



CORPORATE GOVERNANCE STATEMENT

Australian Wool Innovation Limited ABN 12 095 165 558
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DATE	APPROVED BY	VERSION #	AMENDS
August 2025	BOARD	12	Amendment to Marketing Product Innovation & Extension Committee – deletion of “Extension”
September 2024	BOARD	11	Inclusion of the Equal Opportunity, Anti discrimination Harassment Policy
August 2023	BOARD	10	See previous version
August 2022	BOARD	9	See previous version
August 2021	BOARD	8	See previous version
August 2020	BOARD	7	See previous version
June 2019	BOARD	6	See previous version
June 2017	BOARD	5	See previous version
January 2013	BOARD	4	See previous version
June 2009	BOARD	3	See previous version
April 2008	BOARD	2	See previous version
June 2004	BOARD	1	Created

CORPORATE GOVERNANCE STATEMENT 2025

Governance principles

The main provisions governing the activities of AWI are:

- legislation applicable to AWI including the *Primary Industries Levies and Charges Disbursement Act 2024* (Cth), the *Primary Industries (Customs) Charges Act 2024* (Cth) and the *Primary Industries (Excise) Levies Act 2024* (Cth);
- other legislation applicable to both companies and not-for-profit entities;
- the Statutory Funding Agreement with the Commonwealth whereby AWI receives certain funding as the designated research body for the Wool Industry; and
- its Constitution.

The Board is committed to governance systems that enhance performance and ensure AWI operates legally and responsibly on all matters and maintains the highest ethical standards.

AWI's governance framework meets the best practice guidelines in the ASX Corporate Governance Principles and Recommendations (Principles and Recommendations) in implementing a corporate governance framework. While AWI is not a listed company, it uses these Principles and Recommendations as guidance in its governance practices to the extent that they are reasonably applicable to AWI's circumstances as a not-for-profit entity with charitable objects to act in the best interests of Australian woolgrowers.

Board functions and responsibilities

Key functions and responsibilities for the Board are set out in the Board Charter. The board charter specifies board responsibilities including general oversight of AWI; governance; risk management; people and remuneration; Chairperson responsibilities and communication with shareholders. Operational matters delegated to the CEO are delineated.

There are 4 standing sub-committees being:

- Audit and Risk Committee;
- Research Development Committee;
- People and Culture Committee;
- Marketing and Product Innovation Committee

There is also a Board Nomination Committee which is convened in director election years.

Board Nomination Committee

The Board Nomination Committee has 3 external members who are specifically described in the Charter for this Committee and 2 incumbent board directors. The composition of the committee is as follows –

- A Chair independent of the wool industry and independent from AWI.
The Chair is sourced after an executive search and selected by the BNC itself;
- Two (2) independent non-executive Directors of the Company (other than the Chair of the Company);
- One (1) representative of the wool industry independent from the Company, nominated by the Wool Industry Consultation Panel;
- One (1) representative from an international executive search firm, appointed by the incoming members of the Board Nomination Committee.

Corporate governance documents

AWI's corporate governance documentation is available on the AWI website at www.wool.com/governance and includes:

- AWI Constitution
- Board and Company Diversity Policy
- Board Charter
- Board Nomination Committee Charter
- Charter of the Committees of the Board
- Code of Conduct and Business Ethics
- Communications Strategy
- Corporate Governance Statement
- Policy dealing with Equal Opportunity, Anti-Discrimination, Harassment, Victimisation and Bullying and Grievance Procedures.
- Risk Management Appetite Statement
- Rules and Procedures Governing the Election of Directors
- Statutory Funding Agreement
- Whistleblower Policy.

AWI continues to review and develop these documents on a regular basis to ensure they remain relevant to the Company and encapsulate the high standards the Board and management are committed to achieving.

Board effectiveness

The 2025 annual review of Board performance was carried out with the assistance of an external governance adviser. This review, which included a review of the skills of Directors on the Board, found:-

- The Board is discharging its duties effectively, providing the level of oversight required to protect the interests of AWI and its shareholders.
- Risk management continues to be the key strength. There is a systematic approach to risk management which is working effectively. Control systems are in place and working to ensure legal compliance and protection of AWI against fraud and reputation risk.
- Stakeholder relationships is one of the highest scoring categories, which is reflective of the efforts to improve relationships with all stakeholders. Nevertheless, there remain opportunities to improve communications with growers.
- Board Committees deliver the outcomes required. Nevertheless, involvement of all directors in all committee meetings, while having the advantage of keeping everyone well informed, is not the most efficient use of resources. Changes aimed at better

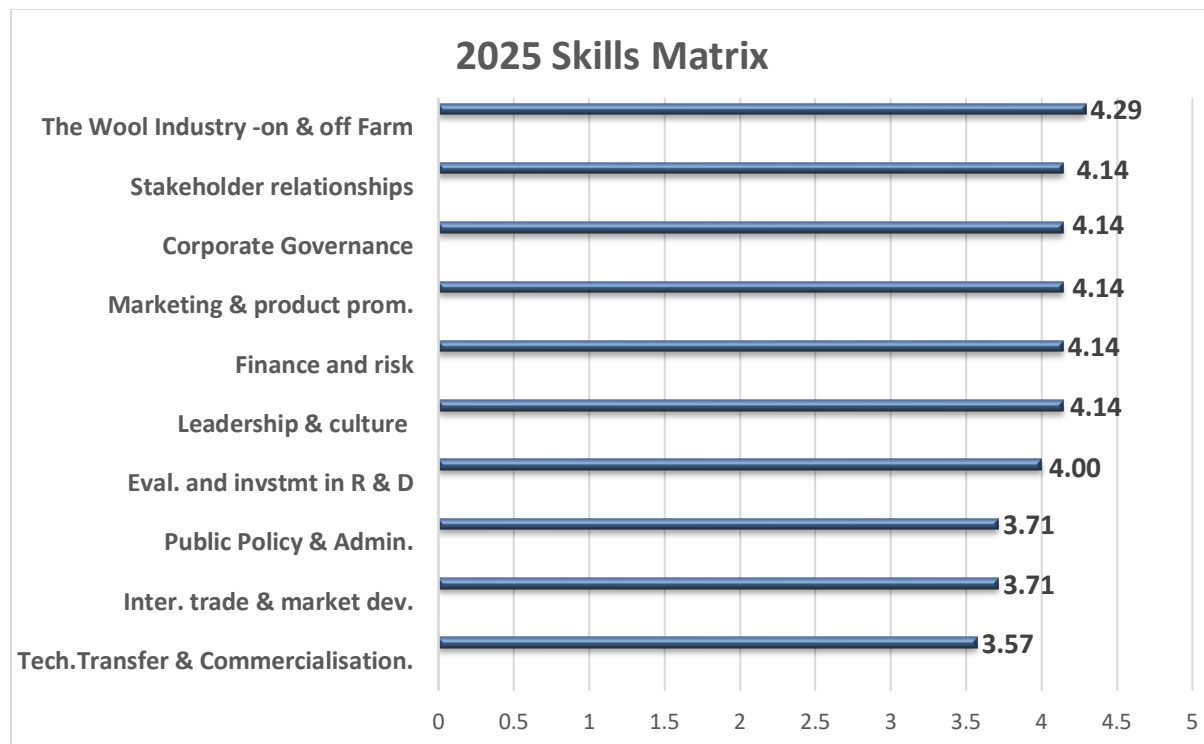
utilising Directors' time were discussed and consideration was given to trialling a new approach following feedback from the workshop.

- The Board has the collective skills and knowledge required to be able to fulfil its responsibilities. Technology Transfer and Commercialisation, International Trade and Market Development and Public Policy and Administration could be strengthened. These areas could be addressed through ongoing director learning initiatives.

AWI Board Skills Matrix

The core skill areas are reviewed annually by the Board, with the assistance of the external governance adviser, as a part of the process for evaluating the performance of the Board, its committees and directors. The 2025 review included a self-assessment and external review of the skills and experience for each director.

The Skills Matrix below shows the Board's collective skill levels in the nominated skills. The review shows that one skill area in particular, Technology Transfer and Commercialisation, could be strengthened. It was noted that this area would benefit from having targeted director learning initiatives.



Conclusion

The review demonstrated that the AWI Board is operating effectively and efficiently in fulfilling its obligations to its shareholders and to the wool industry. There are opportunities for improvement, as mentioned above, with regards to further improving efficiency.

Risk Management and Performance Oversight stand out as key strengths of the Board. Control systems are in place and working to protect the organisation against fraud and reputation risk and there is evidence that the legal obligations under which the organisation operates, are being met.

There is clear evidence that the collective knowledge, skills and experience of the AWI Board across the key skill categories, is at a level, which will enable the Board to continue to fulfil its responsibilities.

Independence of Directors

The Board maintains a Directors Disclosure of Interests Register which is reviewed as a standing agenda item at all Board meetings. The materiality of disclosures is assessed by the Board to determine whether they may interfere with, or reasonably be seen to interfere with, a director's capacity to bring independent judgement to bear on matters before the Board.

All directors meet all of the criteria for independence in accordance with the ASX Corporate Governance Principles and Recommendations.

Code of Conduct and Business Ethics

AWI endeavours to be recognised as an organisation committed to high ethical standards in business.

Transactions connected, directly or indirectly, to directors and officers may occur in the ordinary course of AWI's business since the Board includes members actively involved in the wool industry.

AWI has a Code of Conduct and Business Ethics to ensure decisions are made in an ethical and responsible way without being influenced by improper considerations, and to ensure that AWI's contracts are at arm's length commercial terms and consistent with AWI's legal obligations.

The Code is available on AWI's website at www.wool.com/governance.

COMPARISON OF AWI'S CORPORATE GOVERNANCE PRINCIPLES TO ASX CORPORATE GOVERNANCE PRINCIPLES AND RECOMMENDATIONS (4TH EDITION)

Principle 1 Lay solid Foundations for management and oversight

Recommendation 1.1

A listed entity should have and disclose a board charter setting out:

- a) the respective role and responsibilities of its board and management; and
- b) those matters expressly reserved to the board and those delegated to management.

AWI Commentary

Refer to Board Charter at www.wool.com/governance

Recommendation 1.2

A listed entity should:

- a) undertake appropriate checks before appointing a director or senior executive, or putting someone forward for election as a director; and
- b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.

AWI Commentary

Background checks on director candidates are undertaken by the Board Nomination Committee. The process for senior executive appointments includes background checking.

Recommendation 1.3

A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.

AWI Commentary

Offer letters are sent to new directors on appointment. All staff, including senior executives, are required to enter into engagement letters prior to commencement of duties.

Recommendation 1.4

The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.

AWI Commentary

The company secretary is accountable directly to the board on all matters relating to board functions. The company secretary has a direct reporting line to the board chairman.

Recommendation 1.5

A listed entity should:

- a) have and disclose a diversity policy; and

- 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:
 - 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
 - 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.

AWI Commentary

The Diversity Policy is on the website at: www.wool.com/governance. AWI is not a "relevant employer" under the Workplace Gender Equality Act. The proportion of women at the date of this report is –

- Board 3 out of 7 women.
- Senior executives. 7 out of 11 are women. Definition based on key management in accounting standards.
- Workforce. 69% women.

The company's Equal Employment Opportunity, Anti- Discrimination, Harassment, Victimisation and Bullying Policy addresses other factors of current diversity matters.

Recommendation 1.6

A listed entity should:

- a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and
- b) disclose, for each reporting period, whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.

AWI Commentary

Board review is undertaken annually with assistance from an external governance practitioner. The review includes evaluation of board performance overall and individual directors.

Recommendation 1.7

A listed entity should:

- a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period: and
- b) disclose for each reporting period, whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.

AWI Commentary

Performance evaluations for senior executives are undertaken annually.

Principle 2 Structure the board to be effective and add value

Recommendation 2.1

The board of a listed entity should:

- a) have a nomination committee which:
 - 1. has at least three members, a majority of whom are independent directors; and
 - 2. is chaired by an independent director, and disclose:
 - 3. the charter of the committee;
 - 4. the members of the committee; and
 - 5. as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or
- b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.

AWI Commentary

Board Nomination Committee has 5 members of whom 3 are external persons and 2 are incumbent AWI directors. The Chair is one of the external persons. Refer to BNC Charter at www.wool.com/governance.

Recommendation 2.2

A listed entity should have and disclose a board skills matrix setting out of the mix of skills that the board currently has or is looking to achieve in its membership.

AWI Commentary

Board Skills Matrix is included in the Annual Report.

Recommendation 2.3

A listed company should disclose:

- a) the names of the directors considered by the board to be independent directors;
- b) if a director has an interest, position or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position or relationship in question and an explanation of why the board is of that opinion; and
- c) the length of service of each director.

AWI Commentary

Independence of directors is reviewed on an ongoing basis. The length of service of each director is noted in their biographies in the Annual Report.

Recommendation 2.4

A majority of the board of a listed entity should be independent directors.

AWI Commentary

All directors are considered to be independent directors in terms of the criteria in the Principles and Recommendations.

Recommendation 2.5

The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.

AWI Commentary

The role of the Chair and CEO are not undertaken by the same person. The Chair is an independent director.

Recommendation 2.6

A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.

AWI Commentary

There is a substantial induction procedure for new directors after appointment. Professional development opportunities for all directors include the AICD Company Directors course.

Principle 3 Instill a culture of acting lawfully, ethically and responsibly

Recommendation 3.1

A listed entity should articulate and disclose its values.

AWI Commentary

The AWI website at www.wool.com/aboutawi/culture has a statement of AWI's values.

Recommendation 3.2

A listed entity should:

- a) have 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.

AWI Commentary

Refer to Code of Conduct and Business Ethics at www.wool.com/governance.

Recommendation 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.

AWI Commentary

Refer to Whistleblower Policy at www.wool.com/governance.

Recommendation 3.4

A listed entity should:

- a) have and disclose an anti bribery and corruption policy; and ensure that the board or a committee of the board is informed of any material incidents reported under that policy; and
- b) Ensure that the board or a committee of the board is informed of any material breaches of that policy.

AWI Commentary

AWI does not have a separate anti bribery and corruption policy, and instead deals with this as a part of the Code of Conduct and Business Ethics.

Principle 4 Safeguard the integrity of corporate reports

Recommendation 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 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.

AWI Commentary

Refer to Audit & Risk Committee and the Board Charter at www.wool.com/governance.

Recommendation 4.2

The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.

AWI Commentary

The board receives requisite declarations from the CEO and CFO.

Recommendation 4.3

A listed entity should disclose its process to verify the integrity of any periodic corporate reports it releases to the market that is not audited or reviewed by an external auditor.

AWI Commentary

Not applicable to AWI as an unlisted public company.

Principle 5 Safeguard the integrity of corporate reports

Recommendation 5.1

A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1

AWI Commentary

Not applicable to AWI as an unlisted public company.

Refer to Communications Strategy at www.wool.com/governance.

Recommendation 5.2

A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.

AWI Commentary

Not applicable to AWI as an unlisted public company.

The procedure for external releases requires communications to all shareholders to be sent to all directors at the time of distribution.

Recommendation 5.3

A listed entity that gives a new and substantive investor or analyst presentation materials on the ASX Market Announcements Platform ahead of the presentation.

AWI Commentary

Not applicable to AWI as an unlisted public company.

Principle 6 Respect the rights of security holders

Recommendation 6.1

A listed entity should provide information about itself and its governance to investors via its website.

AWI Commentary

Refer to governance suite at www.wool.com/governance

Recommendation 6.2

A listed entity should have an investor relations program that facilitates effective two-way communication with investors

AWI Commentary

Not applicable to AWI as an unlisted public company.

However, AWI has substantial stakeholder consultation arrangements including via the AWI Woolgrower Industry Consultation Panel and AWI Woolgrower Consultation Group.

Recommendation 6.3

A listed entity should disclose how it facilitates and encourages participation at meetings of security holders

AWI Commentary

Refer to Communications Strategy at www.wool.com/governance. Annual General Meetings in recent years have included a capacity for shareholders to attend via webcast. The webcast for the most recent AGM is on AWI's website, and the results of elections and voting on resolutions are outlined on AWI's website at www.wool.com/agm

Recommendation 6.4

A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than a show of hands.

AWI Commentary

The use of a Poll is standard practice.

Recommendation 6.5

A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.

AWI Commentary

This is standard practice. AWI encourages shareholders and levy payers to provide electronic access details for efficiency reasons.

Principle 7 Recognise and manage risk

Recommendation 7.1

The board of a listed entity should:

- a) have a committee or committees to oversee risk, each of which:
 1. has at least three members, a majority of whom are independent directors; and
 2. is chaired by an independent director, and disclose:
 3. the charter of the committee;
 4. the members of the committee; and
 5. as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or

- b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.

AWI Commentary

The directors report in the Annual Report includes details of committee meetings held and attendances during the year.

Recommendation 7.2

The board or a committee of the board should:

- a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and
- b) disclose, in relation to each reporting period, whether such a review has taken place.

AWI Commentary

Refer to Audit & Risk Committee Charter at www.wool.com/governance.

The risk management framework is reviewed by this committee bi-annually.

Recommendation 7.3

A listed entity should disclose:

- a) if it has an internal audit function, how the function is structured and what role it performs; or
- b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.

AWI Commentary

AWI has an internal audit function. When necessary, external auditors may be engaged to fulfil specific reviews and report to the Board.

Recommendation 7.4

A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.

AWI Commentary

AWI reports on risks in its Annual Report.

Principle 8 Remunerate fairly and responsibly

Recommendation 8.1

The board of a listed entity should:

- a) have a remuneration committee which:
 - 1. has at least three members, a majority of whom are independent directors; and
 - 2. is chaired by an independent director, and disclose:
 - 3. the charter of the committee;
 - 4. the members of the committee; and

5. as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or
- b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.

AWI Commentary

Refer to People & Culture Committee Charter at www.wool.com/governance. The directors report in the Annual Report includes details of committee meetings held and attendances during the year.

Recommendation 8.2

A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.

AWI Commentary

Refer to the People & Culture Committee and the Board Charter at www.wool.com/governance. AWI undertakes an external benchmarking of remuneration for nonexecutive directors every 3 years. Remuneration for senior executives is benchmarked annually.

Recommendation 8.3

A listed entity which has an equity-based remuneration scheme should:

- a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and
- b) disclose that policy or a summary of it.

AWI Commentary

Not applicable to AWI as an unlisted public company.



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