International Standard on Risk Management (ISO 31000:2018).

The Group's Risk Management Framework was reviewed during the reporting period by the Safety, Risk and Sustainability Committee and the Committee is satisfied that the framework continues to be appropriate and sound for the Company. The Risk Management Framework is reviewed at least annually by the Safety, Risk and Sustainability Committee, and the Board, through the Safety, Risk and Sustainability Committee, formally reviews the Group's risk profile quarterly as part of each meeting and considers other risk matters, such as business resilience, cyber risk, tender review processes, risk appetite, and specific risk areas, on a regular basis. The Safety, Risk and Sustainability Committee along with the Group Executive, monitor these risks to ensure the risk is within the Board's risk appetite, whilst at the same time identifying and analysing emerging risks that we face in the pursuit of our objectives. Management report to the Board on the Company's material business risks and effectiveness of risk management and mitigation strategies.

Business risks are analysed and evaluated using an agreed framework. The Board is regularly briefed by Management and involved in discussions in relation to all material risks facing the Company. More information about our material business risks and our management of these risks is set out below.

Recommendation 7.3 – Internal Audit

Internal audit is performed by the Group Risk and Assurance team, providing independent and objective assurance over the Group's risk management and internal control systems. Internal audits are performed in accordance with a risk-based internal audit plan approved annually by the Finance and Audit Committee.

The Head of Internal Audit has direct access to the Finance and Audit Committee and the internal audit function is independent of the external auditor. Progress against the internal audit plan, audit findings and management actions are reported to the Finance and Audit Committee. Relevant safety, sustainability, operational and material risk matters are also reported to the Safety, Risk and Sustainability Committee and the Board as appropriate.

In addition to Group Risk and Assurance activities, external and internal ISO/AS audits and other external regulatory/contract compliance audits provide assurance on the effectiveness of operational risk management and controls. The findings from all audit activities are reported to the Finance and Audit Committee.

Recommendation 7.4 – Sustainability: Material Exposure to Environmental or Social Risks

The achievement of Kelsian's strategic objectives and future financial performance is subject to various risks including the material business risks summarised below. Those risks include exposure to material social and environmental risks which are managed through our Risk Management Framework, Sustainability Framework and Strategy and controls in place throughout the business. Material risks are reported to and reviewed by the Board, Safety, Risk and Sustainability Committees and Group Executive as part of the risk reporting process.

More information is available in our 2026 ESG Report available on our website at www.kelsian.com/our-governance.

Risk Summary

The summary below is not an exhaustive list of all risks that may affect the Group, nor have they been listed in any particular order of materiality.

Risk	Description	Mitigation
External Risks		
Economic Conditions	Like all organisations, the Group is exposed to economic fluctuations which can impact on customer needs, supply chain costs and growth opportunities. The global economic outlook is looking uncertain, driven by geopolitical tensions, trade disputes, policy unpredictability which all have the potential to impact inflation and interest rates, supply chain costs, labour and fuel prices all of which increase uncertainty around financial resources.	In addition to hedging through financial instruments, the Group have natural hedging within many of its contracts to significantly manage this risk. This is further supported by innovative and efficient business operating models that support our clients in delivering safe, reliable, sustainable and economical solutions.
Climate change	Climate change presents physical and transition risks and opportunities for Kelsian. Physical risks include the potential impacts of extreme weather and changing climate conditions on our people, assets, infrastructure and service delivery. Transition risks include changes in policy, regulation, technology, market expectations and decarbonisation requirements, including the transition to low and zero-emission fleet and infrastructure. Kelsian also recognises opportunities from increased demand for sustainable transport solutions.	Kelsian manages climate-related risks and opportunities through its Risk Management Framework, Sustainability Framework, governance arrangements, operating business processes, and strategic and business planning activities. Further details, including mitigation and adaptation activities, are set out in the FY26 Sustainability Report.
Geopolitical/ Government Policy	Kelsian is exposed to risks of changes in government policies and regulations which may impact financially on the Group's cost base or future prospects and opportunities for new or renewed contracts. The Group's operations depend heavily on government policy, funding regimes and infrastructure plans initiatives continuing to support private company operators in public transport. Such changes have the potential to impact (both positively and adversely) on Kelsian's profitability and future growth prospects.	Kelsian manages these risks by putting in place dedicated resources to manage and monitor government policies and implement appropriate systems and processes to ensure compliance with changing regulatory environments. Kelsian, as far as possible, incorporates consideration of changes in regulatory requirements and government policies into its corporate and financial plans and forecasts.

KELSIA GROUP LIMITED CORPORATE GOVERNANCE STATEMENT – SEPTEMBER 2026

Risk	Description	Mitigation
Strategic Risks		
Competition/ Growth	Kelsian provides its services and products to individuals, companies and government agencies across a range of economic sectors. This is carried out in competitive markets where we compete in areas of price, quality and service options. Failure to effectively compete in the market and/or develop new and innovative solutions could lead to non-renewal of contracts and failure to win new tenders. Should these crystallise, these risks can impact on the financial performance of the group.	Kelsian has a dedicated Corporate Development Function which oversees the Group's competitive tendering process as well as monitoring and assessing market conditions in areas where we bid/operate. This team also work with our operational divisions to identify and evaluate new business opportunities. Our continued focus in these areas will ensure Kelsian will continue to remain competitive and attractive to customers and clients who value these values in their business partner.
Contracted Services	A large proportion of the Group's revenue is secured through long-term government/ commercial contracts. Such contracts attract inherent risks around achieving operational and financial performance. Unmanaged, these risks can impact on the Group's financial performance as well as our reputation and ability to renew and secure new contracts.	As an experienced and established operator, Kelsian and its Operating Divisions have extensive expertise to ensure we meet the requirements and standards of our contracts. This is backed up with excellent customer/client relations to ensure expectations are understood and managed. Kelsian's financial and operational excellence models provide for effective financial monitoring of all business activities and efficient business operations.
Integration Risk – Acquisitions	There are potential integration risks associated with any acquisition, including due diligence risks, and risks that integration could take longer, be more complex or costly than expected, encounter unexpected challenges, divert management attention or that the anticipated benefits may not be achieved. Any material failure to fully integrate the operations of an acquired business, or material failure to achieve anticipated benefits, could adversely impact the operational performance and profitability of the Group.	Kelsian manages these risks by applying robust integration processes which is supported by a Mergers & Acquisition Integration Framework. This incorporates risk management process to identify and assess the integration risks and then putting in place dedicated specialist resources to manage, monitor and report on the integration process.
Integration and Transition Risks – New Public Transport Contracts	There are potential integration and transition risks associated with commencing large new public transport services contracts including employee relations risks, reputational risks, risks of operating from new depots (delay and construction/suitability) and risks that transitioning services may be more complex or costly than expected, encounter unexpected challenges, divert management attention or attract adverse media attention.	Kelsian manages these risks through use of robust transition processes including dedicated transition team planning and resources which it has developed during its experience in transitioning large public transport bus contracts over many years in Australia and Singapore.

KELSIAN GROUP LIMITED CORPORATE GOVERNANCE STATEMENT – SEPTEMBER 2026

Risk	Description	Mitigation
Operational Risks		
Financial Risks	Kelsian's continued ability to operate its business and effectively implement its business plans is exposed to a variety of financial risks including credit risk, interest and currency risk, liquidity risk as well as Balance Sheet risk.	Information on how Kelsian manages financial risks is included in the Notes to the Financial Statements.
Health & Safety	Transport, tourism and hospitality inherently include safety risks many of which are outside our control. Significant safety incidents, or failings in our safety management systems, could result in reputational, legal and financial damage.	Kelsian has a strong safety culture and is committed to continuous improvement and maintaining safety standards for all our operations. As part of this, the Group delivers an annual assurance program (external & internal) to monitor the effectiveness of safety risk management practices. Kelsian has Safety Management Systems in place across all its operations which are designed to ensure that safety hazards and risks are identified and managed. Many of our operations are certified to AS 4801 / ISO 45001 and those that are not, are either working towards certification or have safety systems that meet the equivalent of these standards. As an experienced transport and tourism operator, Kelsian understands the safety risks inherent in our business and have an extensive range of controls to protect our people and customers. The Group employs dedicated professionals to manage health and safety outcomes and to provide support, education and training to the Group's employees with respect to health and safety matters in the workplace.
Environmental	The nature of our activities, which occur in some environmentally sensitive areas such as marine waters in Australia, have the potential to cause harm to the environment if not managed appropriately. Failure to operate in accordance with environmental standards not only has the potential to result in environmental harm but also increases compliance costs, jeopardises our community relations and causes reputational damage with our stakeholder and investors.	Kelsian manages environmental risks through risk assessments, operating procedures, environmental management controls, training, incident reporting and assurance activities. Environmental risks and controls are monitored by operating businesses and reported through management and Board Committee governance processes as appropriate.
Cyber and Information Security	Kelsian like any business faces an ever-changing cyber security threat and needs to have adequate arrangements in place to prevent, detect and respond to such threats ensuring no loss of or disruption to our systems and data.	The Group aligns with ISO27001 (Information Security Management) and the ACSC (Australian Cyber Security Centre) Essential 8 Maturity Model. We have an established suite of technical controls and procedural solutions, as well as routine activities, such as cyber awareness training, to ensure levels of security and resilience are at the optimum level. Our security arrangements are routinely reviewed, through external and internal reviews, and upgraded or reinforced as necessary to ensure Kelsian remains resilient to existing, new and emerging cyber threats.

KELSIAN GROUP LIMITED CORPORATE GOVERNANCE STATEMENT – SEPTEMBER 2026

Risk	Description	Mitigation
Operational Risks		
Workforce & Talent Management	Employee costs represent the largest operating cost of the Group. In addition to the management of the various financial aspects of employee costs, the Group also face challenges around talent management - recruitment, retention and training, regulatory compliance and industrial relations management. Failing to manage these appropriately could have adverse financial, reputational and operational impacts.	Kelsian has a team of dedicated People & Culture (“P&C”) professionals to support the business on all P&C related matters. Kelsian has P&C strategies, policies and remuneration packages to attract, retain and motivate our people, whilst ensuring succession planning is in place for key staff. Kelsian is also experienced at industrial relations management and take into consideration changes in the labour market in our financial planning and contractual arrangements.
Operational Resilience	As a key element of a location’s infrastructure, prolonged and unplanned interruption to Kelsian’s operations could significantly impact the financial performance of the Group and its reputation. Whilst a number of these risks are outside our control, we need to ensure that we manage those within our control and our response to their occurrence in order to provide high levels of availability and reliability of our services and products.	Kelsian has a range of controls and strategies in place to manage such risks, including incident and crisis management plans, business continuity plans, asset inspection and maintenance procedures, capital asset renewal programs, customer service training, compliance programs as well as appropriate insurances. This also includes an annual program of crisis and incident management exercises involving all layers up to and including the Kelsian Board.
Technology	Technology is a key enabler of organisational success and failure to appropriately invest in fit for purpose technology solutions can result in operational inefficiencies, inability to remain competitive and could have adverse financial and operational impacts.	Kelsian continues to invest in technology to drive innovation and operational efficiency across all operating divisions. The Kelsian Group IT Strategy drives investment in technology and digital capability across the Group and is recognised as a pre-requisite to achieving our objectives. A dedicated team of IT professionals support the ongoing delivery and realisation of the Group IT Strategy.
Artificial Intelligence	Artificial Intelligence (“AI”) presents both opportunities and risks for Kelsian. Appropriate use of AI can improve productivity, operational efficiency, decision-making and innovation across the Group. However, unmanaged or inconsistent use of AI tools may expose Kelsian to data leakage, intellectual property breaches, privacy and regulatory non-compliance, vendor and cyber risk, inaccurate or biased outputs, operational disruption, industrial relations issues, financial loss and reputational damage.	Kelsian has established and is currently implementing a Group-wide AI governance framework and supporting controls to guide the responsible adoption of AI, ensuring benefits are realised while risks are effectively managed. AI governance and risk management is aligned with, and supported by the Group’s cyber security, data governance, procurement and risk management frameworks.

PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY

Recommendation 8.1 – Remuneration Committee

The Board has a remuneration committee called the People, Culture and Remuneration Committee. The purpose and role of the Committee is to support and advise the Board on:

- the implementation and effectiveness of fair, responsible remuneration practices for Kelsian to attract and retain Directors and Senior Executives who will create value for the Company and are aligned to the Company's strategic direction; and
- organisational culture and people related strategies for positive long term organisational health.

Throughout the reporting period the People, Culture and Remuneration Committee was comprised of at least three members², all of whom were independent Directors and was chaired by an independent Director with appropriate expertise and qualifications. The qualifications of our Directors are set out in our Annual Report.

The members of the People, Culture and Remuneration Committee, the number of Committee meetings and individual attendances of the members at those meetings during the period are as follows:

Committee Members	Committee Meeting Attendance (Total of 5 meetings during the period)
Jacqueline McArthur (Committee Chair)	5
Diane Grady AO	5
Caroline Elliott*	4
Terry Sinclair*	4

**Mr Terry Sinclair and Ms Caroline Elliott became members of the Committee on 1 September 2025.*

A copy of the People, Culture and Remuneration Committee Charter is available on the Company's website at www.kelsian.com/our-governance.

Refer item 2.1 above for information about the Nominations Committee responsibilities and membership.

Recommendation 8.2 – Disclosure of Remuneration Policies and Practices

Kelsian's remuneration policies and practices ensure that remuneration packages properly reflect the person's duties and responsibilities, and the remuneration is competitive in attracting, retaining and motivating people of suitable quality.

The People, Culture and Remuneration Committee reviews and makes recommendations on Director and Senior Executive remuneration and overall staff remuneration and incentive policies. When making recommendations, the Committee aims to design policies that attract and retain the executives needed to run the Company successfully and to motivate executives to pursue appropriate growth strategies whilst aligning shareholder return with remuneration.

Remuneration for executives typically comprises a package of fixed and performance-based components as described in our Remuneration Report in the FY26 Annual Report. The Committee may, from time to time, seek advice from specialist remuneration consultants so as to ensure that the Board remains informed of benchmarks, market trends and practices.

Introduced in FY25, the Board implemented a minimum shareholding requirement policy which requires each member of the Board and Group Executive, including Executive Key Management Personnel ("KMP"), to accumulate a minimum shareholding of Kelsian shares within five years from the later of 1 July 2024 to the date of their appointment. Further information about the Company's remuneration practices and policies and details about remuneration of KMP and Senior Executives is set out in the Remuneration Report for the period.

All remuneration paid to Directors and executives is measured at the cost to the Company and expensed.

² Ms Elliott attended the August 2025 as a guest but was appointed as a member from 1 September 2025.

The maximum annual aggregate remuneration amount approved by shareholders that can be paid to non-executive Directors is currently \$1.75 million per annum. This cap was approved by shareholders at the 2023 AGM on 24 October 2023. Further details about remuneration paid to Directors are set out in the Remuneration Report for the period.

Recommendation 8.3 – Policy on Equity based Remuneration Schemes

The Company had an equity-based remuneration program for its employees in FY26, and a summary of that program is set out in our Remuneration Report in our FY26 Annual Report.

The Company's policies prohibit Directors, officers and employees from entering into transactions or arrangements which limit the economic risk of unvested entitlements under any employee incentive or employee share scheme. Non-executive Directors are not eligible and have not been awarded any incentive rights under the Kelsian Group Rights Plan.

All Directors during the reporting period were non-executive Directors

A summary of the Kelsian Group Rights Plan is set out in our Remuneration Report in the FY26 Annual Report.

A copy of the Company's Securities Dealing Policy can be found at www.kelsian.com/our-governance.