

CHAIR'S ADDRESS ANNUAL GENERAL MEETING 29 APRIL 2026

Good morning, and welcome to the Annual General Meeting of Energy Resources of Australia Ltd. I would like to start by acknowledging the Traditional Owners of the land we are meeting on today, the Turrbal and Jagera (Yuggera) people, along with both the Mirarr people who host our operations and the Larrakia people as the Traditional Owners of the Darwin region.

I would like to acknowledge our safety performance, which remains at the core of all we do. In 2025, ERA had one recordable injury, which, while low, is one too many, this resulted in a 0.25 all-injury frequency rate for the year. Our business safety performance remains a significant achievement and a testament to the ongoing commitment of our people to safe operations and continuous improvement.

In January 2026, a new Section 41CA Rehabilitation Authority was conferred on ERA in respect to the Ranger Project Area. This new authority came into force on 9 January 2026 and governs ERA's rehabilitation activities in relation to the Ranger Project Area. Securing this new authority enables ERA to complete the rehabilitation of the Ranger Project Area, including long-term monitoring and maintenance activities.

In 2024, we appointed Rio Tinto as manager of the Ranger Rehabilitation Project under the Management Services Agreement. I am pleased to report this has led to improvements in the delivery of project activities and allowed ERA to draw on deep technical expertise within the Rio Tinto group. ERA continues to retain responsibility for governance, compliance, and corporate affairs.

Across the 2025/2026 Northern Territory wet season, we have seen significant rainfall and cyclones across various parts of the Northern Territory. While it's too early to estimate what, if any, impacts this additional rainfall could have, I am pleased with the Ranger team's ability to respond to events and supply chain impacts due to significant weather events beyond our control. The Chief Executive will have more to say on water management in particular.

The Northern Territory Government's previous decision not to renew the Jabiluka lease is the subject of ongoing Federal Court proceedings. Rio Tinto's proposed compulsory acquisition of ERA's remaining shares also remains ongoing and before the court.

On behalf of the Board, I thank ERA's employees, Rio Tinto, the Mirarr and their representatives, regulators, community members, and shareholders for their ongoing commitment and support.