NAOS EMERGING OPPORTUNITIES COMPANY LIMITED

ANNUAL REPORT 2026

ACN 161 106 510

Contents

NAOS

Acknowledgement of Country

We acknowledge the Traditional Owners of Country throughout Australia and recognise their continuing connection to lands, waters and communities. We pay our respects to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.

NCC Key Dates

2026 ANNUAL GENERAL MEETING

Thursday 12 November 2026

NAOS Emerging Opportunities Company Limited advises that its Annual General Meeting (AGM) will be held at 10.30 am (AEDT) on Thursday 12 November 2026, at Beaumont Room, Sheraton Grand Sydney Hyde Park, 161 Elizabeth Street, Sydney, NSW 2000.

Further details relating to the AGM will be advised in the Notice of Meeting to be sent to all shareholders and released to the ASX immediately after dispatch.

In accordance with the ASX Listing Rules, valid nominations for the position of Director are required to be lodged at the registered office of the Company no later than 5.00 pm (AEST) on 17 September 2026.

FY26 FINAL DIVIDEND DATES

Ex-Dividend Date	**Thursday 8 October 2026**
Record Date	**Friday 9 October 2026**
Last Date for DRP Election	**Monday 12 October 2026**
Payment Date	**Friday 30 October 2026**

NAOS INVESTOR ROADSHOW

The NAOS Investor Roadshow will be coming to a city near you this October and November. Join us as the investment team discusses its investment philosophy and process and provides an outlook on the market. We will also highlight a selection of stocks that are held within our Listed Investment Companies (LICs).

We invite you to bring a guest, meet us in person, and learn more about NAOS Asset Management (NAOS) and our LICs. Register today to secure your seat.

PERTH — **Thursday 8 October**

InterContinental Perth City Centre
815 Hay Street, Perth WA 6000
10.30 am-12.00 pm

BRISBANE — **Thursday 15 October**

Sofitel Brisbane Central
249 Turbot Street, Brisbane QLD 4000
10.30 am-12.00 pm

MELBOURNE — **Thursday 22 October**

Hilton Melbourne Little Queen Street
18 Little Queen Street, Melbourne VIC 3000
10.30 am-12.00 pm

SYDNEY — **Tuesday 27 October**

Australian Museum
1 William Street, Sydney NSW 2010
10.30 am-12.00 pm

ADELAIDE — **Thursday 5 November**

The Playford Adelaide
120 North Terrace, Adelaide SA 5000
10.30 am-12.00 pm

Visit naos.com.au/events for more information.

NAOS Emerging Opportunities Company Limited

FY26 Investment Portfolio Performance

+18.72%

FY26 Dividend

4.20 cps

FY26 Net Profit After Tax

$7.1 million

NCC

NAOS Emerging Opportunities Company Limited (ASX: NCC) seeks to provide long-term, concentrated exposure to Australian and New Zealand emerging companies while providing a sustainable stream of dividends franked to the maximum extent possible, and long-term investment performance above the Benchmark Index, being the S&P/ASX Small Ordinaries Accumulation Index (XSOAI).

KEY METRICS AS AT 30 JUNE 2026

Pre-Tax Net Tangible Assets per Share
$0.47

Post-Tax Net Tangible Assets per Share
$0.55

FY26 Dividend (cents per share)
4.20 cents

Dividend Yield*
11.08%

Share Price
$0.37

Shares on Issue
73,799,601

Convertible Note Price (ASX: NCCGA)
$89.00

Convertible Notes on Issue
228,295

Directors' Shareholding (number of shares)
4,690,510

Profits Reserve (cents per share)
32.6 cents

INVESTMENT PORTFOLIO PERFORMANCE AS AT 30 JUNE 2026

	NCC Investment Portfolio Performance**	S&P/ASX Small Ordinaries Accumulation Index	Performance Relative to Benchmark
1 Year	+18.72%	+8.11%	**+10.61%**
3 Years (p.a.)	-2.69%	+9.89%	**-12.58%**
5 Years (p.a.)	-4.73%	+2.98%	**-7.71%**
10 Years (p.a.)	+2.01%	+7.03%	**-5.02%**
Inception (p.a.)	+6.26%	+5.83%	**+0.43%**
Inception (Total Return)	+124.69%	+113.01%	**+11.68%**

* Dividend yield is based on the two most recent dividends declared on or before 30 June 2026, totalling 4.10 cents per share, and is calculated using the closing share price of $0.37 at 30 June 2026.

** Investment Portfolio Performance is post all operating expenses, before fees, taxes, interest, initial IPO commissions and all subsequent capital-raising costs. Performance has not been grossed up for franking credits received by shareholders. Since inception (p.a. and Total Return), includes part-performance for the month of February 2013. Returns compounded for periods greater than 12 months.

Board Of Directors

SARAH WILLIAMS

Independent Chair

Sarah Williams was appointed as an Independent Director in January 2019 and elected Independent Chair on 1 December 2022. Sarah is also the Independent Chair of NAOS Ex-50 Opportunities Company Limited (ASX: NAC) and an Independent Director of NAOS Small Cap Opportunities Company Limited (ASX: NSC).

Sarah has over 25 years' experience in executive management, leadership, IT and risk management in the financial services and IT industries. Most recently, Sarah was an executive director at Macquarie Group and head of IT for the group's asset management, investment banking and leasing businesses. During her 18-year tenure at Macquarie Group, she also led the Risk and Regulatory Change team and the Equities IT team and developed the IT M&A capability. Sarah has also held senior roles with JP Morgan and PricewaterhouseCoopers in London.

Sarah has also been a director of charitable organisations including Cure Cancer Australia Foundation and Make a Mark Australia. Sarah holds a Honours Degree in Engineering Physics from Loughborough University.

SEBASTIAN EVANS

Director

Sebastian Evans has been a Director of the Company since its inception. Sebastian is also a Director of NAOS Ex-50 Opportunities Company Limited (ASX: NAC), NAOS Small Cap Opportunities Company Limited (ASX: NSC) and has held the positions of Chief Investment Officer (CIO) and Managing Director of NAOS Asset Management Limited, the Investment Manager, since 2010.

Sebastian is the CIO across all investment strategies. He holds a Master of Applied Finance (MAppFin) majoring in investment management, as well as a Bachelor of Commerce majoring in finance and international business, a Graduate Diploma in Management from the Australian Graduate School of Management (AGSM) and a Diploma in Financial Services.

ROBERTO CREDARO

Independent Director

Roberto Credaro was appointed Independent Director of the Company on 31 January 2025.

Roberto has 35 years of experience as a financial services executive with extensive experience in equities research and portfolio management, private equity investing and superannuation. He was most recently Head of Public and Private Equity at Aware Super.

Prior to this role, he was the Chief Investment Officer of Macquarie Private Bank and a Division Director in Macquarie's private equity advisory and funds management business. Roberto started his financial services career at Macquarie Securities, prior to which he worked in the Federal Treasury in Canberra.

Roberto holds a Bachelor of Economics (Honours) from Sydney University, is a CFA Charterholder and a Graduate of the Australian Institute of Company Directors (GAICD).

WARWICK EVANS

Director

Warwick Evans has been a Director of the Company since its inception. Warwick is also a Director of NAOS Ex-50 Opportunities Company Limited (ASX: NAC), NAOS Small Cap Opportunities Company Limited (ASX: NSC) and Chair of NAOS Asset Management Limited, the Investment Manager.

Warwick has over 35 years of equity market experience, most notably as Managing Director for Macquarie Equities (globally) from 1991 to 2001, and as an executive director for Macquarie Group. He was founding Chairman and CEO of the Newcastle Stock Exchange (NSX) and was also Chairman of the Australian Stockbrokers Association. Prior to these positions, Warwick was an executive director at County NatWest.

Warwick holds a Bachelor of Commerce majoring in Economics from the University of New South Wales.

Letter from the Chair

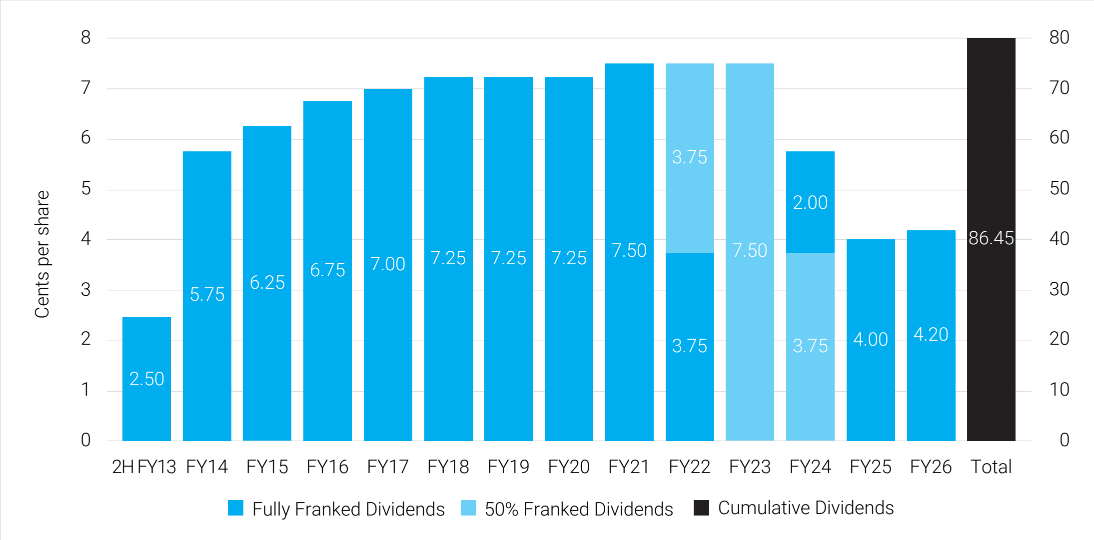
Dear fellow shareholders,

On behalf of the Board, welcome to the Annual Report for NAOS Emerging Opportunities Company Limited (Company) for the financial year ended 30 June 2026. I would like to thank all shareholders for your continued support and welcome all new shareholders who joined the register during the year.

For the financial year ended 30 June 2026, the NCC Investment Portfolio returned +18.72%, compared with the benchmark S&P/ASX Small Ordinaries Accumulation Index, which returned +8.11%, representing outperformance of 10.61%. The Company recorded an after-tax profit of $7.14 million, compared with $0.28 million in FY25. On the back of that result, the Board has declared a final dividend of 2.10 cents per share, fully franked, bringing the total dividend for FY26 to 4.20 cents per share, an increase of 5.0% on the FY25 full year dividend of 4.00 cents per share and the first increase in the annual rate since FY21. FY26 marks the fourteenth consecutive financial year in which the Company has paid a dividend. Based on the FY26 dividend of 4.20 cents per share and the closing share price of $0.370 at 30 June 2026, the dividend represents a yield of 11.35%, or 15.14% once the value of the attached franking credits is included.

The NCC Investment Portfolio returned +18.72% in FY26 against a benchmark return of +8.11%, and the Board increased the full year dividend by 5.0% to 4.20 cents per share, fully franked.

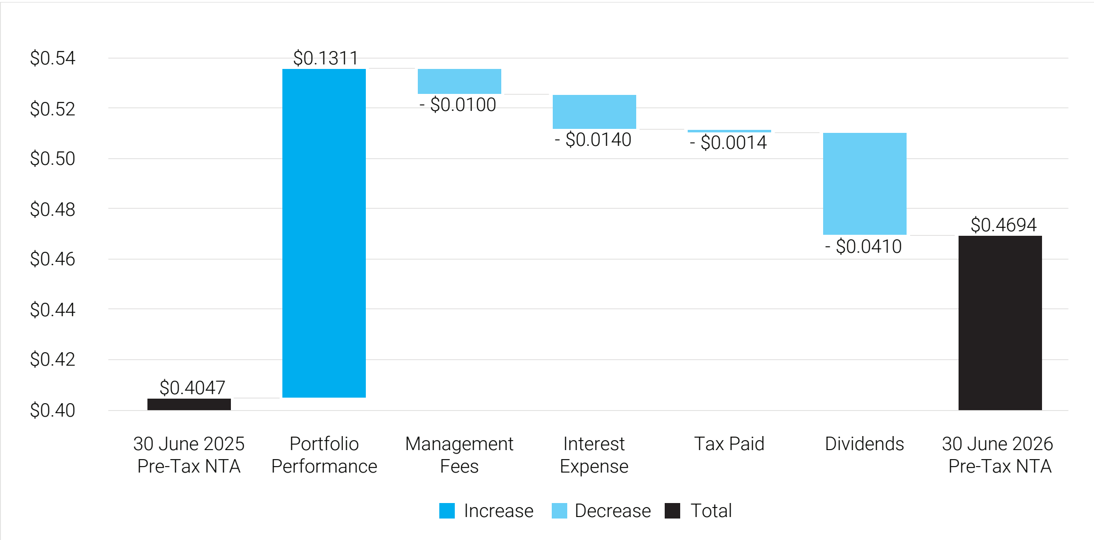
NCC Dividend History



The result is more notable given the economic environment in which it was delivered, with the Reserve Bank of Australia increasing the cash rate by 0.75% to 4.35% rather than easing it, and inflation proving more persistent than forecast. These macro headwinds created a very soft backdrop for micro-cap investing, leading to lower valuations and reduced liquidity in share trading more generally.

Pre-tax net tangible asset backing per share increased from 40.47 cents to 46.94 cents over the course of the year, as set out in the chart below.

NCC Pre-Tax NTA Performance



Portfolio return and NTA measure the performance and value of the Company's underlying investments. Total shareholder return measures the change in the market value of a shareholder's investment, together with dividends paid over the period. Total shareholder return for the 12-month period was +59.18%, or +64.01% when franking credits are included. This was driven by the strong investment portfolio performance during the period and by a narrowing of the share price discount to pre-tax NTA, from 36.99% at 30 June 2025 to 21.18% at 30 June 2026.

The Company seeks to provide shareholders with a sustainable, growing stream of dividends, franked to the maximum extent possible, supported by a profit reserve sufficient to maintain those dividends in years where performance is harder to generate. FY26 added materially to that capacity, and the profit reserve balance at year-end was 32.6 cents per share. Since inception, the Company has declared 86.45 cents per share in dividends, together with 30.33 cents per share in franking credits, being 116.78 cents per share in total, more than three times the closing share price of 37.0 cents at 30 June 2026.

The Board remains committed to managing the capital base of the Company in a manner that maximises potential shareholder return. The principal capital management activities during the financial year were as follows:

- **Dividends**: the half-yearly dividend was increased from 2.00 to 2.10 cents per share from the 1H FY26 interim dividend, lifting the full-year dividend by 5.0%, fully franked.
- **NCCGA convertible note on-market buy-back**: 1,705 notes were bought back on-market at a discount to face value and cancelled, reducing the notes on issue and the Company's annual interest cost.
- **Dividend reinvestment plan**: all dividend reinvestment plan entitlements were satisfied through on-market purchases during the year, meaning shareholders received their reinvested dividends without any dilution to their holdings.

The Board continues to be strongly aligned with all shareholders through their respective shareholdings, which increased by 112,966 shares over the course of the financial year to a cumulative 4,690,510 shares, or approximately 6.4% of the Company.

Since the end of the financial year, it has been pleasing to note that the Investment Portfolio returned +8.75% in July 2026. A detailed view of the Company's Investment Portfolio is set out in the Investment Manager's Report on the following pages, which I would encourage all shareholders to read.

On behalf of the Board of Directors, I would like to thank the staff of the Investment Manager for their efforts and dedication over the course of the financial year, and to thank all shareholders again for their continued support.

Sarah Williams
Independent Chair
20 August 2026

Investment Manager's Report

Dear fellow shareholders,

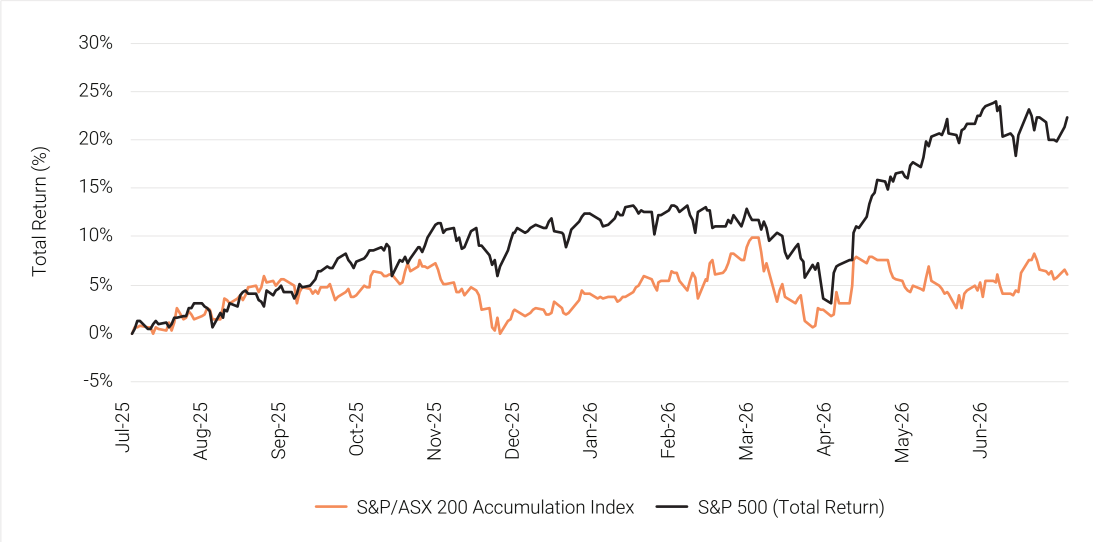
For the financial year ended 30 June 2026 (FY26), the NCC Investment Portfolio increased by +18.72% compared to the Benchmark S&P/ASX Small Ordinaries Accumulation Index (XSOAI), which returned +8.11%. This was a credible result against a highly volatile macro backdrop, in which small and micro-cap industrials faced earnings headwinds and valuation compression.

Performance across the NCC Investment Portfolio was driven by several core investments that executed well and achieved key milestones. Such events included Pharmx Technologies Ltd (ASX: PHX) entering into a strategic agreement with Sigma Healthcare Ltd (ASX: SIG) (Parent of Chemist Warehouse), and Firmus Grid Ltd (Unlisted) achieving numerous milestones relating to funding, capital works and network expansion. In addition, Comms Group Ltd (ASX: CCG) continued to gain investor confidence as it executed on its previously stated TasmaNet acquisition synergy targets and onboarded notable customer wins.

The Year in Markets - Capital, Capex and Concentration

FY26 will be remembered for both the extraordinary concentration of capital at the top end of global equity markets and the geopolitical and macroeconomic noise that has run alongside it. The S&P/ASX 200 Accumulation Index (XJOAI) delivered a +6.11% return. In the US, the S&P 500 Index returned +22.32%, but the dispersion within those headline numbers tells a more meaningful story.

S&P/ASX 200 v S&P 500 (Total Return)



Source - S&P, Iress

For most of CY25, the so-called 'Magnificent 7' companies continued to drive the bulk of US equity returns, with this cohort delivering an average return of ~27.5% versus the S&P 500 Index's return of ~16%. That dynamic reversed in CY26. Through the first half of CY26, the Magnificent 7 underperformed the broader index, returning +3.7% versus the S&P 500 Index return of +9.9%. By February, as a snapshot, the cohort was down -7% while the equal-weighted S&P 493 was up +4%. This is the first sustained period of underperformance for the Magnificent 7 cohort since 2022 and, in our view, marks an early shift in market breadth that requires close watching.

Underpinning FY26, both domestically and globally, was the AI infrastructure capital expenditure cycle. The five largest US hyperscalers - Alphabet Inc. (NDQ: GOOG), Amazon Inc. (NDQ: AMZN), Microsoft Corp. (NDQ: MSFT), Meta Platforms Inc. (NDQ: META) and Oracle Corp. (NYSE: ORCL) - collectively committed in excess of US$700 billion of capital expenditure in CY26, an increase of ~36% year-on-year, with around 75% of that spend tied directly to AI infrastructure. To put that into perspective, Alphabet Inc. alone spent ~US$45 billion in Q2 CY26, which was 100% higher than the previous corresponding period, with Google Cloud's reported contracted customer backlog exceeding US$510 billion. The Data Centre division for NVIDIA Corp. (NDQ: NVDA) generated revenue of ~US$75 billion in a single quarter (Q1 CY26), up ~92% year-on-year.

These are numbers without a clear historical analogue. The capital being deployed into AI infrastructure, such as Graphics Processing Units (GPUs), power infrastructure, cooling, networking and the physical real estate that houses it, has, by some measures, exceeded the entire telecommunications buildout of the late 1990s. The relevant question for investors in emerging companies is not whether this capex cycle is happening - clearly, it is - but what the second- and third-order effects look like, and which companies further down the value chain are positioned to benefit without taking on hyperscaler-level capital risk.

The Software De-Rating

Sitting in awkward contrast to the AI infrastructure spend and data centre buildout has been the sharp de-rating of many listed software companies. In our Q3 FY26 Quarterly Investment Report, we referred to this dynamic, often coined the 'SaaSpocalypse'.

Globally, and on the ASX, several of the most highly regarded software businesses have seen their share prices fall by 50% or more over a 6-12-month period, with notable ASX examples including Xero Ltd (ASX: XRO), Pro Medicus Ltd (ASX: PME), TechnologyOne Ltd (ASX: TNE) and Objective Corp. Ltd (ASX: OCL).

The driver of this de-rating is a genuine question over the long-term durability of software revenue. Will customers continue to pay the same price per seat in five years' time if a competing AI-native product offers comparable functionality at a fraction of the cost? Will existing customers consume less of the software they already have? Will some customers simply build their own alternatives? These are not abstract questions; they are likely being asked by every CFO undertaking an enterprise software renewal within their existing environment.

In our view, this de-rating will not be felt evenly across the sector. Those with deep integrations into customer workflows, regulatory data, or proprietary network effects appear comparatively well insulated. Those whose primary value proposition is a thin layer on top of a large language model capability are far more exposed. As renowned global software investor Thoma Bravo noted at its annual investor meeting in March, total spend on software applications may actually increase as AI implementation drives efficiency gains, but the distribution of that spend across vendors will look very different from what it is today.

Interest Rates and the Middle East

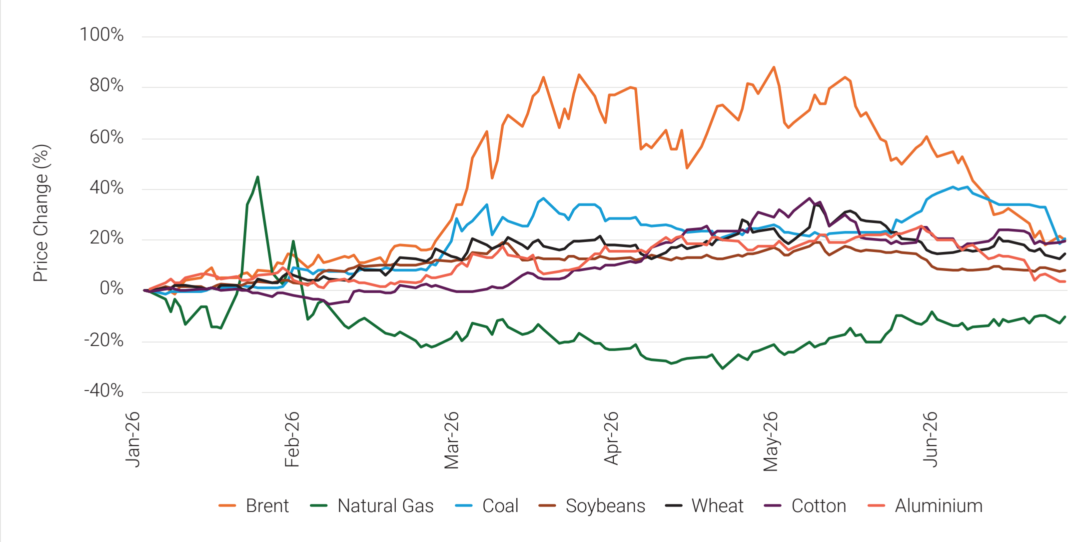
A year ago, the consensus view was that domestic interest rates would continue their gradual descent through CY26. That view has not aged well. Through FY26, the Reserve Bank of Australia (RBA) increased interest rates by +0.75%, taking the cash rate back to 4.35% at the time of writing. The drivers of this reversal are well documented. Underlying inflation has proven stickier than expected, the labour market remains tight, and the conflict in the Middle East has driven oil and refined fuel prices sharply higher, which is now feeding through to the broader Consumer Price Index (CPI). It can also be strongly argued that interest rate increases no longer have the same desired effect as they did 10-20 years ago, given the demographic shifts in Australian society.

The conflict in the Middle East, which escalated meaningfully in early CY26, remains unresolved at the time of writing. For Australian businesses, the practical impact has been twofold:

1. A higher input cost profile for anything energy-intensive or transport-dependent; and
2. A delay in the timing of expected interest rate relief that many had built into FY26 budgets.

From our perspective, the more worrying variable is that we believe many second- and third-order effects are only now starting to make their way through supply chains. Examples include the inputs required to make many food-packaging items, the glues used in manufacturing processes such as plywood, and more nuanced pure-oil products. A good outcome, in our view, would be one where the impact is contained to price rises; a more realistic scenario is supply disruptions and volume curtailments that persist for a considerable period.

Commodity Price Movements - 6 Months



Source - Koyfin

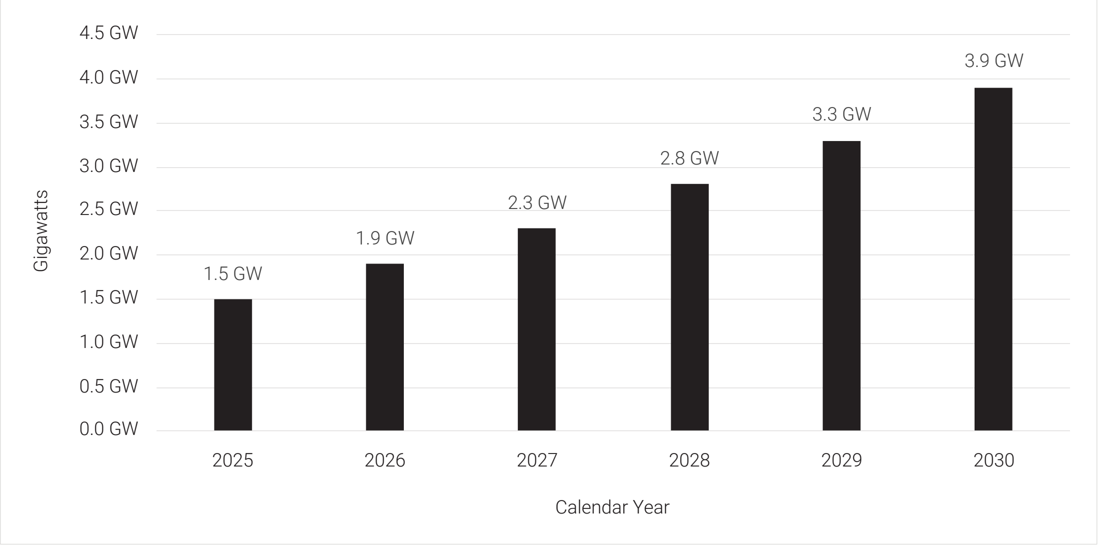
As we consistently emphasise, we do not claim any ability to consistently pick market highs and lows. However, the practical implications of the above for the businesses we own are reasonably clear. Discretionary consumer activity is softer than it was 6 to 12 months ago. Construction-related demand has continued to recover from cyclical lows, but more slowly than we had hoped. Defence-related spending continues to expand, both in Australia and globally, as governments respond to a more volatile geopolitical environment. The cost of debt remains higher than what businesses had been expecting 12 months ago, which has renewed the focus on capital efficiency and cash generation.

The Australian Knock-On - Data Centres, Contractors and Defence

The most consequential domestic development of FY26 has, in our view, been the way in which the global AI capex cycle has begun to translate into demand for physical infrastructure on Australian shores. Australia is now firmly on the global hyperscaler map as a build location, with the most visible commitment being both Amazon Inc.'s ~AU$20 billion data centre investment announced in mid-2025 and Microsoft Corp.'s AU$25 billion expansion investment announced in April 2026.

On a national basis, Australia's deployable data centre capacity is expected to more than double from ~1.5 GW in 2025 to in excess of 3.9 GW by 2030, requiring an estimated AU$26 billion in new build. To put that in perspective, this is the kind of structural construction pipeline that the domestic resources sector last enjoyed during the LNG construction boom of the early 2010s. Equally potent is the fact that, despite this projected build-out, demand will still outstrip supply.

Forecasted Gigawatts (GW) of Data Centre Demand in Australia

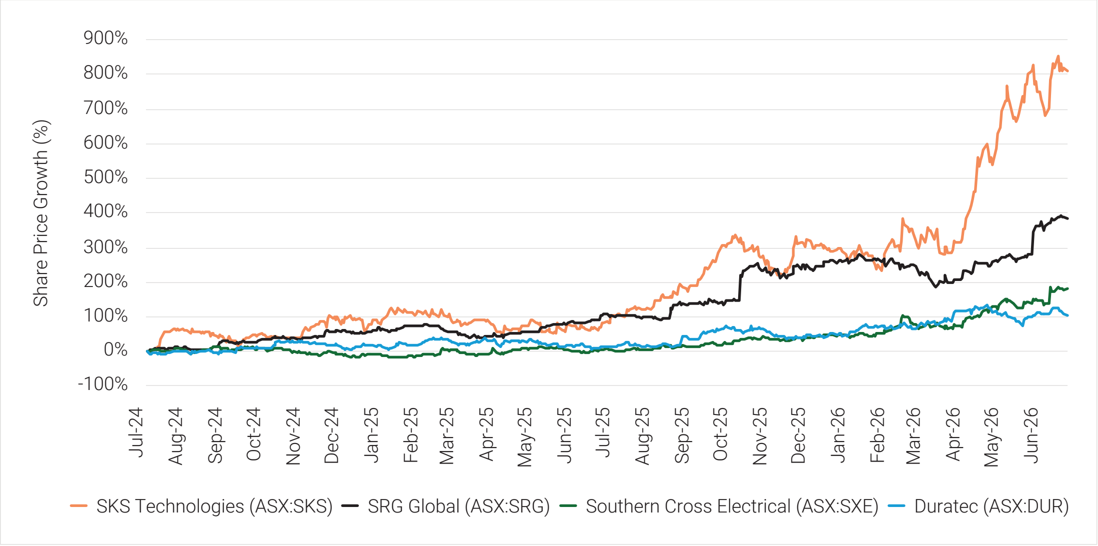


Source - NextDC, McKinsey & Co.

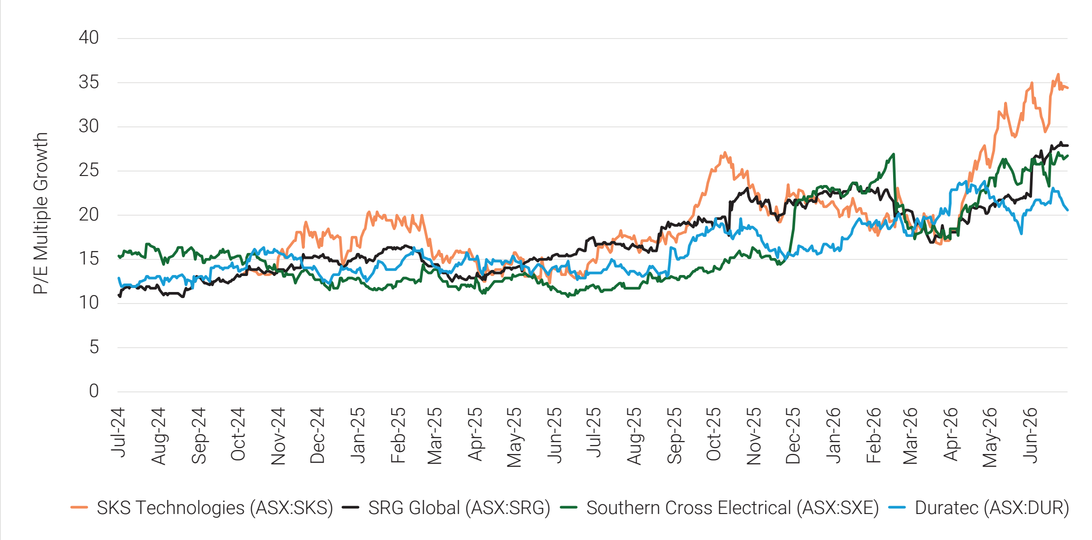
Layered on top of this is a marked uplift in federal government Defence spending, with successive commitments to expand the Department of Defence's facilities footprint to support advanced aircraft, drones, submarines and related capability. Both the Data Centre theme and the Defence spending theme are highly capital-intensive, have multi-year durations, and ultimately require much of the same skill base: electrical engineering, civil works, mechanical fit-out, communications cabling, and high-voltage power infrastructure. For the specialist Australian contractors that can credibly self-perform across these disciplines, demand for their services appears the strongest it has been in well over a decade.

The market has noticed. Over the past 12-18 months, the share prices of contracting and engineering services businesses, including SKS Technologies Group Ltd (ASX: SKS), SRG Global Ltd (ASX: SRG), Southern Cross Electrical Engineering Ltd (ASX: SXE) and Duratec Ltd (ASX: DUR), have re-rated materially, in several cases more than doubling. The earnings underpinning these moves are real. Order books across the cohort have grown significantly, the project mix has shifted to higher-margin work, and pricing power has improved as bid lists have shortened.

Contractors & Engineering Firms - Share Price Growth (%)



Contractors & Engineering Firms - P/E Multiple Growth



Source - S&P

It is worth noting, however, that the valuations applied to many of these businesses are now well above their long-term historical averages. For a sector that has historically traded on single-digit to low-teens forward earnings multiples through the cycle, in our view, the bar for continued share price appreciation from here is materially higher than it was 12 or 24 months ago. The read-through, in our view, for our Investment Portfolio is positive - the same demand backdrop directly benefits our exposure to Saunders International Ltd (ASX: SND). However, it is also a reminder that the easiest returns from this thematic have likely already been made. It is also important to weigh the longevity of these earnings profiles against the multiples at which they are being capitalised.

Pulling the Threads Together

In summary, we believe FY26 has been defined by four interrelated forces:

- An extraordinary capital expenditure cycle among the largest technology companies that has reshaped where global capital flows and how equity markets have performed;
- A broad de-rating of software businesses as investors question, for the first time in years, whether their recurring revenue will hold up;
- An interest rate path that has risen more than the market expected, on the back of stickier inflation and energy costs driven by geopolitics; and
- A conflict in the Middle East that affects the economy mainly through commodity prices and the timing of expected rate relief.

Against this backdrop, the Australian market has continued to disproportionately reward scale and passive index membership, while leaving a significant cohort of high-quality smaller businesses trading at, in our view, materially attractive valuations relative to their underlying long-term value. Despite this, the issue remains: what is the catalyst to close this disparity between perceived fair value and current value for the abovementioned cohort?

NAOS Philosophy

At NAOS, we will continue to focus on what we can control. Our investment philosophy centres on investing in emerging companies that deliver high returns on invested capital and are led by experienced, aligned management teams.

These companies operate in industries poised for sustained revenue growth, where they hold clear competitive advantages, and their business models are transparent to investors. Notably, more than 90% of NCC’s portfolio is outside the ASX indices, ensuring our investments diverge significantly from the benchmark, the S&P/ASX Small Ordinaries Accumulation Index.

Below, I have expanded on three core investments in the NCC portfolio that experienced notable events in FY26 - in two cases, setting out what we believe this may lead to in the future, and in the third, the key learnings that help us continue to improve as an Investment Manager.

Pharmx Technologies Ltd (ASX: PHX) - Strategic Alliance with Sigma Healthcare (Chemist Warehouse)

Pharmx Technologies Ltd (ASX: PHX) has been an investment within the NCC Investment Portfolio for almost 2 years. Our thesis on PHX has always centred on the strategic value of its electronic data interchange (EDI) gateway, which sits between pharmaceutical wholesalers, pharmacies and ancillary service providers in Australia and New Zealand.

In our view, an EDI gateway that handles a meaningful share of total pharmaceutical transactions is a piece of infrastructure with very high barriers to entry, which over time has the potential for added network effects and significant monetisation optionality. What PHX has historically lacked is the strategic anchor needed to fully realise that optionality.

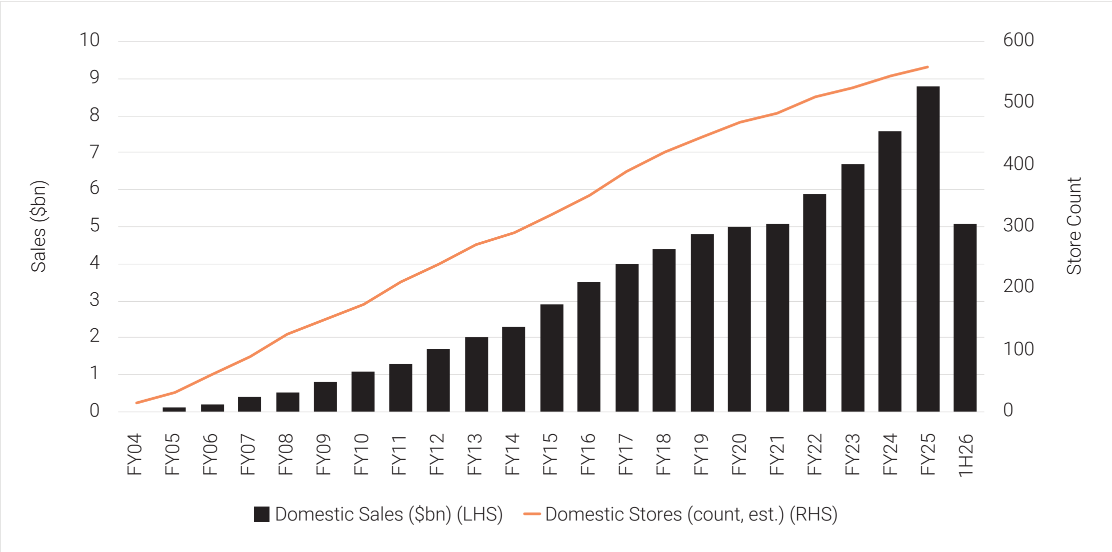
We believe that all changed in February 2026 with the announcement of a strategic partnership with Sigma Healthcare Ltd (ASX: SIG), the listed parent of the Chemist Warehouse group. It is not often that a micro-cap business with a market capitalisation of ~$66 million enters into a strategic alliance with an ASX-50 company valued at over $30 billion, particularly when that ASX-50 partner is also a key customer. The transaction has two stages:

Stage 1. SIG subscribed for ~10% of PHX's issued capital, which it now holds, and obtained the right to appoint one board director (currently Mark Conway, Chief Strategy Officer at SIG). PHX received an upfront establishment fee of $8.7 million, became the preferred EDI gateway provider for SIG, and SIG renewed its existing EDI services contract with PHX for a further five years.

Stage 2. PHX will expand its services to SIG to cover additional international markets and new solution areas, among others. SIG can subscribe for further shares to take its aggregate holding in PHX up to 19.99%, with these additional shares being issuable only on achieving certain revenue hurdles set out in the Stage 2 agreement.

From a critical perspective, issuing 10% of the register in exchange for a contract renewal is not without cost (Stage 1). However, viewed in the broader context, we believe it is a reasonable starting point. SIG accounts for ~42% of the Australian retail pharmacy market and ~30% of the New Zealand market. Over the past 25 years, SIG's growth trajectory has consistently outpaced the broader pharmacy industry, and in 1H FY26, it reported revenue growth of ~17%, against industry growth of ~2%. Its successful expansion into private-label brands such as Bondi Sands now contributes approximately 10% of group revenue.

Chemist Warehouse Sales & Store Growth



Source - Sigma Healthcare

In other words, PHX has not simply aligned itself with the largest operator in Australian pharmacy; it has aligned itself with the fastest-growing and most operationally capable operator, with multiple international expansion opportunities ahead.

The medium-term opportunity for PHX, as we see it, rests on three strategic vectors:

1. **Marketplace growth**. Increasing the depth and breadth of products available for transaction through the PHX marketplace.
2. **EDI gateway expansion**. Scaling into New Zealand, extending the product into vertically adjacent wholesale segments, and entering additional international markets over time.
3. **Data monetisation**. Increasing the volume of usable, structured transaction data flowing through the gateway and developing insightful data products for end users.

PHX currently generates ~$8 million in annual revenue. Meaningful traction in the EDI international expansion and data product workstreams alone has the potential to more than double total revenue over time. Factoring in the marketplace opportunity, we see a credible pathway for PHX to grow its revenue base by between two and four times over the medium term, with incremental revenue likely to come at materially higher margins given the company's largely fixed cost base.

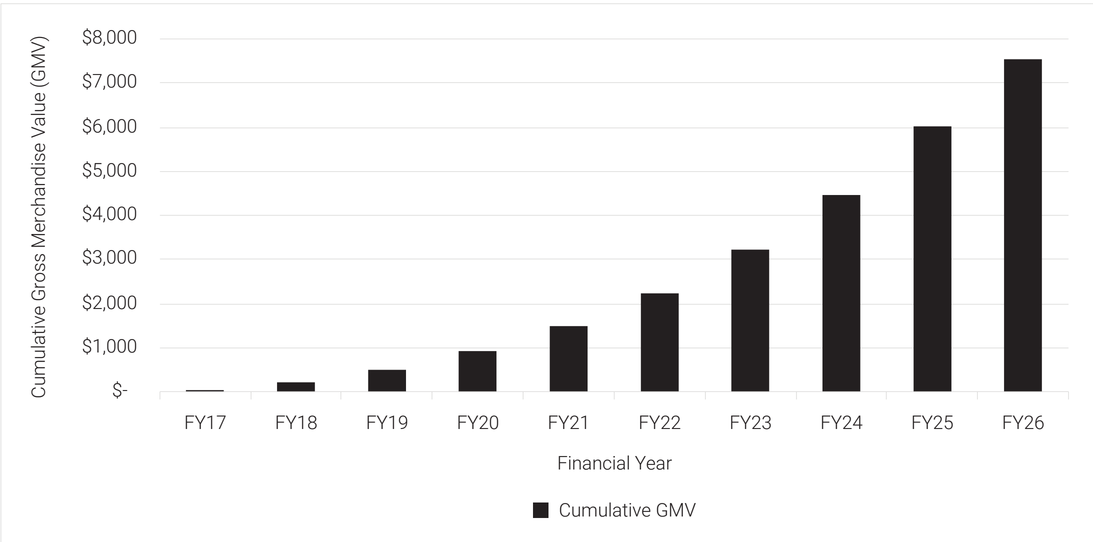
Execution will take time, and not every workstream will succeed. But the question facing PHX, in our view, is no longer whether it has the customer support to play in its desired markets - that has now been answered. What remains is execution. If PHX can deliver revenue growth of greater than 20% per annum over a 10-year runway, then we believe that the compounding effect on shareholder value could be substantial.

Ordermentum Pty Ltd (Unlisted) - Investment and Sale

FY26 marked the end of our investment in Ordermentum (OM), a private business we had held for close to four years. Our original thesis centred on OM's large network, which connects wholesale food suppliers (coffee roasters, bakers and the like) to more than 50,000 coffee shops, restaurants and similar venues. OM filled a gap by taking much of the hassle out of ordering and paying suppliers, while opening all parties to a wider, deeper network.

Over the past five years, OM grew its revenue by well in excess of 4x, at over 30% p.a. This was achieved through a mix of organic growth (more suppliers, more products, price increases) and the acquisition of a smaller peer business, Foodbomb. In recent years, OM's strategy has centred on becoming the clear number-one operator in its market, pursuing a growth-first approach to achieve that.

Ordermentum - Cumulative Gross Merchandise Value (GMV)



Source - NAOS, Ordermentum

Towards the end of CY25, it became apparent to all stakeholders that, for this growth-first mindset to continue, the capital requirements would increase significantly and, therefore, new shareholders would be required to support this spend. To give credit to Ordermentum's board and management team, they were realistic about these requirements and about providing an opportunity for shareholders who wished to exit, which would be available on similar terms. We concluded that the best risk-adjusted course was to exit our position in OM entirely and redeploy the capital elsewhere.

We have no doubt that OM will continue to fill a large gap in the marketplace, and that it will keep building out its offering and monetisation potential. How OM will be valued in future we cannot say, and the recent emergence of AI could have both positive and negative implications for the business. We will follow the OM story from afar with great interest, and we wish the management team all the best for the future.

Schoolblazer Ltd (ASX: SBZ) (Formerly Hancock & Gore Ltd, ASX: HNG) - Australian School Wins and Group Consolidation

We believe Schoolblazer Ltd (ASX: SBZ) remains one of the more underappreciated long-term opportunities within the NCC Investment Portfolio. The investment thesis, which we touched on in our most recent Q4 FY26 Quarterly Report, centres on replicating the success of the UK Schoolblazer business (acquired by ASX: HNG in October 2024) - a fully digital, e-commerce uniform provider serving independent schools - in the Australian market, where the dynamics today closely mirror those of the UK approximately a decade ago.

By way of refresher, Australia has approximately 1.5 million private school students, compared with the UK's ~600,000, despite the UK having a population about 50% larger. Independent data suggests an average annual uniform spend of ~$300 per student, implying an Australian addressable market of approximately $450 million. Schoolblazer's model is materially different from the legacy retail uniform model: parents order online, garments are measured digitally through intelligent sizing technology, fulfilment is centralised, and quality assurance is handled centrally rather than by the school. The cost savings and convenience for both schools and parents are meaningful.

Through FY26, the business has focused on operationalising the Schoolblazer model in Australia: building out a local operations team, integrating school customers into a unified ERP system tailored to the domestic market, and building brand awareness through direct engagement with key decision-makers at independent schools. This groundwork has begun to translate into customer wins. In 2026, Kambala School, a leading independent school based in Sydney with ~1000 students, became the first Australian independent school to bring on SBZ to distribute its school uniform. More recently, SBZ has announced three further independent school wins (currently unnamed), but we believe they could be schools of a similar calibre and scale to that of Kambala.

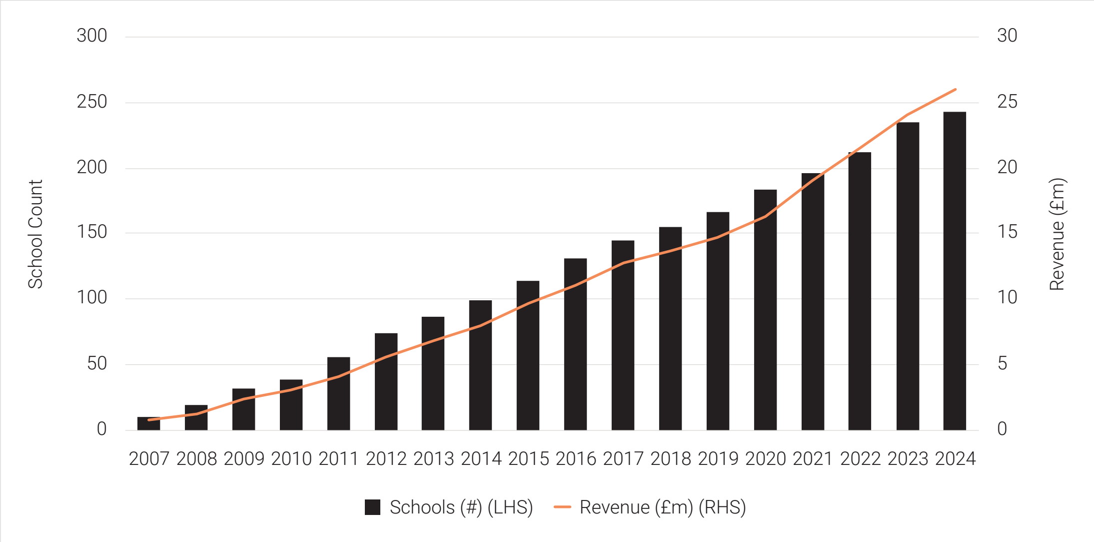
We have previously noted that in the UK, Schoolblazer's growth has been driven largely by word-of-mouth momentum across the independent school network. We expect a similar dynamic to emerge in Australia over the next two to three years, particularly as the 2026 early customer cohort transitions are completed successfully and serve as references for prospective 2027 and 2028 customers.

The more complex challenge for the management team of SBZ will be consolidating the Mountcastle business (the original school uniform asset within SBZ) together with that of Trutex Group (acquired by ASX: HNG in August 2025). Once this integration is complete, SBZ will be able to roll out a digital offering for government schools (similar to the Schoolblazer UK model for independent schools, but with more of a value-oriented slant). SBZ management has also stated that they are targeting 5% gross margin improvements over the medium term, driven primarily by better sourcing and buying power, given that many of the garments across the group are currently manufactured by different providers.

Looking at the SBZ group on a consolidated basis, we believe the medium-term opportunity rests on three drivers:

1. **Australian Schoolblazer ramp**. As the Australian school customer base on the Schoolblazer platform scales, both revenue and gross margins should expand meaningfully, supported by the operating leverage inherent in a centralised fulfilment model. Looking at the history of Schoolblazer UK (as shown in the chart below), after an initial ramp of three to four years, the company consistently won 10-15 new school contracts a year, at a tender win rate of better than 75%. Locally, the team is just at the start of their journey, but announced their first customer, Kambala in January 2026.

Schoolblazer Growth Track Record



Source - Schoolblazer

2. **Supply chain optimisation across the consolidated group**. Bringing the three businesses (Schoolblazer, Trutex and Mountcastle) under a single operating umbrella should allow for materially improved sourcing economics, reduced duplication in back-office & overhead costs, and a more streamlined investor narrative.
3. **Capital allocation flexibility**. With a simplified group structure and improving cash generation, management has the optionality to either reinvest into Australian growth, pursue further bolt-on acquisitions in adjacent geographic verticals, or return capital to shareholders as appropriate.

The next 12-18 months will be important for SBZ. Successful execution of the consolidation project, alongside continued momentum in Australian school customer wins, would, in our view, begin to close what we consider a meaningful gap between the current market valuation and the business's longer-term intrinsic value.

Outlook for FY27

We are confident that significant latent value remains across most of the NCC Investment Portfolio and, just as importantly, that the catalysts to unlock much of it should emerge over the next 12-18 months.

Even after the +18.72% performance in FY26, we feel more confident in our investments' ability to create significant value, as they have materially de-risked over the past 12 months.

From a portfolio construction perspective, significant progress has been made in recent times, with the investment portfolio now more balanced, featuring a greater number of investments diversified across industries and a more balanced weighting profile, albeit one that can still be improved. There is no doubt that we now better understand that, while our investment theses may play out as expected, the earnings valuation applied to these businesses by the wider market is subjective and open to numerous external factors. Therefore, the risk of significant opportunity cost is not something we can continue to bear; to reduce this, we will aim to increase the number of investments and reduce some of the top-heavy weightings.

In terms of notable catalysts, I have listed several catalysts that we expect to occur in FY27, and which have the potential to drive a step change in the valuation of the respective businesses:

Pharmx Technologies Ltd (ASX: PHX)

- Further granularity provided on the key value drivers of the strategic agreement between ASX: SIG and PHX.
- Further international expansion by ASX: SIG, which in turn we expect to benefit PHX.

Saunders International Ltd (ASX: SND)

- Major contract wins in the Defence space, which SND has been positioning for over the last 2-3 years.
- Expansion of its water division into adjacent states outside of NSW and VIC.
- Clarity around the Sydney Water panel(s) and initial work volumes.

Firmus Grid Ltd (Unlisted)

- Successful implementation of Firmus' first AI factory at the CDC Data Centres facility in Melbourne.
- Signing of one to two additional large hyperscaler or enterprise customer contracts (particularly for the Tasmanian-based Southgate facility).
- Operational updates on the recently announced Indonesian AI factory project as well as completion and deployment of capital from the July 2026 private funding round.
- Successful IPO, with proceeds used to build out the Australian network, with further disclosure provided on sites located in South Australia, NSW, etc.

Schoolblazer Ltd (ASX: SBZ)

- Further clarity (through disclosure) on the new three Australian school wins.
- Progress on achieving the stated target of $25 million EBITDA run rate for FY27 and building that to $30 million as gross margin improves.
- Divestment of the final parent company balance sheet investments which should help to pave the way for the ~2cps dividend targets outlined by the Board.

Big River Industries Ltd (ASX: BRI)

- Updates on the year-on-year double-digit EBITDA growth target provided by the company as initial guidance for FY27.
- Potential update on the intentions of the new 19.9% corporate shareholder in BRI, who owns numerous steel distribution businesses.
- Further acquisitions to scale and diversify the earnings base of BRI similar to the JBS acquisition.
- We would also expect the Board to provide updates on the strategic review the company is currently undertaking with Greenstone Partners, which was initiated due to the fact the Board believes the current share price is not a reflection of the long-term value of the business.

As in FY26, not all of the above will necessarily occur in FY27, and in some cases, we will face unexpected negative events. Even so, a significant number of the items above have the potential both to grow the earnings base of the respective companies and, just as importantly, to increase investor awareness, which is fundamental to any significant valuation re-rating.

In closing, I would like to acknowledge all our long-standing NCC shareholders and welcome those who joined the register throughout FY26.

The entire NAOS team and I sincerely thank you for your unwavering support, particularly during periods of performance volatility. We hope we can all continue to benefit as performance improves.

I have continued to acquire NCC shares throughout FY26 and hold no shares outside the NAOS LICs, and will continue to do so for as long as we believe significant value creation can occur across each of the NAOS LICs.

Thank you again for your continued support.

Kind regards,

Sebastian Evans
Managing Director and Chief Investment Officer

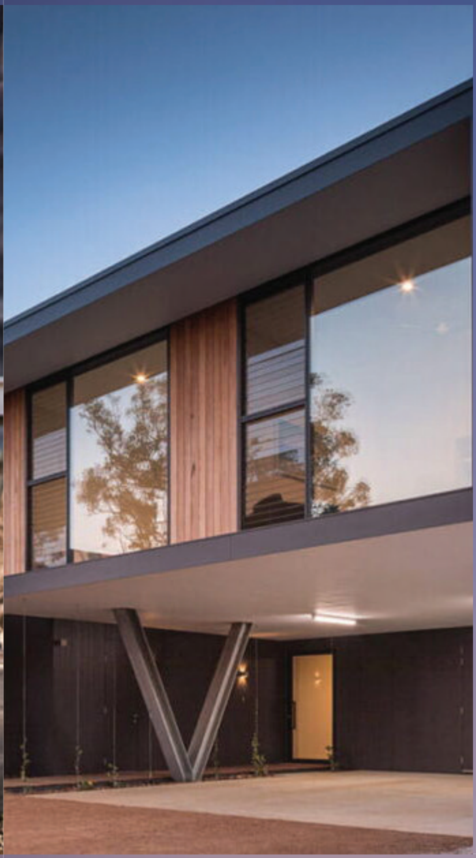
NAOS Asset Management Limited

NCC Core Investments

SAUNDERS INTERNATIONAL

ASX: SND

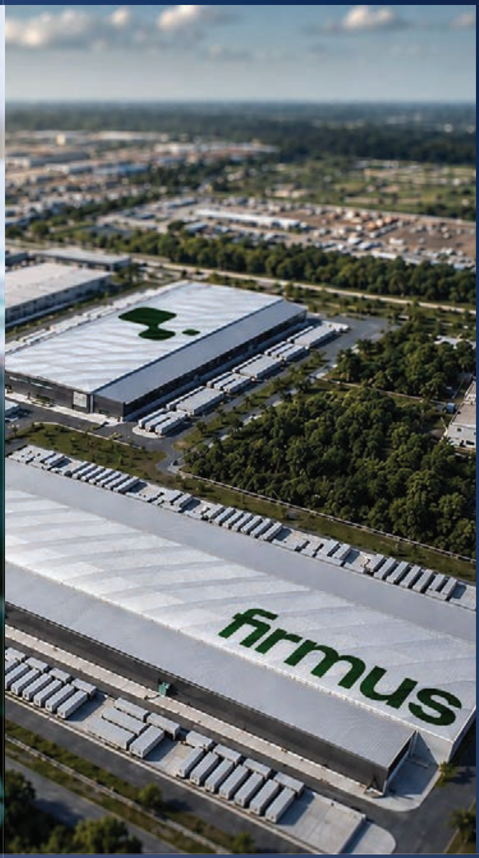
Engineering and construction projects across Australia for over 70 years. Over 580 employees working on Energy, Water, Power, Defence, Resource and Infrastructure projects of critical importance to clients in federal/state governments and the private sector. Clients include Western Sydney Airport, NSW Government (Bridges Program), BP and the Australian Defence Force.



BIG RIVER INDUSTRIES

ASX: BRI

Leading manufacturer and distributor of value-added timber and building material products in Australia and New Zealand. BRI has gained scale in recent years through bolt-on acquisitions, now operating across 25 sites. Operates in the commercial sector, with customers using BRI products in real estate developments (detached and multi-residential), commercial construction and civil construction. Over 9,000 active trading accounts, serviced by ~570 staff members.



COMMS GROUP

ASX: CCG

Provides a full range of IT and Communications services from the Cloud, including IT managed services, cloud hosting, cloud communications, UCaaS and CPaaS. Strategic growth pillars: International; Domestic (Next Telecom / Platinum brands); Wholesale and Partner services. Customers range from Australian Government departments to SMEs.

PHARMX

ASX: PHX

ANZ's leading independent pharmacy platform, powering ~$20 billion in annual transactions through its supply-chain Gateway, launched in 2006. Its technology connects pharmacies, suppliers, brands, government and partners, including the NDSS, driving innovation and efficiency, with recent expansion into New Zealand.

FIRMUS

Unlisted

Builds world-class, highly efficient AI factories, utilising proprietary technology to drive down total cost of ownership and accelerate AI adoption. Offices in Australia and Singapore; partners with government, enterprise, education and innovators on sustainable, sovereign AI solutions.

Investing with NAOS Asset Management

NAOS Asset Management is a specialist fund manager that provides genuine, concentrated exposure to quality private and public emerging companies.

NAOS takes a concentrated and long-term approach to investing and aims to work collaboratively with businesses rather than be a passive shareholder. NAOS seeks to invest in businesses with established moats and significant exposure to structural industry tailwinds, which are run by proven, aligned and transparent management teams who have a clear understanding of how to compound capital.

We aim to make significant investments in businesses and, on occasion, seek board representation or appoint highly regarded independent directors. Importantly, NAOS, its Directors and staff are significant shareholders in the NAOS LICs, ensuring strong alignment with all shareholders.

NAOS launched its first LIC in 2013 with 400 shareholders. Today, NAOS manages three LIC vehicles and wholesale funds for approximately 5,500 shareholders.

Our Values

At NAOS, our values guide real decisions, not just good intentions - they're the standard we hold ourselves to every day. The nine principles below shape how we invest, how we communicate with our shareholders, and how we treat one another as a team.

ENCOURAGE INDEPENDENT THINKING

Rather than follow the crowd, we prefer to pave the way with innovation and provide a better outcome for our stakeholders. We have a disciplined investment process and avoid getting caught up in the hype and noise of the market.

DO ONE THING AND DO IT REALLY, REALLY WELL

At NAOS, we focus on providing concentrated exposure to quality public and private emerging companies, and we strive to be the best at this.

TELL IT LIKE IT IS

At NAOS, we are committed to honesty and transparency. We continue to exist due to the earned trust of our shareholders.

HAVE THE RIGHT PEOPLE IN THE RIGHT ENVIRONMENT

Each NAOS employee has been specifically chosen for their unique ability, proven experience and willingness to learn. At NAOS, we have created an inclusive work culture that supports all our employees.

BE INVESTED AND ALIGNED

As NAOS Directors and employees, we have a significant interest in NAOS' investment strategies. This means we are invested alongside our shareholders, creating a strong alignment of interests.

HAVE A LONG-TERM PERSPECTIVE

We believe in investing in businesses where today's earnings do not accurately reflect what the same business may earn over the longer term. Prior to investing in a business, we ask ourselves: Do we want to own this business forever?

ACT RESPONSIBLY

We are responsible for investing the funds of our fellow shareholders, and we take this responsibility seriously. At NAOS, we strive to act responsibly and diligently in all matters, from our investment choices to our shareholder communications.

BE AN OWNER

NAOS employees strive to make NAOS a success by taking ownership of their tasks and responsibilities. In addition, NAOS Asset Management Limited is majority-owned by its employees and Directors.

MAKE A POSITIVE IMPACT

Positive impact isn't something we do alongside our investment business; it's built into how NAOS is structured as a company. As a Certified B Corporation, we hold ourselves to independently verified standards across how we treat our people, engage our community, and manage our environmental impact.


CONVICTION. LONG TERM. ALIGNED
NAOS
ASSET MANAGEMENT
ASX: NCC
ASX: NSC
ASX: NAC

Our Investment Beliefs

NAOS' investment approach is guided by a consistent set of beliefs: a long-term perspective and a disciplined focus on our circle of competence. Rather than chasing every opportunity, we concentrate on businesses we understand and are willing to hold for years, not months. The following pages outline the core beliefs that shape how we invest on behalf of our shareholders.

VALUE WITH LONG-TERM GROWTH

We believe in investing in businesses where the earnings today are not a fair reflection of what the same business will earn over the longer term. Ultimately, this earnings growth can be driven by many factors, including revenue growth, margin growth, cost cutting, acquisitions and even share buybacks. The result is earnings growth over a long-term investment horizon, even if the business was perceived to be a value-type business at the time of the initial investment.

QUALITY OVER QUANTITY

Excessive diversification, or holding too many investments, may be detrimental to overall portfolio performance. We believe it is better to approach each investment decision with conviction. In our view, to balance risk and performance most favourably, the ideal number of quality companies in each portfolio would generally be zero to 20.

INVEST FOR THE LONG TERM

As investors who are willing to maintain perspective by taking a patient and disciplined approach, we believe we will be rewarded over the long term. If our investment thesis holds true, we persist. Many of our core investments have been held for three or more years, where management execution has been consistent and the value proposition is still apparent.

MANAGEMENT ALIGNMENT

We believe in backing people who are proven and aligned with their shareholders. One of the most fundamental factors consistent across the majority of company success stories in our investment universe is a high-quality, proven management team with 'skin in the game'. NAOS Directors and employees are significant holders of shares on issue across our strategies, so the interests of our shareholders are well aligned with our own.

IGNORE THE INDEX

This means we are not forced holders of stocks with large index weightings that we are not convinced are attractive investment propositions. We actively manage each investment to ensure the best outcome for our shareholders and only invest in companies that we believe will provide excellent, sustainable, long-term returns.

INVESTING WITHIN OUR CIRCLE OF COMPETENCE

As a specialist fund manager since 2004, NAOS has over the years developed a strong "circle of competence" (or mental models) in specific industries. We openly acknowledge that we avoid businesses that are either too complex to understand or heavily influenced by one or two variables, such as interest rates or commodity prices. Instead, we concentrate on businesses that fall within our circle of competence, aiming to minimise the risk of permanent capital loss. Unlike others, we are comfortable setting aside investments that we consider "too hard" while we compound our knowledge in specific industries where we believe we have a competitive edge.

PERFORMANCE VS. LIQUIDITY FOCUS

We believe in taking advantage of inefficient markets. The perceived risk associated with low liquidity (or difficulty buying or selling large positions) combined with investor short- termism, presents an opportunity to act based purely on the long-term value proposition where the majority may lose patience and move on. Illiquidity is often caused by aligned founders or management having significant holdings in a company. The NAOS LICs benefit from a closed-end structure, which means they do not suffer 'redemption risk', and we can focus on finding quality, undervalued businesses regardless of their liquidity profile.

CONSTRUCTIVE ENGAGEMENT

At NAOS, we seek to work collaboratively with businesses and their respective management teams.

Examples of constructive engagement where the NAOS investment team looks to add value include:

- growth capital if/when required;
- messaging and communications;
- capital management decisions;
- company strategy; and
- board effectiveness (including board representation where appropriate).

Our Investment Process

Total ASX-Listed Companies
2,203

INVESTMENT CRITERIA

Management & Culture

- What is the management team's industry experience and what is its track record on results, integrity and transparency?
- What ownership levels (shareholder alignment) does the management team have?
- What is the staff turnover level and what does this say about business loyalty among employees?
- What ethical standards do employees have?
- Does the culture promote long-term strategic thinking, even at the expense of short-term profits?
- Is there a company-wide desire to be an industry leader?

Valuation, Growth & Margin of Safety

- Does the company have a moat from competition (patents, assets, monopolies, uniqueness, pricing power)?
- Is this company moat increasing over time?
- Is the business scalable without incurring large increases in overheads?
- Is the industry growing (demographic, technological, cyclical and consumer trends)?
- Is there an obvious margin of safety (earnings quality, multiple, cash levels, growth runway)?
- What is its free cash-flow generation history and potential (capex levels, operating costs etc.)?
- What is its balance sheet flexibility (cash reserves, undrawn debt, hard assets, liability obligations)?
- Is the business growing organically (does it have avenues for internal growth)?
- What are the trends in the company's return on invested capital (ROIC) and future potential?
- Are there catalysts that can drive an increase in the share price?

Considering ESG Factors

- Identify ESG factors we think are relevant to each proposed investment.
- Consider our stance on these ESG factors, based on the principles and frameworks we believe can help to influence positive social return.
- Integrate our findings into our broader investment process which focuses on quantitative and qualitative analysis.

INVESTMENT UNIVERSE FUNNEL

Company Size & Security Type

Remove ASX Top 50, <$20m market cap, ETFs

Revenue

Remove No substantial revenue

Industry

Remove Industries in structural long-term decline and not conducive to long-term growth

Negative Screen Tobacco, Gambling, Nuclear and Uranium, Controversial Weapons, Coal Mining Operations, Oil and Gas Production and Animal Cruelty

Balance Sheet

Remove Unsustainable debt levels

Companies in the NAOS Universe
312

NAOS Active Investment Universe Watchlist
41-90

ASX: NCC
NAOS Emerging Opportunities Company Limited

NCC generally invests in 0-20 Australian and New Zealand emerging companies.

0–20

NAOS Qualitative Information Sources

The NAOS investment team undertakes fundamental analysis on potential and current investments.

Some examples of key focus areas include:

INTERNAL ENGAGEMENT

- Executive team, including CEO, CFO, COO and CTO
- Board of directors (independent and non-independent)
- Wider management team and staff, for example, general managers and sales executives to assistant/associates

EXTERNAL ENGAGEMENT

- Former employees
- Listed and unlisted competitors
- Suppliers (current and former)
- Customers (current and former)
- Industry contacts and industry associations

HANDS ON

- Company announcements and reports
- Product/service sampling and testing
- Cold calling

RESEARCH

- Company announcements and reports
- Transcripts (company specific and other)
- Industry reports and journals
- Social media and industry forums
- Surveys, ratings and proprietary analytical tools
- ESG and positive impact analysis

INVESTEE COMPANY IN FOCUS

Pharmx Technologies Limited

ASX: PHX

At NAOS Asset Management, we believe in providing shareholders with meaningful insights into the companies in which we invest. We recently spoke with Tom Culver, CEO of Pharmx Technologies Limited, to gain a deeper understanding of the company's strategic priorities, competitive positioning, and long-term alignment with shareholders.

How is Pharmx positioned in the evolving pharmacy sector?

Pharmx operates as Australia and New Zealand's leading independent pharmacy ordering and connectivity platform, facilitating approximately $20 billion in annual transactions. With connectivity to 99%+ of Australian pharmacies and an expanding footprint in New Zealand, we provide essential digital infrastructure that connects pharmacies, suppliers, wholesalers, and technology partners. Our platform supports seamless ordering through EDI and Marketplace, e-invoicing, analytics, and multi-channel experiences, driving efficiency in a sector undergoing digital transformation.

What differentiates Pharmx from other technology providers in healthcare?

We focus on being the neutral, independent infrastructure layer at the heart of the pharmacy supply chain. Our solutions are deeply integrated with point-of-sale and dispensing systems, offering high reliability, security, and scalability. Key differentiators include our exclusive partnerships (such as with the National Diabetes Services Scheme), e-commerce for superior buying experiences, advanced analytics for insights, and a commitment to innovation that enhances both pharmacy operations and supplier efficiency—without competing directly in dispensing or retail.

How are you addressing digital transformation and emerging technologies like AI?

Digital transformation is core to our strategy because at the heart of our offering is a platform that pharmacies and stakeholders use to save time and reduce costs. For our platform, which sees $20bn in orders every year, we provide tools to solve the biggest pain points for pharmacies, lack of visibility into supplier inventory levels, price and range. Through our AI Stockview and modern e-commerce solutions, Pharmx is improving the way Pharmacies order whilst also diversifying and expanding revenue streams.

We don't stop there as we continue to enhance our platform with AI-driven tools to enable predictive analytics and streamline workflows.

We are currently expanding the technology stack, and AI models allow us to develop and bring to market new features and capabilities at a much faster pace than we could have in the past.

What role do acquisitions and partnerships play in your growth strategy?

In February 2026, we entered into a multi-year strategic alliance with Sigma Healthcare Limited (ASX: SIG), one of Australia's leading pharmaceutical wholesalers and retail pharmacy operators, by becoming its preferred EDI service provider. As part of the alliance, the two firms will collaborate on global EDI capabilities and develop a range of tools and services to modernise the pharmacy supply chain. While this is potentially one of the largest partnerships the company has undertaken, we continue to see opportunities in the Australian market as we broaden our reach and capabilities.

Outside of partnerships, we have a disciplined capital allocation framework that assesses opportunities (both organic and inorganic) to ensure shareholder funds are used to deliver long-term value.

How does Pharmx's strategy support sustainable, risk-adjusted returns for shareholders?

By providing mission-critical infrastructure for a resilient healthcare sector, we generate recurring revenue with strong cash-flow characteristics. Our market leadership, focus on innovation, and disciplined capital allocation position us to compound value over time. We remain committed to delivering efficient growth, operational excellence, and alignment with shareholders through sustainable expansion of our platform's reach and capabilities.

Tom Culver
CEO
Pharmx Technologies Limited

Our Team

SEBASTIAN EVANS

Chief Investment Officer and Managing Director

Sebastian is a Director of NAOS Emerging Opportunities Company Limited (ASX: NCC), NAOS Small Cap Opportunities Company Limited (ASX: NSC), NAOS Ex-50 Opportunities Company Limited (ASX: NAC), and has held the positions of Chief Investment Officer (CIO) and Managing Director of NAOS Asset Management Limited, the Investment Manager, since 2010. Sebastian is the CIO across all investment strategies. Sebastian holds a Master of Applied Finance (MAppFin) majoring in investment management as well as a Bachelor of Commerce majoring in finance and international business, a Graduate Diploma in Management from the Australian Graduate School of Management (AGSM) and a Diploma in Financial Services.

ROBERT MILLER

Portfolio Manager

Robert joined NAOS in September 2009 as an investment analyst. Robert has been a portfolio manager since November 2014 and is currently Portfolio Manager across all NAOS LICs: NAOS Emerging Opportunities Company Limited (ASX: NCC), NAOS Small Cap Opportunities Company Limited (ASX: NSC), NAOS Ex-50 Opportunities Company Limited (ASX: NAC), and the NAOS Private Opportunities Fund. Robert holds a Bachelor of Business from the University of Technology, Sydney, and a Master of Applied Finance (MAppFin) from the Financial Services Institute of Australasia/ Kaplan.

JARED TILLEY

Senior Investment Analyst

Jared joined NAOS in April 2021 as Senior Investment Analyst. Jared has over 19 years' financial services experience. Most recently, Jared was an investment analyst at Contact Asset Management, and prior to that, he spent nine years at Colonial First State. Jared holds a Bachelor of Commerce, majoring in accounting and finance, from the University of Notre Dame, Sydney, and is a CFA Charterholder.

TOM PEARCE

Associate Analyst

Tom joined NAOS in May 2025 as an Associate Analyst. Since joining, he has assisted the investment team across all investment strategies.

Tom holds a Bachelor of Commerce and Bachelor of Advanced Studies, majoring in Finance and Marketing from the University of Sydney.

RAJIV SHARMA

Chief Business Officer

Rajiv is the Chief Business Officer at NAOS, having first joined the firm in 2017. He has over 16 years of experience across investment management, financial services and legal practice.

He has held senior legal roles at Magellan Financial Group (ASX: MFG) and Custom Fleet, part of Element Fleet Management (TSX: EFN), and also practised at leading Australian law firms Johnson Winter & Slattery and Clayton Utz.

Rajiv holds a Bachelor of Laws (First Class Honours), a Bachelor of Business (Accounting) and a Graduate Diploma in Legal Practice from the University of Technology Sydney and is admitted as a legal practitioner to the Supreme Court of New South Wales and the High Court of Australia.

MOHIT KABRA

Chief Financial Officer

Mohit Kabra is the Chief Financial Officer (CFO) of NAOS. Since joining in 2025, he has been responsible for financial reporting, capital management, treasury, tax and audit oversight across the NAOS listed investment companies. With a disciplined focus on governance, capital allocation and regulatory compliance, Mohit is responsible for the financial stewardship of NAOS and plays an integral part in shaping its strategic direction, while safeguarding the interests of its shareholders.

Prior to NAOS, Mohit spent over 17 years at Deloitte Touche Tohmatsu across three continents, developing deep expertise in investment management. His experience spans audit, accounting, advisory services, mergers and acquisitions, financial due diligence, business valuations, and capital market transactions.

Mohit is a Certified Public Accountant (CPA) with the Colorado Board of Accountancy and a member of the American Institute of Certified Public Accountants (AICPA). He is also an associate member of the Institute of Chartered Accountants of India and holds a Bachelor of Commerce (Hons.) from the University of Delhi, India.

ANGELA ZAMMIT

Marketing and Communications Manager

Angela joined NAOS in May 2020 in the capacity of Marketing and Communications Manager.

Prior to joining NAOS, Angela held marketing roles for companies in both Australia and the UK, including SAI Global, American Express, Citibank, and Arete Marketing.

Angela holds a Bachelor of Communications majoring in advertising and marketing from the University of Canberra.

Positive Impact

Positive impact isn't something we do alongside our investment business; it's built into how NAOS is structured as a company. Here's what that standard commits us to, and what it looks like in practice.

IT STARTS WITH BEING A B CORP

NAOS is a Certified B Corporation. This certification reflects an independent assessment against rigorous, verified standards spanning our treatment of employees, our engagement with the community, our governance practices, and our environmental impact, not solely our performance for investors.

Certification is not a permanent endorsement. B Corporations are required to recertify at regular intervals, ensuring our accountability to these standards is sustained over time rather than demonstrated at a single point in time.

This principle underpins everything that follows. Giving back, investing responsibly, and subjecting ourselves to independent scrutiny are not discrete initiatives layered on top of the business - they are a direct expression of the company we have chosen to be.

Certified B Corporation

B Corp certification is afforded to companies that demonstrate high standards of verified performance, accountability, and transparency in social and environmental responsibility.

NAOS GIVING BACK

As a B Corp, giving back isn't optional for us - it's part of the standard we've committed to. Each year NAOS Asset Management donates 1% of its annual revenue to the charity partners below. Each one supports a cause we strongly believe in.

NAOS is proud to be supporting:

Shareholder Communications

NAOS Asset Management is dedicated to keeping our shareholders informed and engaged. We strive to deliver timely and relevant updates throughout the financial year, including our monthly newsletter, weekly NAOS Insights, quarterly investment reports, and invitations to our quarterly webinars and annual roadshows. We value your input and welcome any feedback or suggestions. Please feel free to email us at enquiries@naos.com.au.

Corporate Governance Statement

The Board of NAOS Emerging Opportunities Company Limited is committed to achieving and demonstrating the highest standards of corporate governance. As such, the Company has adopted what it believes to be appropriate corporate governance policies and practices, having regard to its size and the nature of its activities.

The Board has adopted the ASX Corporate Governance Principles and Recommendations, which are complemented by the Company's core principles of honesty and integrity. The corporate governance policies and practices adopted by the Board are outlined in the Corporate Governance section of the Company's website naos.com.au/corporate-governance.

Table of Contents for Financial Statements

Directors' Report

The Directors present their report together with the financial report of NAOS Emerging Opportunities Company Limited (the "Company") for the year ended 30 June 2026.

COMPANY INFORMATION

The Company is a listed investment company ("LIC") and its shares are listed on the Australian Securities Exchange. The Company has outsourced its investment management function to NAOS Asset Management Limited (ACN 107 624 126) (Australian Financial Services Licence No. 273 529) (the "Investment Manager").

PRINCIPAL ACTIVITIES

The Company invests primarily in a concentrated portfolio of listed and unlisted equities with the objective of providing investors with a long-term concentrated exposure to public and private Australian and New Zealand emerging companies (excluding resource companies).

DIRECTORS AND OFFICERS

The following persons held office as Directors of the Company during or since the end of the year.

Directors

Name	Appointment Date	Period of Office
Sarah Williams (Independent Chair)	31 January 2019	31 January 2019 - Present
Warwick Evans	6 November 2012	6 November 2012 - Present
Sebastian Evans	6 November 2012	6 November 2012 - Present
Roberto Credaro (Independent Director)	31 January 2025	31 January 2025 - Present

The qualifications and experience of each person who has been a Director of the Company at any time since 1 July 2025 are provided below.

DIRECTORS INFORMATION

Sarah Williams - Independent Chair

Sarah Williams was appointed as an Independent Director in January 2019 and elected Independent Chair on 1 December 2022. Sarah is also the Independent Chair of NAOS Ex-50 Opportunities Company Limited (ASX: NAC) and an Independent Director of NAOS Small Cap Opportunities Company Limited (ASX: NSC).

Sarah has over 25 years' experience in executive management, leadership, IT and risk management within the financial services and IT industries. Most recently, Sarah was an Executive Director at Macquarie Group holding the role of Head of IT for the Asset Management, Investment Banking and Leasing businesses. During her 18 year tenure at Macquarie Group she also led the Risk and Regulatory Change team, the Equities IT team and developed the IT M&A capability. Sarah has also held senior roles with JP Morgan and PricewaterhouseCoopers in London.

Sarah has been a director of charitable organisations, including Cure Cancer Australia Foundation and Make a Mark Australia. Sarah holds a Honours Degree in Engineering Physics from Loughborough University.

Warwick Evans - Non-Independent Director

Warwick Evans has been a Director of the Company since inception (2012). Warwick is also a Director of NAOS Ex-50 Opportunities Company Limited (ASX: NAC), NAOS Small Cap Opportunities Company Limited (ASX: NSC), and Chair of NAOS Asset Management Limited, the Investment Manager.

Warwick has over 35 years of equity market experience, most notably as Managing Director for Macquarie Equities (globally) from 1991 to 2001 as well as being an Executive Director for Macquarie Group. He was the founding Chairman and CEO of the Newcastle Stock Exchange (NSX), and was also Chairman of the Australian Stockbrokers Association. Prior to these positions he was an Executive Director at County NatWest.

Warwick holds a Bachelor's degree in Commerce majoring in Economics from the University of New South Wales.

Sebastian Evans - Non-Independent Director

Sebastian Evans has been a Director of the Company since its inception. Sebastian is also a Director of NAOS Ex-50 Opportunities Company Limited (ASX: NAC), NAOS Small Cap Opportunities Company Limited (ASX: NSC) and has held the positions of Chief Investment Officer (CIO) and Managing Director of NAOS Asset Management Limited, the Investment Manager since 2010.

Sebastian is the CIO across all investment strategies. He holds a Master of Applied Finance (MAppFin) majoring in investment management as well as a Bachelor of Commerce majoring in finance and international business, a Graduate Diploma in Management from the Australian Graduate School of Management (AGSM) and a Diploma in Financial Services.

Roberto Credaro - Independent Director

Roberto Credaro has been a Director of the Company since 31 January 2025.

Roberto has 35 years of experience as a financial services executive with experience in equities research and portfolio management, private equity investing and superannuation. He was most recently Head of Public and Private Equity at Aware Super. Prior to this role, he was the Chief Investment Officer of Macquarie Private Bank and a Division Director in Macquarie's private equity advisory and funds management business.

COMPANY SECRETARY

The following persons held office as company secretary during or since the end of the year.

Name	Appointment Date	Period of Office
Rajiv Sharma	12 March 2021	12 March 2021 - Present
Sebastian Evans	10 July 2019	10 July 2019 - Present

COMPANY SECRETARY INFORMATION

Rajiv Sharma

Rajiv is the Chief Business Officer at NAOS Asset Management. He holds a Bachelor of Laws (First Class Honours), a Bachelor of Business (Accounting) and a Graduate Diploma in Legal Practice from the University of Technology Sydney, and is admitted as a legal practitioner to the Supreme Court of New South Wales and the High Court of Australia. Rajiv has over 16 years' experience, having most recently held senior legal roles at Custom Fleet, part of Element Fleet Management Group (TSX: EFN), and Magellan Financial Group (ASX: MFG), and has previously worked at law firms Johnson Winter & Slattery and Clayton Utz.

MEETINGS OF DIRECTORS

The following table shows the number of board meetings for the year ended 30 June 2026.

Year ended 30 June 2026	Eligible to attend	Attended
Sarah Williams (Independent Chair)	9	8
Warwick Evans (Director)	9	9
Sebastian Evans (Director)	9	9
Roberto Credaro (Independent Director)	9	9

REVIEW OF OPERATIONS

The Company reported an operating profit before tax of $7,901,225 (FY25: $1,153,850) and after tax of $7,135,103 (FY25: $283,550). For the financial year ended 30 June 2026, the Investment Portfolio returned +18.72%, compared with the benchmark S&P/ASX Small Ordinaries Accumulation Index (XSOAI), which returned +8.11%, representing outperformance of 10.61%.

The pre-tax net tangible asset backing per share increased from 40.47 cents to 46.94 cents and the post-tax net tangible asset backing per share increased from $0.50 to $0.55 over the financial year. The Company paid 4.10 cents per share in dividends during the year, fully franked, being the 2.00 cents per share FY25 final dividend paid 31 October 2025 and the 2.10 cents per share FY26 interim dividend paid 24 April 2026.

Directors' Report (continued)

Review of Operations (continued)

Please refer to the Investment Manager's Report on page 11 for further information regarding the performance of the Company.

FINANCIAL POSITION

The net tangible asset value of the Company as at 30 June 2026 was $40,950,061 (2025: $36,840,741). Further information on the financial position of the Company is included in the Letter from the Chair on page 8.

DIVIDENDS PAID OR PAYABLE

Year ended 30 June 2026	Dividend (cents per share)	Total $ amount	% Franked	Date of payment
2025 final dividend (declared 21 August 2025)	2.00	1,475,992	100%	31 October 2025
2026 interim dividend (declared 19 February 2026)	2.10	1,549,791	100%	24 April 2026
		3,025,783		

Year ended 30 June 2025	Dividend (cents per share)	Total $ amount	% Franked	Date of payment
2024 final dividend (declared 22 August 2024)	2.00	1,475,992	100%	31 October 2024
2025 interim dividend (declared 20 February 2025)	2.00	1,475,992	100%	24 April 2025
		2,951,984		

Since 30 June 2026, the Company has declared a final dividend of 2.10 cents per share, fully franked, to be paid on 30 October 2026.

SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

There were no significant changes in the state of affairs of the Company.

SUBSEQUENT EVENTS

After the reporting period, one of the Company's unlisted private investments announced a proposed capital raising at an issue price above the price adopted in the fair value measurement at 30 June 2026. This is a non-adjusting event and no adjustment has been made to the 30 June 2026 financial statements. Had the proposed raising price been applied at balance date, the fair value of the Company's holding in this investment would have increased by approximately $5,318,620 before tax.

On 20 August 2026 the Company declared a final dividend of 2.10 cents per share, fully franked, to be paid on 30 October 2026.

Effective 7 August 2026, the Investment Manager changed its name from NAOS Asset Management Limited to NAOS Asset Management Pty Ltd.

Other than the matters described above, there has been no matter or circumstance occurring subsequent to the end of the period that has materially affected, or may materially affect the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

LIKELY DEVELOPMENTS

The Company will continue to be managed in accordance with the Constitution and its investment objectives.

INDEMNIFICATION OF DIRECTORS, OFFICERS AND AUDITORS

During the financial year, the Company paid premiums in respect of contracts insuring the directors against a liability incurred as a director or executive officer to the extent permitted by the *Corporations Act 2001* (Cth). The contracts of insurance prohibit disclosure of the nature of the liability and the amount of the premiums.

The Company has not otherwise, during or since the end of the financial year, except to the extent permitted by law, indemnified or agreed to indemnify an officer or auditor of the Company or of any related body corporate against a liability as such an officer or auditor.

ENVIRONMENTAL REGULATION AND PERFORMANCE

The operations of the Company are not subject to any particular or significant environmental regulation under a law of the Commonwealth or of a State or Territory. There have been no known significant breaches of any other environmental requirements applicable to the Company.

ROUNDING

The Company has applied the relief available under ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183 and accordingly, the amounts in the financial statements and in the Directors' Report have been rounded to the nearest dollar.

NON-AUDIT SERVICES

During the year, Deloitte Touche Tohmatsu, the Company's auditor, performed other services in addition to their statutory duties for the Company as disclosed in Note 12 to the financial statements.

The Board is satisfied that the provision of other services during the year is compatible with the general standard of independence of auditors imposed by the *Corporations Act 2001*. The Directors are satisfied that the services disclosed in Note 12 did not compromise the external auditor's independence for the following reasons:

- All non-audit services are reviewed and approved by the Board prior to commencement to ensure they do not adversely affect the integrity and objectivity of the auditor; and
- The nature of the services provided do not compromise the general principles relating to the auditor independence in accordance with the APES 110 Code of Ethics for Professional Accountants set by the Accounting Professional and Ethical Standards Board.

AUDITOR'S INDEPENDENCE DECLARATION

A copy of the Auditor's Independence Declaration as required under section 307C of the *Corporations Act 2001* is set out on page 48.

REMUNERATION REPORT - AUDITED

The Directors of the Company present the Remuneration report to shareholders. The report is a requirement under section 300A(1) of the *Corporations Act 2001* and covers the following information:

- the Board's policy for determining the nature and amount of remuneration of Directors and other key management personnel (if any) of the Company;
- a discussion of the relationship between such policy and the Company's performance; and
- the details of the remuneration of the Directors and other management personnel (if any).

The key management personnel of the Company are the Directors listed on page 42. The Company has no executive employees, as its investment management, administrative and company secretarial functions are outsourced to the Investment Manager.

Remuneration of Directors

The Board from time to time determines remuneration of Directors within the maximum amount approved by shareholders. This is the only remuneration that Directors are entitled to.

Payments to Directors reflect the demands and responsibilities of their roles and are reviewed annually by the Board. The Company determines remuneration levels and ensures they are competitively set to attract and retain appropriately qualified and experienced Directors.

Directors' base fees are set at a maximum of $100,000 per annum and Directors do not receive bonuses. The maximum fees paid to Directors may not be increased without approval from the Company at a general meeting.

Directors' remuneration received for the year ended 30 June 2026 and 30 June 2025 is disclosed below, with the post-employment benefits reflecting the increase in the superannuation guarantee rate from 11.5% to 12.0% effective 1 July 2025.

30 June 2026	Short-term employee benefits Directors' fees $	Post-employment benefit superannuation $	Total $
Sarah Williams (Independent Chair)	31,390	3,767	35,157
Warwick Evans (Director)	8,969	1,076	10,045
Roberto Credaro (Independent Director)	13,453	1,614	15,067
	53,812	**6,457**	**60,269**

Directors' Report (continued)

Remuneration Report - Audited (continued)

Remuneration of Directors (continued)

30 June 2025	Short-term employee benefits Directors' fees $	Post-employment benefit superannuation $	Total $
Sarah Williams (Independent Chair)	31,390	3,610	35,000
Warwick Evans (Director)	8,969	1,031	10,000
David Rickards (Independent Director)	7,848	902	8,750
Roberto Credaro (Independent Director)	5,605	645	6,250
	53,812	**6,188**	**60,000**

Mr Sebastian Evans is remunerated by the Investment Manager and is currently not entitled to Directors' remuneration from the Company.

For the year ended 30 June 2025, the remuneration disclosures for Mr David Rickards cover the period from 1 July 2024 to 31 January 2025, being the date of his retirement as a Director of the Company. The disclosures for Mr Roberto Credaro cover the period from 31 January 2025 (being the date of his appointment as a Director) to 30 June 2025.

Interests in Shares and Options of the Company

During the financial year ended 30 June 2026 and the year ended 30 June 2025, the relevant interests of the Directors and their related parties in the shares and bonus options of the Company were:

Ordinary shares Year ended 30 June 2026	Opening balance No of shares	Acquired No of shares	Sold No of shares	Closing balance No of shares
Sarah Williams (Independent Chair)	22,653	2,198	-	24,851
Warwick Evans (Director)	2,703,536	-	-	2,703,536
Sebastian Evans (Director)	2,051,355	270,874	(160,106)	2,162,123
Roberto Credaro (Independent Director)	-	-	-	-

Ordinary shares Year ended 30 June 2025	Opening balance No of shares	Acquired No of shares	Sold No of shares	Closing balance No of shares
Sarah Williams (Independent Chair)	20,363	2,290	-	22,653
Warwick Evans (Director)	2,703,536	-	-	2,703,536
Sebastian Evans (Director)	1,823,810	227,545	-	2,051,355
David Rickards (Independent Director)	1,229,011	57,877	-	1,286,888
Roberto Credaro (Independent Director)	-	-	-	

Bonus Options Year Ended 30 June 2026	Opening balance No of bonus options	Acquired No of bonus options	Exercised No of bonus options	Closing balance No of bonus options
Sarah Williams (Independent Chair)	3,850	-	-	3,850
Warwick Evans (Director)	540,706	-	-	540,706
Sebastian Evans (Director)	40,000	-	-	40,000
Roberto Credaro (Independent Director)	-	-	-	-

Bonus Options **Year Ended 30 June 2025**	**Opening balance No of bonus options**	**Acquired No of bonus options**	**Exercised No of bonus options**	**Closing balance No of bonus options**
Sarah Williams (Independent Chair)	3,850	-	-	3,850
Warwick Evans (Director)	540,706	-	-	540,706
Sebastian Evans (Director)	40,000	-	-	40,000
David Rickards (Independent Director)	232,363	-	-	232,363
Roberto Credaro (Independent Director)	-	-	-	-

For the year ended 30 June 2025, the shareholding and bonus option disclosures for Mr David Rickards cover the period from 1 July 2024 to 31 January 2025, being the date of his retirement as a Director of the Company. The disclosures for Mr Roberto Credaro cover the period from 31 January 2025 (being the date of his appointment as a Director) to 30 June 2025.

The following table summarises Company performance and Directors’ Remuneration over 5 years. Directors’ fees are not linked to the Company’s performance.

	2026	**2025**	**2024**	**2023**	**2022**
Operating profit/(loss) after tax ($)	7,135,103	283,550	(17,659,307)	(457,087)	(12,796,392)
Dividends (cents per share)	4.20	4.00	5.75	7.50	7.50
Level of franking (%)	100	100	67	50	75
NTA after tax ($ per share)	0.55	0.50	0.54	0.85	0.93
Total Directors’ remuneration ($)	60,269	60,000	60,000	60,000	60,000
Shareholders’ equity ($)	40,950,061	36,840,741	39,509,175	62,096,169	68,024,722
Share Price ($)	0.37	0.255	0.415	0.68	0.83

End of Remuneration Report (Audited)

Signed in accordance with a resolution of Directors of the Company made pursuant to Section 298(2) of the *Corporations Act 2001*.

Sarah Williams

Independent Chair

20 August 2026

Auditor's Independence Declaration

Deloitte Touche Tohmatsu
A.B.N. 74 490 121 060

Quay Quarter Tower
Level 46, 50 Bridge Street
Sydney NSW 2000 Australia

Tel: +61 (0) 2 9322 3895
www.deloitte.com.au

20 August 2026

The Board of Directors
NAOS Emerging Opportunities Company Limited
Level 34, 25 Martin Place
Sydney NSW 2000

Dear Directors,

Auditor's Independence Declaration to NAOS Emerging Opportunities Company Limited

In accordance with section 307C of the *Corporations Act 2001*, I am pleased to provide the following declaration of independence to those charged with governance of NAOS Emerging Opportunities Company Limited.

As lead audit partner for the audit of the financial report of NAOS Emerging Opportunities Company Limited for the financial year ended 30 June 2026, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- The auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- Any applicable code of professional conduct in relation to the audit.

Yours faithfully

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Jonathon Corbett
Partner
Chartered Accountants

Deloitte.

Deloitte Touche Tohmatsu
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Independent Auditor's Report to the Members of NAOS Emerging Opportunities Company Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of NAOS Emerging Opportunities Company Limited (the "Company") which comprises the statement of financial position as at 30 June 2026, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information, the directors' declaration and the Consolidated Entity Disclosure Statement.

In our opinion, the accompanying financial report of the Company is in accordance with the *Corporations Act 2001*, including:

- Giving a true and fair view of the Company's financial position as at 30 June 2026 and of its financial performance for the year then ended; and
- Complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (the Code) that are relevant to audits of the financial report of public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report for the current period. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Independent Auditor's Report

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Key Audit Matter	How the scope of our audit responded to the Key Audit Matter
<u>Valuation and existence of financial assets held at fair value through profit or loss</u> The Company's investments in financial instruments are the most significant driver of the Company's net tangible assets and the profit or loss attributable to shareholders. The fluctuations in the fair value of the investments impact the realised and unrealised gains and losses recognised in the statement of profit or loss and other comprehensive income and, as a result, also affect the current and deferred tax balances. As at 30 June 2026, the Company's investments in financial instruments held at fair value through profit or loss amounted to $57.7 million as disclosed in Notes 7 and 17. Financial instruments are held at fair value through profit or loss and are measured using valuation techniques appropriate to the nature of each investment and the available market data and classified within the fair value hierarchy. Changes in the fair value of these investments are recognised in profit or loss. The Company exercises judgement in valuing certain financial assets where there are significant unobservable inputs required for determining their fair value. These assets are classified as Level 3 in the fair value hierarchy. For the Company, these Level 3 financial instruments consist of investments in unlisted equity securities and the unlisted convertible note. Given the significance of the investments in financial instruments to the financial report, and the judgement involved in determining the fair value of Level 3 instruments, we considered the existence and valuation of financial assets held at fair value through profit or loss to be a key audit matter.	Our procedures included, but were not limited to: • Evaluating key controls in place at the outsourced service providers (i.e. administrator and custodian) in relation to the valuation and existence of financial assets at fair value through profit or loss, including any exceptions noted; • Obtaining confirmation of the investment holdings directly from the custodian; • On a sample basis, agreeing the valuation of listed equity securities to an independent pricing source; • On a sample basis, agreeing the investment holdings to the external custodian's holdings statement; • Reperforming a reconciliation of the financial assets balance for the period ended 30 June 2026, including purchases, sales, other relevant transactions; • Assessing and challenging the valuation methodology used by management to estimate the fair value of investments in unlisted equity securities and the convertible note; and • Reviewing publicly published information where available, to corroborate the value of unlisted equity securities and the convertible note. We also assessed the adequacy of the disclosures in Notes 7 and 17 to the financial statements.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2026, but does not include the financial report and our auditor's report thereon.

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Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors are responsible:

- For the preparation of the financial report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Company in accordance with Australian Accounting Standards; and
- For such internal control as the directors determine is necessary to enable the preparation of the financial report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Company, and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to

Independent Auditor's Report

Deloitte.

the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in pages 45 to 47 of the Directors' Report for the year ended 30 June 2026.

In our opinion, the Remuneration Report of NAOS Emerging Opportunities Company Limited, for the year ended 30 June 2026, complies with section 300A of the *Corporations Act 2001*.

Responsibilities

The directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Jonathon Corbett
Partner
Chartered Accountants

Sydney, 20 August 2026

Statement of Profit or Loss and Other Comprehensive Income for the year ended 30 June 2026

	Notes	Year ended 30 June 2026 $	Year ended 30 June 2025 $
Income	3	**10,331,011**	**3,516,808**
Expenses			
Management fees	16	(735,141)	(697,064)
Interest expense on convertible notes	9	(1,032,370)	(1,035,000)
Amortisation expense on convertible notes		(87,421)	(87,421)
Administration fees		(51,250)	(51,250)
Directors' remuneration		(60,269)	(60,000)
ASX fees		(58,594)	(62,312)
Auditor's remuneration	12	(62,178)	(64,500)
Custody fees		(14,964)	(40,215)
Registry fees		(61,429)	(61,429)
Other expenses from ordinary activities		(266,170)	(203,767)
Profit/(loss) before income tax expense		**7,901,225**	**1,153,850**
Income tax (expense)/benefit	4(a)	(766,122)	(870,300)
Profit/(loss) for the year attributable to shareholders of the Company		**7,135,103**	**283,550**
Other comprehensive income, net of tax		-	-
Total comprehensive income/(loss) for the year attributable to shareholders of the Company		**7,135,103**	**283,550**
Basic and diluted earnings per share (cents per share)	18	**9.67**	**0.38**

The accompanying notes to the financial statements should be read in conjunction with this statement.

Statement of Financial Position as at 30 June 2026

Assets	Notes	As at 30 June 2026 $	As at 30 June 2025 $
Current Assets			
Cash and cash equivalents	13	82,962	347,911
Trade and other receivables	6	78,107	3,404,804
Financial assets at fair value through profit or loss	7	57,676,549	49,474,493
Total current assets		**57,837,618**	**53,227,208**
Non-current Assets			
Deferred tax assets	4(b)	6,311,094	6,973,988
Total non-current assets		**6,311,094**	**6,973,988**
Total assets		**64,148,712**	**60,201,196**
Liabilities			
Current liabilities			
Trade and other payables	8	566,268	644,993
Total current liabilities		**566,268**	**644,993**
Non-current liabilities			
Borrowings	9	22,632,383	22,715,462
Total non-current liabilities		**22,632,383**	**22,715,462**
Total liabilities		**23,198,651**	**23,360,455**
Net assets		**40,950,061**	**36,840,741**
Equity			
Issued capital	10	78,022,430	78,022,430
Profits reserve	11(a)	24,035,969	19,387,924
Accumulated losses	11(b)	(61,108,338)	(60,569,613)
Total equity		**40,950,061**	**36,840,741**

The accompanying notes to the financial statements should be read in conjunction with this statement.

Statement of Changes in Equity for the year ended 30 June 2026

	Issued capital	Profits reserve	Accumulated losses	Total equity
	$	$	$	$
Balance at 1 July 2024	78,022,430	22,056,358	(60,569,613)	39,509,175
Profit for the year	-	-	283,550	283,550
Transfer to profits reserve	-	283,550	(283,550)	-
Dividends paid	-	(2,951,984)	-	(2,951,984)
DRP shares allotted	351,897	-	-	351,897
Purchase of shares on market for DRP	(351,897)	-	-	(351,897)
Balance at 30 June 2025	**78,022,430**	**19,387,924**	**(60,569,613)**	**36,840,741**

	Issued capital	Profits reserve	Accumulated losses	Total equity
	$	$	$	$
Balance at 1 July 2025	78,022,430	19,387,924	(60,569,613)	36,840,741
Profit for the year	-	7,673,828	(538,725)	7,135,103
Dividends paid	-	(3,025,783)	-	(3,025,783)
DRP shares allotted	431,068	-	-	431,068
Purchase of shares on market for DRP	(431,068)	-	-	(431,068)
Balance at 30 June 2026	**78,022,430**	**24,035,969**	**(61,108,338)**	**40,950,061**

The accompanying notes to the financial statements should be read in conjunction with this statement.

Statement of Cash Flows for the year ended 30 June 2026

	Notes	Year ended 30 June 2026 $	Year ended 30 June 2025 $
Cash flows from operating activities			
Payments for purchases of investments		(24,145,630)	(17,745,076)
Proceeds from sales of investments		28,776,734	21,330,012
Dividends received		656,785	1,836,704
Interest received		1,240	1,104
Interest paid		-	(49)
Income tax paid		(103,228)	-
Interest paid on convertible notes		(1,033,421)	(1,067,277)
Management fees paid		(729,638)	(699,014)
Directors' remuneration paid		(60,291)	(59,484)
Administration and tax service fee paid		(53,266)	(63,350)
Custody fees paid		(50,802)	-
Audit fees paid		(73,968)	(77,423)
Registry fees paid		(54,863)	(58,085)
ASX fees paid		(58,594)	(62,312)
Other payments		(156,811)	(189,548)
Net cash provided by operating activities	**13(b)**	**2,914,247**	**3,146,202**
Cash flows from financing activities			
Dividends paid net of amounts reinvested		(2,597,201)	(2,602,905)
Purchase of shares on-market for DRP	10	(431,068)	(351,897)
Payments for buy-back of convertible notes, including brokerage cost	10	(150,927)	-
Net cash used in financing activities		**(3,179,196)**	**(2,954,802)**
Net (decrease)/increase in cash and cash equivalents		**(264,949)**	**191,400**
Cash and cash equivalents at the beginning of the financial year		347,911	156,511
Cash and cash equivalents at end of year	**13(a)**	**82,962**	**347,911**

The accompanying notes to the financial statements should be read in conjunction with this statement.

Notes to Financial Statements

General Information

NAOS Emerging Opportunities Company Limited (the "Company") is a public company listed on the Australian Securities Exchange (ASX: NCC) registered and domiciled in Australia. The Company was constituted on 6 November 2012 and commenced operations on 22 February 2013.

The registered office and principal place of business of the Company is Level 34, 25 Martin Place, Sydney NSW 2000.

NAOS Asset Management Limited (the "Investment Manager") is the investment manager for the Company. The financial statements were authorised for issue by the Directors on 20 August 2026.

1. SUMMARY OF MATERIAL ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated in the following text.

a) Basis of Preparation

This general purpose financial report has been prepared in accordance with Australian Accounting Standards, other authoritative pronouncements and interpretations of the Australian Accounting Standards Board (the "AASB"), and the *Corporations Act 2001* in Australia. For the purposes of preparing financial statements, the Company is a for-profit entity.

This general purpose financial report has been prepared on an accruals basis using historical cost convention, except for the revaluation of investments in financial assets and liabilities, which have been measured at fair value through profit or loss.

The preparation of financial statements in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about the carrying values of assets and liabilities that are not readily apparent from other sources. Refer to Note 1(r) for critical accounting judgements and key sources of estimation uncertainty.

b) Prior Year Comparatives

Comparative information has been disclosed in respect of the previous period for amounts reported in the financial statements.

c) Statement of Compliance

The financial report of the Company, comprising the financial statements and notes thereto, complies with Australian Accounting Standards as issued by the AASB and International Financial Reporting Standards ("IFRS"), as issued by the International Accounting Standards Board (the "IASB").

d) Reporting Currency

All amounts are presented in Australian dollars ("$") as the functional and presentational currency of the Company.

e) Going Concern Basis

This financial report has been prepared on a going concern basis. The directors have, at the time of approving the financial statements, a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future.

f) Income Recognition

Income

Income is recognised and measured at the fair value of the consideration received or receivable to the extent that it is probable that the economic benefits will flow to the Company and the income can be reliably measured.

Net gains/(losses) on financial instruments held at fair value through profit or loss arising on a change in fair value are calculated as the difference between the fair value at the previous valuation point and the fair value at the reporting date (or disposal). Net gains/(losses) also include realised gains/(losses), and do not include interest or dividend income.

Dividends

Dividend income is recognised on the ex-dividend date with any corresponding foreign withholding tax recorded as an expense.

Interest income

Interest income is recognised on a time proportionate basis taking into account the effective yield on the financial assets.

g) Cash and Cash Equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts.

h) Investments in Financial Instruments

Investments in financial instruments, as defined by AASB 132 'Financial Instruments: Presentation', are categorised in accordance with AASB 9 'Financial Instruments'. This classification is determined by the purpose underpinning the acquisition of the investment.

(i) Initial recognition, measurement and derecognition

The Company recognises financial assets and financial liabilities on the date that it becomes party to the contractual agreement (trade date).

At initial recognition, the Company measures a financial asset at its fair value. Transaction costs of financial assets carried at fair value through profit or loss are expensed in the Statement of Profit or Loss and Other Comprehensive Income.

Investments are derecognised when the right to receive cash flows from the investments have expired or the Company has transferred substantially all risks and rewards of ownership.

(ii) Classification and subsequent measurement

Financial Assets and Liabilities held at Fair Value through Profit or Loss

Subsequent to initial recognition, all financial assets and financial liabilities at fair value through profit or loss are measured at fair value. Gains and losses arising from changes in the fair value of the "financial assets or financial liabilities at fair value through profit or loss" category are presented in the Statement of Profit or Loss and Other Comprehensive Income within net gains/(losses) on financial instruments held at fair value through profit or loss in the period in which they arise.

The fair value of financial assets and liabilities traded in active markets is subsequently based on their quoted market prices at the end of the reporting period without any deduction for estimated future selling costs. The quoted market price used for financial assets held by the Company is the current close price and the quoted market price for financial liabilities is the current close price.

Financial liabilities

Financial liabilities include trade and other payables, and borrowings. Non-derivative financial liabilities are subsequently measured at amortised cost, comprising original debt less principal payments and amortisation.

Compound Financial Instruments

Compound financial instruments issued by the Company comprise convertible notes which are able to be converted to share capital at the option of the noteholder, and the number of shares to be issued will not vary with the changes in their fair value. The liability component of a compound financial instrument is initially recognised at the fair value of a comparable liability that does not have an equity conversion option. The equity component is initially recognised at the difference between fair value of the compound financial instrument as a whole and the fair value of the liability component. All directly attributable transaction costs are allocated to the liability and equity component on a proportional basis.

After initial recognition, the liability component of the compound financial instrument will be measured at amortised cost using the effective interest method. The equity component of a compound financial instrument is not remeasured after initial recognition.

Impairment of Financial Assets

The Company recognises a loss allowance for expected credit losses ("ECL") on financial assets excluding investments that are measured at fair value through profit and loss.

The Company recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instruments has not increased significantly since initial recognition, the Company measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

The amount of the impairment loss will be recognised in the Statement of Profit or Loss and Other Comprehensive Income.

i) Expenses

All expenses, including the Investment Manager's fees, are recognised in the Statement of Profit or Loss and Other Comprehensive Income on an accruals basis.

j) Receivables

Receivables may include amounts for dividends, interest, trust distributions and amounts due from brokers. Dividends and trust distributions are accrued when the right to receive payment is established. Interest is accrued at the reporting date from the time of last payment in accordance with the policy set out in Note 1(f) above.

Receivables also include such items as Reduced Input Tax Credits ("RITC") receivable.

k) Payables

Trade and other payables are recognised when the Company becomes obliged to make future payments resulting from the purchase of goods and services. Payables include liabilities, amounts due to brokers and accrued expenses owed by the Company which are unpaid as at the end of the reporting period.

l) Taxation

The income tax expense/(benefit) comprises current tax and movements in deferred tax.

Current income tax expense/(benefit) is the tax payable/(receivable) on taxable income calculated using applicable income tax rates enacted, or substantially enacted, as at reporting date. Current tax liabilities/(assets) are therefore measured at the amounts expected to be paid to/(recovered from) the relevant taxation authority.

Current and deferred tax expense/(income) is charged or credited directly to equity instead of profit or loss when the tax relates to items that are credited or charged directly to equity. Deferred tax assets and liabilities are ascertained based on temporary differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements. No deferred tax will be recognised from the initial recognition of an asset or liability, excluding a business combination, where there is no effect on accounting or taxable profit or loss.

Deferred tax assets and liabilities are calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates enacted or substantially enacted at reporting date.

Their measurement also reflects the manner in which management expects to recover or settle the carrying amount of the related asset or liability.

Deferred tax assets relating to temporary differences and unused tax losses are recognised only to the extent that it is probable that future taxable profit will be available against which the benefits of the deferred tax asset can be utilised.

Current tax assets and liabilities are offset where a legally enforceable right of set-off exists and it is intended that net settlement or simultaneous realisation and settlement of the respective asset and liability will occur. Deferred tax assets and liabilities are offset where a legally enforceable right of set-off exists, the deferred tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities, and where it is intended that net settlement or simultaneous realisation and settlement of the respective asset and liability will occur in future periods in which significant amounts of deferred tax assets or liabilities are expected to be recovered or settled.

m) Dividends

Dividends payable are recognised in the reporting period in which they are declared, for the entire undistributed amount, regardless of the extent to which they will be paid in cash.

n) Share Capital

Ordinary shares are classified as equity. Costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity, net of any tax effect.

o) Profits Reserve

The profits reserve is made up of amounts transferred from current and retained earnings that are preserved for future dividend payments.

p) Goods and Services Tax ("GST")

The GST incurred on the costs of various services provided to the Company by third parties such as custodial services and investment management fees have been passed onto the Company. The Company qualifies for RITC hence, investment management fees, custodial fees and other expenses have been recognised in the Statement of Profit or Loss and Other Comprehensive Income net of the amount of GST recoverable from the Australian Taxation Office (the "ATO").

Revenues, expenses and assets are recognised net of the amount of GST except:

- where the amount of GST is not recoverable from the taxation authority, it is recognised as part of acquisition of an asset or part of an item of expense; or
- for receivables and payables which are recognised inclusive of GST.

q) Earnings per Share

Basic earnings per share are calculated by dividing net profit attributable to shareholders of the Company, excluding any costs of servicing equity other than ordinary shares, by the weighted average number of ordinary shares outstanding during the financial period, adjusted for bonus elements in ordinary shares issued during the period.

Diluted earnings per share are calculated by dividing net profit attributable to shareholders of the Company, excluding any costs of servicing equity other than ordinary shares, by the weighted average number of ordinary shares and potential ordinary shares (options) outstanding during the financial period, adjusted for bonus elements in ordinary shares issued during the period.

r) Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the accounting policies, management are required to make judgments, estimates and assumptions about carrying values of some assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Income Tax

The Company has recognised deferred tax assets relating to current and prior tax losses of $3,899,548 (2025: $3,899,548) and unrealised losses on investments of $2,378,334 (2025: $3,024,419) as at 30 June 2026. The utilisation of deferred tax assets depends on the ability of the Company to generate future taxable profits. The Company considers that it is probable that future taxable profits will be available to utilise those deferred tax assets. This assessment is supported by the Investment Manager's long-term performance and profitability. New information may become available that may cause the Company to change its judgement regarding calculation of tax balances, and such changes will impact the profit or loss in the period that such determination is made.

In addition, the Company has carried forward tax losses with a gross value of approximately $10,111,584 (2025: $14,622,094) for which no deferred tax asset has been recognised. These losses remain available indefinitely for offset against future taxable profits, subject to the Company continuing to satisfy the loss recoupment rules.

2. ADOPTION OF NEW AND REVISED ACCOUNTING STANDARDS

New or Amended Accounting Standards and Interpretations Adopted in the Current Period

The Company has adopted all of the new or amended Accounting Standards and Interpretations issued by the AASB that are mandatory for the current reporting period. These Standards and Interpretations did not have a material impact on these financial statements.

New Standards and Interpretations not yet Adopted

At the date of authorisation of these financial statements, the Company has not early adopted AASB 18 Presentation and Disclosure in Financial Statements, which has been issued but is not yet effective. AASB 18 replaces AASB 101 and introduces enhanced requirements for the presentation of financial statements, including new required categories and subtotals in the statement of profit or loss, disclosures about management-defined performance measures, and improved guidance on aggregation and disaggregation of information.

The standard is effective for annual reporting periods beginning on or after 1 January 2027, with earlier application permitted. The Company is currently assessing the impact of AASB 18 on its financial statements.

The potential effect of the revised standard on the Company's financial statements has not yet been determined. The Company does not intend to early adopt AASB 18.

3. INCOME

	Year ended 30 June 2026 $	Year ended 30 June 2025 $
Net gains on financial instruments held at fair value through profit or loss	9,653,247	1,679,000
Interest income	1,240	1,104
Dividend income	656,785	1,836,704
Gain on buy-back of convertible notes	19,739	-
	10,331,011	**3,516,808**

4. INCOME TAX

a) Income tax expense/(benefit)

The prima facie tax on profit before income tax is reconciled to the income tax expense as follows:

	Year ended 30 June 2026 $	Year ended 30 June 2025 $
Prima facie income tax (benefit)/expense calculated at 25% (2025: 25%)	1,975,306	288,463
Less the tax effect of:		
Imputation credit gross up	70,369	196,129
Franking credit offset	(281,474)	(784,515)
Non-deductible and non-assessable amounts, net	119,968	(458,266)
Tax losses not recognised in current year	-	1,628,489
Utilisation of previously unrecognised tax losses	(1,118,047)	-
	766,122	**870,300**
Effective tax rate	10%	75%

The Company assessed that it is a base rate entity for the year ended 30 June 2026 and 30 June 2025 and hence the reduced company tax rate of 25% is applied to all income tax related balances.

Notes to the Financial Statements (continued)

4. Income tax (continued)

a) Income tax expense/(benefit) (continued)

	Year ended 30 June 2026 $	Year ended 30 June 2025 $
Total Income tax (benefit)/expense results in a:		
Current income tax expense	103,228	-
Change in deferred tax assets	662,894	870,300
	766,122	**870,300**

b) Deferred tax assets

	As at 30 June 2026 $	As at 30 June 2025 $
Unrealised losses on investments	2,378,334	3,024,419
Tax losses	3,899,548	3,899,548
Accruals	27,670	13,353
Capitalised Issue Costs	5,542	36,668
	6,311,094	**6,973,988**

	Year ended 30 June 2026 $	Year ended 30 June 2025 $
Movement in deferred tax assets		
Balance at the beginning of the period	6,973,988	7,844,286
Credited/(charged) to the Statement of Profit or Loss and Comprehensive Income	(631,768)	(833,345)
Capitalised Issue Costs	(31,126)	(36,953)
At reporting date	**6,311,094**	**6,973,988**

5. DIVIDENDS PAID AND PAYABLE

Year ended 30 June 2026	Dividend (cents per share)	Total $ amount	% Franked	Date of payment
2025 final dividend (declared 21 August 2025)	2.00	1,475,992	100%	31 October 2025
2026 interim dividend (declared 19 February 2026)	2.10	1,549,791	100%	24 April 2026
		3,025,783		

Year ended 30 June 2025	Dividend (cents per share)	Total $ amount	% Franked	Date of payment
2024 final dividend (declared 22 August 2024)	2.00	1,475,992	100%	31 October 2024
2025 interim dividend (declared 20 February 2025)	2.00	1,475,992	100%	24 April 2025
		2,951,984		

Dividends payable as at 30 June 2026 were $63,050 (2025: $65,536).

Dividend Franking Information

	Year ended 30 June 2026 $	Year ended 30 June 2025 $
Franking credits available for shareholders from previous financial periods	625,095	824,575
Impact on the franking account of dividends paid during the period	(1,008,594)	(983,995)
Impact on the franking account of dividends received during the period	281,474	784,515
Impact on franking account of income tax paid during the year	103,228	-
Franking account balance at reporting date	**1,203**	**625,095**

The Company's ability to continue to pay franked dividends is dependent upon the receipt of franked dividends from investments and the payment of tax.

6. TRADE AND OTHER RECEIVABLES

	As at 30 June 2026 $	As at 30 June 2025 $
GST receivable	24,942	26,577
Unsettled trade receivables	53,045	3,341,378
Prepayments	120	36,849
	78,107	**3,404,804**

Receivables are non-interest bearing and unsecured. Outstanding trades, i.e. "Unsettled trade receivables", are on the terms operating in the investment management industry which usually require settlement within two days of the date of the transaction. Based on the analysis at the end of the reporting period, the impairment under the ECL method is considered to be immaterial and no amount is recognised in the financial statements (2025: Nil).

7. INVESTMENTS IN FINANCIAL INSTRUMENTS

Financial assets at Fair Value through Profit or Loss

	As at 30 June 2026 $	As at 30 June 2025 $
Investments in listed equities	48,353,609	44,663,443
Investments in unlisted convertible notes	250,000	-
Investments in unlisted equities	9,072,940	4,811,050
	57,676,549	**49,474,493**

Financial liabilities at Fair Value through Profit or Loss

There were no financial liabilities at fair value through profit or loss as at 30 June 2026 (2025: Nil).

Disclosed fair values

For all financial instruments other than those measured at fair value, their carrying value approximates fair value.

Notes to the Financial Statements (continued)

8. TRADE AND OTHER PAYABLES

	As at 30 June 2026 $	As at 30 June 2025 $
Auditors' remuneration payable	47,286	10,827
Management fees payable	66,130	60,627
Unsettled trades payable	31,163	139,427
Dividend payable	63,050	65,536
Interest payable on convertible notes	262,649	263,700
Other payables	95,990	104,876
Total	**566,268**	**644,993**

Payables are non-interest bearing and unsecured. Unsettled trades are on the terms operating in the investment management industry which usually require settlement within two days of the date of the transaction.

9. BORROWINGS

The Company has on issue 228,295 unsecured, redeemable, convertible notes with a total face value of $22,829,500, listed under the ticker code (ASX: NCCGA). The convertible notes carry a fixed interest entitlement of 4.50% per annum until 30 September 2026, and are convertible into ordinary shares at a conversion price of $1.15 at any time until 30 September 2026.

During the year the Company repurchased and cancelled 1,705 NCCGA notes on-market under its buy-back program for total consideration of $150,761 (weighted average $88.42 per note against $100.00 face value), which was accretive to remaining noteholders and shareholders. The resulting gain of $19,739 is recognised in income.

From 1 October 2026 to 30 September 2027 the convertible notes carry a fixed interest entitlement of 5.50% per annum, and from 1 October 2027 until maturity on 30 September 2028 the convertible notes carry a fixed interest entitlement of 6.50% per annum. Interest is paid half-yearly on 31 March and 30 September. The maturity date of the convertible notes is 30 September 2028.

Terms of the notes are regulated under a trust deed between the Company and Melbourne Securities Corporation Limited.

Interest expense for the year amounted to $1,032,370 (2025: $1,035,000), of which $262,649 (2025: $263,700) remained payable at 30 June 2026.

	As at 30 June 2026 $	As at 30 June 2025 $
Opening balance of convertible notes	22,715,462	22,628,041
Less Buy back	(170,500)	-
Add amortisation of costs for the period	87,421	87,421
At reporting date	**22,632,383**	**22,715,462**

10. ISSUED CAPITAL

	30 June 2026		30 June 2025	
	No. of Shares	$	No. of Shares	$
Issued and paid-up capital - Ordinary shares	73,799,601	78,022,430	73,799,601	78,022,430

Detailed provisions relating to the rights attaching to these shares are set out in the Company's Constitution and the *Corporations Act 2001*. The detailed provisions relating to the rights attaching to shares under the Constitution and the *Corporations Act 2001* are summarised below.

Each share will confer on its holder:

(a) the right to receive notice of and to attend general meetings of the Company and to receive all financial statements, notices and documents required to be sent to them under the Constitution and the *Corporations Act 2001*;

(b) the right to vote at a general meeting of shareholders (whether present in person or by any representative, proxy or attorney) on a show of hands (one vote per shareholder) and on a poll (one vote per share) subject to the rights and restrictions on voting which may attach to or be imposed on shares (at present there are none);

(c) the right to receive dividends;

(d) the right to receive, in kind, the whole or any part of the Company's property in a winding up, subject to the rights of a liquidator of the Company (with consent of shareholders by special resolution); and

(e) subject to the *Corporations Act 2001* and the ASX Listing Rules, shares are fully transferable.

Movements in Ordinary Share Capital

	No. of shares	$
Opening balance 1 July 2024	73,799,601	78,022,430
DRP shares allotted	967,591	351,897
Purchase of shares on-market for DRP	(967,591)	(351,897)
Closing balance 30 June 2025	**73,799,601**	**78,022,430**
Opening balance 1 July 2025	73,799,601	78,022,430
DRP shares allotted	998,685	431,068
Purchase of shares on-market for DRP	(998,685)	(431,068)
Closing balance 30 June 2026	**73,799,601**	**78,022,430**

11. PROFITS RESERVE AND ACCUMULATED LOSSES

a) Profits Reserve

	30 June 2026 $	30 June 2025 $
Balance at the beginning of the year	19,387,924	22,056,358
Transfer to profits reserve	7,673,828	283,550
Dividends paid	(3,025,783)	(2,951,984)
Balance at reporting date	**24,035,969**	**19,387,924**

To the extent possible under the *Corporations Act 2001* and applicable tax laws, the profits reserve is preserved for future dividend payments.

During the financial year, the Company transferred the net profit recognised for the six months ended 31 December 2025 to the profit reserve. The net loss recognised for the six months ended 30 June 2026 was retained in accumulated losses.

Notes to the Financial Statements (continued)

11. Profits reserve and accumulated losses (continued)

b) Accumulated Losses

	30 June 2026 $	30 June 2025 $
Balance at the beginning of the year	(60,569,613)	(60,569,613)
(Loss)/Profit for the year attributable to members of the Company	(538,725)	283,550
Transfer to profits reserve	-	(283,550)
Balance at reporting date	**(61,108,338)**	**(60,569,613)**

12. AUDITOR'S REMUNERATION

	Year ended 30 June 2026 $	Year ended 30 June 2025 $
Audit and other assurance services - Deloitte Touche Tohmatsu		
Audit and review of financial reports	57,178	59,500
Total remuneration for audit and other assurance services	**57,178**	**59,500**
Taxation Services		
Tax compliance services	5,000	5,000
Total remuneration for non-audit services	**5,000**	**5,000**
Total remuneration	**62,178**	**64,500**

13. CASH AND CASH EQUIVALENTS

a) Components of Cash and Cash Equivalents

	As at 30 June 2026 $	As at 30 June 2025 $
Cash at bank	82,962	347,911

b) Reconciliation of Net Profit for the Year to Net Cash provided by Operating Activities

	Year ended 30 June 2026 $	Year ended 30 June 2025 $
Profit/(Loss) for the year attributable to shareholders after tax	**7,135,103**	**283,550**
Adjustments for:		
Change in value of financial assets designated at fair value through profit or loss	(8,202,056)	5,028,552
Income tax expense	766,122	870,300
Income tax paid	(103,228)	-
Amortisation expense on convertible notes	87,421	87,421
Gain on buy-back of convertible notes (net of transaction costs)	(19,573)	-
Change in assets and liabilities:		
Net changes in trade and other receivables	3,326,697	(3,260,605)
Net changes in trade and other payables	(76,239)	136,984
Net cash provided by operating activities	**2,914,247**	**3,146,202**

14. KEY MANAGEMENT PERSONNEL

a) Key Management Personnel Compensation

The remuneration of the Company's key management personnel and their related entities for the year ended 30 June 2026 was $60,269 (2025: $60,000).

There were no shares granted during the reporting period as compensation to the Directors (2025: Nil). Transactions with related parties have taken place at arm's length and in the ordinary course of business.

b) Related Party Shareholdings

NAOS Asset Management Limited

The Company has outsourced its investment management function to NAOS Asset Management Limited. As at 30 June 2026, NAOS Asset Management Limited holds 1,038,478 shares (1.41%) (2025: 1,087,816 shares (1.47%)) and nil bonus options (2025: nil).

Other than the disclosure at Note 16 there were no transactions entered into by the Company with other entities also managed by the key management personnel.

Holdings of Shares by Key Management Personnel

During the year, the relevant interests of the Directors and their related parties in the shares of the Company were as follows:

Ordinary shares	**Opening balance**	**Acquired**	**Sold**	**Closing balance**
Year ended 30 June 2026	**No of shares**	**No of shares**	**No of shares**	**No of shares**
Sarah Williams (Independent Chair)	22,653	2,198	-	24,851
Warwick Evans (Director)	2,703,536	-	-	2,703,536
Sebastian Evans (Director)	2,051,355	270,874	(160,106)	2,162,123
Roberto Credaro (Independent Director)	-	-	-	-

Notes to the Financial Statements (continued)

14. Key Management Personnel (continued)

b) Related Party Shareholdings (continued)

Holdings of Shares by Key Management Personnel (continued)

Ordinary shares	Opening balance	Acquired	Sold	Closing balance
Year ended 30 June 2025	**No of shares**	**No of shares**	**No of shares**	**No of shares**
Sarah Williams (Independent Chair)	20,363	2,290	-	22,653
Warwick Evans (Director)	2,703,536	-	-	2,703,536
Sebastian Evans (Director)	1,823,810	227,545	-	2,051,355
David Rickards (Independent Director)	1,229,011	57,877	-	1,286,888
Roberto Credaro (Independent Director)	-	-	-	-

Bonus Options	Opening balance	Acquired	Exercised	Closing balance
Year Ended 30 June 2026	**No of bonus options**	**No of bonus options**	**No of bonus options**	**No of bonus options**
Sarah Williams (Independent Chair)	3,850	-	-	3,850
Warwick Evans (Director)	540,706	-	-	540,706
Sebastian Evans (Director)	40,000	-	-	40,000
Roberto Credaro (Independent Director)	-	-	-	-

Bonus Options	Opening balance	Acquired	Exercised	Closing balance
Year Ended 30 June 2025	**No of bonus options**	**No of bonus options**	**No of bonus options**	**No of bonus options**
Sarah Williams (Independent Chair)	3,850	-	-	3,850
Warwick Evans (Director)	540,706	-	-	540,706
Sebastian Evans (Director)	40,000	-	-	40,000
David Rickards (Independent Director)	232,363	-	-	232,363
Roberto Credaro (Independent Director)	-	-	-	-

The Company has on issue bonus options that were issued to eligible shareholders at no cost. Each option is exercisable at $0.67 on or before 31 December 2026 and is classified as equity. The options do not carry dividend entitlements or voting rights prior to exercise. As at 30 June 2026, options did not impact diluted earnings per share (30 June 2025: nil).

For the year ended 30 June 2025, the shareholding and bonus option disclosures for Mr David Rickards cover the period from 1 July 2024 to 31 January 2025, being the date of his retirement as a Director of the Company. The disclosures for Mr Roberto Credaro cover the period from 31 January 2025 (being the date of his appointment as a Director) to 30 June 2025.

c) Other Transactions within the Company

Apart from those details disclosed in this note, no other key management personnel have entered into a material contract with the Company during the financial period and there were no material contracts involving key management personnel's interests existing at year end.

15. SEGMENT INFORMATION

The Company has only one reportable segment. The Company operates predominantly in Australia and in one industry being the securities industry, deriving revenue from dividend income, interest income, and from the investment portfolio.

16. RELATED PARTY INFORMATION

Transactions with related parties have taken place at arm's length and in the ordinary course of business.

Management Fees

In return for the performance of its duties, the Investment Manager of the Company is entitled to be paid a monthly management fee equal to 0.104% (excluding GST) of the gross value of the portfolio calculated on the last business day of each month representing an annualised management fee of 1.25% (excluding GST) per annum of the average gross value of the portfolio. At its discretion and subject to shareholder approval, the Investment Manager may elect to be paid in shares.

The following management fees were paid or payable to the Investment Manager during the year ended 30 June 2026:

- Management fees of $735,141 (2025: $697,064) (excluding RITC*) were incurred during the year
- Management fees payable at 30 June 2026 were $66,130 (2025: $60,627) (excluding RITC*).
- RITC - Reduced Input Tax Credit on GST of 75%.

Performance Fees

In the event that the portfolio outperforms the Benchmark Index (being the S&P/ASX Small Ordinaries Accumulation Index (XSOAI)), the Company must pay the Investment Manager a performance fee equal to 20% (excluding GST) per annum of the amount the portfolio outperforms the Benchmark Index. No performance fee is payable if the portfolio underperforms the Benchmark Index. Any underperformance to the Benchmark Index is carried forward to future performance calculation periods and must be recouped before the Investment Manager is entitled to a performance fee. At its discretion and subject to shareholder approval, the Investment Manager may elect to receive the performance fee in shares. No performance fees were paid or payable to the Investment Manager during the year ended 30 June 2026 (2025: Nil).

In addition, for the year ended 30 June 2026 the Investment Manager was paid total fees of $89,000 for the provision of company secretarial, administrative, financial and accounting services under the terms of a services agreement (2025: $89,000).

17. FINANCIAL RISK MANAGEMENT

Risks arising from holding financial instruments are inherent in the Company's activities. These risks are managed through a process of ongoing identification, measurement and monitoring. The Company is exposed to credit risk, liquidity risk and market risk.

Financial instruments of the Company comprise investments in financial assets held for the purpose of generating a return on the investment made by shareholders. In addition, the Company also holds cash and cash equivalents, and other financial instruments such as trade receivables and trade payables, which arise directly from the operations of the Company. The responsibility for identifying and controlling the risks that arise from these instruments is that of the Investment Manager of the Company.

The method used to measure the risks reflects the expected impact on the performance of the Company as well as the assets attributable to shareholders of the Company resulting from reasonably possible changes in the relevant risk variables. Information regarding the Company's risk exposure is prepared and monitored by the Investment Manager against established investment mandate limits. These mandate limits reflect the investment strategy and market environment of the Company as well as the level of risk the Company is willing to accept.

Information about these risk exposures at reporting date is disclosed below.

a) Credit Risk

Credit risk represents the risk that the Company will incur financial loss as a result of a failure by a counterparty to discharge a contractual obligation to a financial instrument. The Investment Manager monitors the credit worthiness of counterparties on an ongoing basis and evaluates the credit quality of all new counterparties before engaging them.

The maximum exposure to credit risk on financial assets, excluding investments of the Company which have been recognised in the Statement of Financial Position, is the carrying amount net of any provision for impairment of those assets.

The Investment Manager is responsible for ensuring that counterparties are of sufficient quality to minimise any individual counterparty credit risk. The majority of the Company's receivables arise from unsettled trades at year end which are settled two days after trade date. Engaging with counterparties via the Australian Securities Exchange facilitates the Company in both mitigating and managing its credit risk. The exposure to credit risk for cash and cash equivalents is considered to be low as all counterparties (National Australia Bank) have a rating of A or higher.

The Company also holds a $250,000 unlisted convertible note issued by Wingara AG Limited and is exposed to issuer credit risk. Credit risk associated with this investment is monitored by the Investment Manager. As the investment is measured at fair value through profit or loss, it is outside the scope of the expected credit loss model and any changes in credit risk are reflected through its fair value measurement.

Notes to the Financial Statements (continued)

17. Financial risk management (continued)

b) Market Risk

Market risk is the risk that the fair value of future cash flows will fluctuate due to changes in market variables such as interest rates, foreign exchange rates, equity prices and other price risks and liquidity. Market risk is managed and monitored on an ongoing basis by the Investment Manager.

By its nature, as a listed investment company that invests in tradeable securities, the Company will always be subject to market risk as it invests its capital in securities which are not risk free as the market price of these securities can fluctuate.

(i) Interest Rate Risk

Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or the fair value of financial instruments. The Company's unsecured, redeemable convertible notes (ASX: NCCGA) carry a fixed interest entitlement of 4.50% per annum until 30 September 2026, 5.50% per annum from 1 October 2026 to 30 September 2027, and 6.50% per annum from 1 October 2027 until maturity on 30 September 2028. Interest is payable half-yearly on 31 March and 30 September.

As the convertible notes bear fixed interest rates, they expose the Company to fair value interest rate risk rather than cash flow interest rate risk.

The Company's exposure to interest rate risk is set out in the following table:

30 June 2026	Floating interest rate $	Fixed interest rate $	Non-interest bearing $	Total $
Assets				
Cash and cash equivalents	82,962	-	-	82,962
Trade and other receivables	-	-	78,107	78,107
Financial assets at fair value through profit or loss	-	250,000	57,426,549	57,676,549
Total Assets	**82,962**	**250,000**	**57,504,656**	**57,837,618**
Liabilities				
Trade and other payables	-	-	566,268	566,268
Total Liabilities	**-**	**-**	**566,268**	**566,268**
Net exposure	**82,962**	**250,000**	**56,938,388**	**57,271,350**

30 June 2025	Floating interest rate $	Non-interest bearing $	Total $
Assets			
Cash and cash equivalents	347,911	-	347,911
Trade and other receivables	-	3,404,804	3,404,804
Financial assets at fair value through profit or loss	-	49,474,493	49,474,493
Total Assets	**347,911**	**52,879,297**	**53,227,208**
Liabilities			
Trade and other payables	-	644,993	644,993
Total Liabilities	**-**	**644,993**	**644,993**
Net exposure	**347,911**	**52,234,304**	**52,582,215**

17. Financial risk management (continued)

b) Market Risk (continued)

(i) Interest Rate Risk (continued)

The sensitivity analyses below have been determined based on the Company's exposure to interest rates at the reporting date and the stipulated change taking place at the beginning of the financial year and held constant throughout the reporting period, in the case of instruments that have floating interest rates. A 250 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible changes in interest rates.

	Change in basis points increase/(decrease)	Impact on operating profit / Net assets attributable to shareholders ($)
30 June 2026		
AUD interest rate	250bps/(250bps)	2,074/(2,074)
30 June 2025		
AUD interest rate	250bps/(250bps)	8,698/(8,698)

(ii) Price Risk

Price risk is the risk that the fair value of investments decreases as a result of changes in market prices (other than those arising from currency risk or interest rate risk), whether those changes are caused by factors specific to the individual stock or factors affecting all instruments in the market. Price risk is managed by monitoring compliance with established investment mandate limits. All securities present a risk of loss of capital. The maximum risk resulting from financial instruments is determined by the fair value of the financial instruments.

As at 30 June 2026 and 30 June 2025, a 10% sensitivity would have had an impact in the Company's Statement of Profit or Loss and Other Comprehensive Income and net assets attributable to shareholders as shown in the table below. The sensitivity analysis includes the Company's Level 3 investments, comprising the investment in Firmus Grid Limited and the Wingara AG Limited convertible note.

	Impact on operating profit / Net assets attributable to shareholders	
	-10% $	+10% $
30 June 2026	(5,767,655)	5,767,655
30 June 2025	(4,947,449)	4,947,449

The Company's industry sector weighting of the investment portfolio as at the reporting date is as below:

	% of Portfolio	
Industry	**30 June 2026**	**30 June 2025**
Information Technology	28.52%	17.99%
Construction Materials	23.74%	24.21%
Industrials	17.99%	29.36%
Consumer Discretionary	10.91%	-
Communication Services	10.07%	-
Health Care	8.34%	10.12%
Consumer Staples	0.43%	1.14%
Financials	-	17.18%
	100.00%	**100.00%**

Notes to the Financial Statements (continued)

17. Financial risk management (continued)

c) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in raising funds to meet commitments associated with financial instruments. The Company's major cash payments are the purchase of securities and dividends paid to shareholders, the levels of which are managed by the Board and the Investment Manager.

The Company's cash receipts depend upon the level of sales of securities, dividends and interest received or capital management initiatives that may be implemented by the Board from time to time.

The Investment Manager monitors the Company's cash-flow requirements daily by reference to known sales and purchases of securities, dividends and interest to be paid or received. Should these decrease by a material amount; the Company can alter its cash outflows as appropriate. The assets of the Company are largely in the form of tradeable securities which (if liquidity is available), can be sold on the market if necessary.

The table below analyses the Company's financial liabilities into relevant maturity groupings based on the remaining period from 30 June 2026 and 30 June 2025 to the contractual maturity date.

30 June 2026	Less than 1 year $	>1 year to 5years $	5+ years $	Total $	Carrying amount $
Trade and other payables	566,268	-	-	566,268	566,268
Borrowings	-	22,829,500	-	22,829,500	22,632,383
Total	**566,268**	**22,829,500**	**-**	**23,395,768**	**23,198,651**

30 June 2025	Less than 1 year $	>1 year to 5years $	5+ years $	Total $	Carrying amount $
Trade and other payables	644,993	-	-	644,993	644,993
Borrowings	-	23,000,000	-	23,000,000	22,715,462
Total	**644,993**	**23,000,000**	**-**	**23,644,993**	**23,360,455**

The amounts in the table are the contractual undiscounted cash flows.

d) Fair Value Hierarchy

AASB 13: Fair Value Measurement requires the disclosure of fair value information using a fair value hierarchy reflecting the significance of the inputs in making the measurements. The fair value hierarchy consists of the following levels:

Level 1:

Financial instruments are valued by reference to quoted prices in an active market(s) for identical assets or liabilities. These quoted prices represent actual and regularly occurring market transactions on an arm's length basis.

Included within Level 1 of the hierarchy are listed investments. The fair values of these financial assets and liabilities have been based on the quoted closing prices at the end of the reporting period.

Level 2:

Financial instruments are valued using inputs other than quoted prices covered in Level 1. These other inputs include quoted prices that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices). The inputs included in this level encompass quoted prices in active markets for similar assets or liabilities, quoted prices in markets in which there are few transactions for identical or similar assets or liabilities. Financial instruments that are valued using other inputs that are not quoted prices but are observable for the assets or liabilities also fall into this categorisation.

Level 3:

Financial instruments that have been valued, in whole or in part, by using valuation techniques or models that are based on unobservable inputs that are neither supported by prices from observable current market transactions in the same instrument nor are they based on available market data.

Unobservable valuation inputs are determined based on the best information available, which might include the entity's own data, reflecting its assumptions as well as best practices carried out or undertaken by other market participants. These valuation techniques are used to the extent that observable inputs are not available.

The price of these Level 3 unlisted positions has been determined using transaction-based pricing evidence used in estimating fair value, in this case, the cost of the investment or the price of a recent capital raising.

The following table presents the Company's financial assets and liabilities measured and recognised at fair value at 30 June 2026.

30 June 2026	Level 1 $	Level 2 $	Level 3 $	Total $
Listed equities	48,353,609	-	-	48,353,609
Unlisted equities	-	-	9,072,940	9,072,940
Unlisted convertible notes	-	-	250,000	250,000
Total	**48,353,609**	**-**	**9,322,940**	**57,676,549**

30 June 2025	Level 1 $	Level 2 $	Level 3 $	Total $
Listed equities	44,099,687	563,756	-	44,663,443
Unlisted equities	-	-	4,811,050	4,811,050
Total	**44,099,687**	**563,756**	**4,811,050**	**49,474,493**

During the year there was one transfer from Level 2 to Level 3 (2025: none), due to a reduction in observable market inputs for the instrument. The instrument transferred, being the Company's holding of ordinary shares in Wingara AG Limited, has been fair valued at $nil at 30 June 2026 and accordingly no value has been ascribed to it within the Level 3 balance (fair value at 30 June 2025: $563,756).

As at 30 June 2026, the Company had $9,322,940 (2025: $4,811,050) financial assets held at fair value through profit or loss included in Level 3. The unlisted equity investment in Firmus Grid Limited and unlisted Wingara AG convertible note (2025: unlisted equity investment in Ordermentum Pty Ltd) is categorised as Level 3 as it is not traded in an active market. The Company fully exited its investment in Ordermentum Pty Ltd in May 2026.

The Company holds an investment in an unlisted company, Firmus Grid Limited, measured at fair value through profit or loss and categorised within Level 3 of the fair value hierarchy.

Fair value at 30 June 2026 has been determined using a market approach calibrated to a recent orderly arm's length transaction in the investee's equity, being a broker facilitated secondary transaction completed on March 2026 at A$145.00 per share. The significant unobservable input is the recent transaction price.

The Company also holds an unlisted convertible note issued by Wingara AG Limited with a face value of $250,000, measured at fair value through profit or loss. Fair value has been determined with reference to the face value of the note, which the Directors consider approximates fair value having regard to the recency of the investment, the contractual terms of the note and its ranking ahead of the issuer's ordinary equity.

A change of +/- 10% in these unobservable inputs would result in a change of +/- $932,294 (2025: +/- $481,105) in the fair value of these investments as at 30 June 2026.

Notes to the Financial Statements (continued)

17. Financial risk management (continued)

d) Fair Value Hierarchy (continued)

Reconciliation of Level 3 fair values

Financial assets measured using significant unobservable inputs (level 3) are shown below:

	30 June 2026 $	30 June 2025 $
Opening balance	4,811,050	8,584,722
Purchases	2,949,982	-
Transfers into Level 3	-	-
Unrealised gain/(loss) on financial instruments	4,861,908	1,470,525
Realised gain/(loss) on financial instruments	(304,941)	(1,902,820)
Disposal	(2,995,059)	(3,341,378)
Total	**9,322,940**	**4,811,050**

Included in the unrealised gain/(loss) on financial instruments above are unrealised gains of $6,372,958 (2025: $1,470,525) attributable to Level 3 assets held at 30 June 2026.

e) Capital Management

The Company's objectives for managing capital are:

- to maximise returns to shareholders over the long-term while safeguarding capital by investing in a concentrated portfolio, and closely monitoring the performance of the underlying investments;
- to maintain sufficient liquidity to meet the ongoing expenses of the Company; and
- to maintain sufficient size to make the operation of the Company cost-efficient.

The Board manages the Company's capital through share placements, share purchase plans, option issues, the dividend reinvestment plan, convertible note issues and the distribution of dividends to shareholders. These capital management initiatives will be used when deemed appropriate by the Board. The Company is not subject to externally imposed capital requirements.

18. EARNINGS PER SHARE

	Year ended 30 June 2026 cents	Year ended 30 June 2025 cents
Basic and diluted earnings per share	9.67	0.38

	Shares	Shares
Weighted average number of ordinary shares used in the calculation of basic and diluted earnings per share	73,799,601	73,799,601

	$	$
Net gains used in the calculation of basic and diluted earnings per share	7,135,103	283,550

19. COMMITMENTS AND CONTINGENCIES

There are no commitments or contingencies at 30 June 2026 (2025: $Nil).

20. SUBSEQUENT EVENTS

After the reporting period, one of the Company's unlisted private investments announced a proposed capital raising at an issue price above the price adopted in the fair value measurement at 30 June 2026. This is a non-adjusting event and no adjustment has been made to the 30 June 2026 financial statements. Had the proposed raising price been applied at balance date, the fair value of the Company's holding in this investment would have increased by approximately $5,318,620 before tax.

On 20 August 2026 the Company declared a final dividend of 2.10 cents per share, fully franked, to be paid on 30 October 2026.

Effective 7 August 2026, the Investment Manager changed its name from NAOS Asset Management Limited to NAOS Asset Management Pty Ltd.

Other than the matters described above, there has been no matter or circumstance occurring subsequent to the end of the period that has materially affected, or may materially affect the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

CONSOLIDATED ENTITY DISCLOSURE STATEMENT AS AT 30 JUNE 2026

Subsection 295(3A)(a) of the *Corporations Act 2001* does not apply to the Company as the Company is not required to prepare consolidated financial statements by Australian Accounting Standards.

Directors' Declaration

In accordance with a resolution of the Directors of NAOS Emerging Opportunities Company Limited, the Directors declare that:

- the financial statements and notes are in accordance with the *Corporations Act 2001* including compliance with Australian Accounting Standards and give a true and fair view of the Company's financial position as at 30 June 2026 and its performance for the year ended on that date;
- the attached financial statements are in compliance with International Financial Reporting Standards, as stated in Note 1 (c) to the financial statements;
- there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable;
- the consolidated entity disclosure statement required by subsection 295(3A) of the *Corporations Act 2001* is true and correct; and
- the Directors have received the declarations required by section 295A of the *Corporations Act 2001*.

Signed in accordance with a resolution of the Directors made pursuant to section 295(5) of the *Corporations Act 2001*.

On behalf of the Board

Sarah Williams
Independent Chair

20 August 2026

Additional Information

Additional information required by the Australian Securities Exchange Limited Listing Rules and not disclosed elsewhere in the report is set out below.

INVESTMENT PORTFOLIO

As at 30 June 2026 the Company held the following investments:

Listed Investments	Unlisted Investments	Convertible Notes
Big River Industries Limited	Firmus Grid Limited	Wingara AG Limited ($250,000 face value, maturing: 31 December 2026)
BTC Health Limited		
COMMS Group Limited		
PharmX Technologies Limited		
PRT Company Limited		
Saunders International Limited		
SchoolBlazer Limited		
SkinKandy Limited		
Urbanise.Com Limited		
Wingara AG Limited		

During the financial year ended 30 June 2026, the Company had 652 (2025: 379) transactions in investment securities. Total brokerage fees incurred during the year ended 30 June 2026 were $187,108 (2025: $191,565).

Additional Information (continued)

20 LARGEST SHAREHOLDERS

Details of the 20 largest ordinary shareholders and their respective holdings as at 31 July 2026.

Shareholders	Ordinary shares held	% of issued shares
Myall Resources Pty Ltd	2,611,029	3.54%
Nivesa Pty Ltd	1,862,438	2.52%
Alex Land Pty Ltd	1,713,900	2.32%
Burtoh Ventures Pty Ltd	1,640,917	2.22%
My Game Plan Pty Ltd	1,473,226	2.00%
Petsaldage Pty Ltd	1,340,738	1.82%
Mr Peter Didenko	1,260,000	1.71%
NAOS Asset Management Limited	1,074,035	1.46%
Mr Ebamuslum Basibuyuk	972,563	1.32%
Tilt Consulting Pty Ltd	923,645	1.25%
Mr Brian Raymond Marsh & Mrs Pamela Margaret Marsh	800,000	1.08%
Mr Michael James O'Donnell	750,000	1.02%
W W E Investments Pty Ltd	641,098	0.87%
HSBC Custody Nominees (Australia) Limited	630,291	0.85%
Certane CT Pty Ltd	573,738	0.78%
Angus Mac Pty Ltd	545,353	0.74%
Mr Andrew Richard Porter & Mr David John Porter	500,000	0.68%
Mr John Scott Thompson & Mrs Sharon Vera Thompson	500,000	0.68%
Mrs Floralia Da Silva Cardoso Morais & Mr Artur De Brito Palma Morais	500,000	0.68%
Mr Brian Raymond Marsh & Mrs Pamela Margaret Marsh <Good Times Super Fund A/C>	500,000	0.68%
Total	**20,812,971**	**28.22%**

DISTRIBUTION OF ORDINARY SHARES

Analysis of ordinary shares by size of shareholders as at 31 July 2026.

Category	Number of shareholders	Ordinary shares held	% of issued shares
1-1,000	193	90,501	0.12%
1,001-5,000	462	1,315,243	1.79%
5,001-10,000	248	1,947,646	2.64%
10,001-100,000	697	24,622,504	33.36%
100,001 and over	146	45,823,707	62.09%
Total	**1,746**	**73,799,601**	**100.00%**

20 LARGEST OPTIONHOLDERS

Details of the 20 largest option holders and their respective holdings as at 31 July 2026.

Optionholders	Options held	% of issued options
Mr Francois Joseph Schamberger & Mrs Erica Sheina Schamberger	700,000	4.92%
Neave Trading Pty Ltd	682,016	4.79%
Myall Resources Pty Ltd	522,205	3.67%
Mr Peter Lavery	398,664	2.80%
Nivesa Pty Ltd	372,487	2.62%
Mr Marcus Alan Weatherley Pierce	349,014	2.45%
Burtoh Ventures Pty Ltd	328,183	2.31%
Mifar Pty Ltd	284,415	2.00%
Alex Land Pty Ltd	275,427	1.93%
Petsaldage Pty Ltd	217,610	1.53%
Mr Srivathsan Srikantan Lakshminarayanan	200,295	1.41%
Abeille Investments Pty Ltd	200,000	1.41%
HSBC Custody Nominees (Australia) Limited	193,178	1.36%
Patagorang Superannuation Pty Ltd	142,311	1.00%
Netwealth Investments Limited	129,261	0.91%
W W E Investments Pty Ltd	128,219	0.90%
Mr Alistair Peter Wright	124,442	0.87%
Finclear Services Pty Ltd	121,837	0.86%
Miss Nguyen Thuy Uyen	110,532	0.78%
Perpetual Corporate Trust Ltd	108,954	0.77%
Total	**5,589,050**	**39.29%**

DISTRIBUTION OF OPTIONS

Analysis of options by size of option holders as at 31 July 2026.

Category	Number of optionholders	Options held	% of issued options
1-1,000	695	322,508	2.27%
1,001-5,000	637	1,661,291	11.67%
5,001-10,000	230	1,677,797	11.79%
10,001-100,000	206	4,880,039	34.28%
100,001 and over	21	5,693,210	39.99%
Total	**1,789**	**14,234,845**	**100.00%**

Additional Information (continued)

20 LARGEST CONVERTIBLE NOTE HOLDERS

Details of the 20 largest convertible note holders and their respective holdings as at 31 July 2026.

Convertible note holders	Convertible notes held	% of issued convertible notes
Kaluki Pty Ltd	32,007	14.02%
Mutual Trust Pty Ltd	14,186	6.21%
J P Morgan Nominees Australia Pty Limited	11,400	4.99%
KST Group Pty Ltd	9,500	4.16%
Perpetual Corporate Trust Ltd	8,238	3.61%
VCM Investments Pty Ltd	7,029	3.08%
Davft Pty Ltd	7,000	3.07%
Netwealth Investments Limited	5,930	2.60%
Press Form Holdings Pty Ltd	5,088	2.23%
Riseley Family Investments Pty Ltd	5,000	2.19%
Securities and Estates Pty Ltd	4,800	2.10%
ACN 101 162 056 Pty Ltd	3,700	1.62%
The Friends School D/F Inc	3,445	1.51%
Mr Robert John Wilson	3,235	1.42%
G Chan Pension Pty Ltd	3,000	1.31%
Apis Holdings Pty Ltd	2,920	1.28%
Gerard Mccluskey Pty Ltd	2,500	1.10%
Mr William Johnston & Ms Christine Johnston	2,500	1.10%
Natilli Smsf Pty Ltd	2,500	1.10%
Lunoo Pty Ltd	2,500	1.10%
Total	**136,478**	**59.80%**

DISTRIBUTION OF CONVERTIBLE NOTES

Analysis of convertible notes by size of convertible note holders as at 31 July 2026.

Category	Number of convertible note holders	Convertible notes held	% of issued notes
1-1,000	175	51,597	22.60%
1,001-5,000	37	76,320	33.43%
5,001-10,000	6	42,785	18.74%
10,001-100,000	3	57,593	25.23%
100,001 and over	-	-	-
Total	**221**	**228,295**	**100.00%**

VOTING RIGHTS

All shareholders registered on the Company's share register have the right to vote at a general meeting of shareholders (whether present in person or by any representative, proxy or attorney) on a show of hands (one vote per shareholder) and on a poll (one vote per Share) subject to the rights and restrictions on voting which may attach to or be imposed on shares (at present there are none).

ASX LISTING

Quotation has been granted for all ordinary shares, bonus options and convertible notes (ASX Code: NCC, NCCO, and NCCGA respectively) of the Company on all member exchanges of the Australian Securities Exchange Limited.

BUYBACK

The Company has an on-market buy-back program in place for its NCCGA convertible notes. There is currently no intention to buy back ordinary shares.

UNMARKETABLE PARCELS

As at 31 July 2026, the number of shareholdings held in less than marketable parcels was 201.

UNQUOTED SECURITIES

There are currently no unquoted securities on issue by the Company.

RESTRICTIONS ON SHARES

There are currently no restrictions attached to the shares of the Company.

Corporate Information

DIRECTORS

Sarah Williams (Independent Chair)
Warwick Evans (Director)
Sebastian Evans (Director)
Roberto Credaro (Independent Director)

COMPANY SECRETARY

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