

Eminence Appoints Chief Executive Officer

- **Appointment of Chief Executive Officer:** Eminence Minerals Ltd appoints Mr Anthony Hills as Chief Executive Officer, effective 23 February 2026.
- **Proven Operations and Project Delivery Experience:** Over 16 years' international experience across complex processing operations, commissioning, start-up and operational readiness in energy and industrial sectors.
- **Leadership Across Tier-One Operators and ASX-listed Clean Technology:** Mr Hills has held senior roles with Woodside Energy and INPEX, and previously led commissioning and operations in growth-stage environments, including at Hazer Group (ASX: HZR) and Northvolt.
- **Strengthened Execution Capability:** Appointment enhances Eminence's ability to advance its project portfolio through disciplined technical evaluation, strategic partner engagement and capital-efficient execution.

Eminence Minerals Limited (ASX: EMA) ('Eminence' or the 'Company') is pleased to announce the appointment of Mr. Anthony Hills as Chief Executive Officer, effective 23 February 2026.

Mr Hills is a highly experienced process and operations executive who will lead Eminence through its next phase of development. His appointment reflects the Board's focus on strengthening execution capability as the Company advances its exploration and project portfolio through structured technical work programs, disciplined development planning and value-aligned capital allocation.

With deep experience across commissioning, start-up and operational environments, Mr Hills brings an operator's perspective to project assessment and development, supporting Eminence's objective of progressing opportunities efficiently while maintaining a strong focus on safety, data quality and cost discipline.

Non-Executive Chairman Agha Shahzad Pervez, commented:

"The Board appointed Anthony to bring an operator's perspective to Eminence's exploration activities. His experience working across complex processing and operating environments supports a practical approach to assessing exploration opportunities and shaping future work programs."

"Anthony's experience in complex operating environments will strengthen the Company's technical evaluation processes and support disciplined decision-making as we prioritise and advance exploration and development opportunities. His appointment materially enhances Eminence's leadership capability as we position the Company for sustainable long-term value creation."

Commenting on Chief Executive Officer appointment, Mr. Hills said:

"I am pleased to be joining Eminence as Chief Executive Officer and to be working with the Board and team as the Company continues to advance its portfolio and exploration activities. Eminence has assembled a substantial technical and geological foundation, and I see a strong opportunity to apply structured, methodical approaches to how exploration programs are assessed and progressed."

"My focus will be on strengthening technical evaluation, improving clarity of work program priorities and ensuring exploration activities are executed with a strong emphasis on safety, data quality and cost discipline."

Key Appointment

Mr Hills is a process and operations executive with over 16 years' international experience spanning hydrogen, battery materials, LNG, biofuels, refining and energy generation. His career has been defined by leading complex processing operations and delivering commissioning, start-up and operational readiness programs across Australia, Europe and Asia-Pacific.

Mr Hills is currently employed as Hydrogen Asset Manager at Woodside Energy, responsible for operations and optimisation activities at Woodside's hydrogen facility in Kwinana, including production performance, contractor engagement and offtake partner management.

Previously, as Operations & Maintenance Manager at Hazer Group (ASX: HZR), Mr Hills led commissioning, start-up, operations and maintenance in a growth-stage environment and implemented operational systems and disciplined execution frameworks to support delivery in a pre-revenue setting.

Earlier, as Commissioning Manager at Northvolt in Sweden, Mr Hills played a key role in commissioning a large-scale battery materials facility, establishing and leading a multidisciplinary commissioning team and embedding structured operational frameworks to achieve first production under challenging conditions.

Mr Hills has also held senior roles with INPEX, Origin Energy, Mercury Energy and New Zealand Refining Company, providing broad exposure to major projects, operational excellence and continuous improvement.

Mr Hills holds a Bachelor of Mechanical Engineering and a Bachelor of Business Management and is currently completing a Master of Business Administration.

The material terms of Mr Hills' employment agreement are set out in Annexure A.

Authorised for release by the Board of Eminence Minerals Limited.

Investor and Media:

Agha Shahzad Pervez, Non-Executive Chairman
Eminence Minerals Ltd
E: agha.shahzad@eminenceminerals.com.au

Annexure A - Material Terms of appointment of Chief Executive Officer

Remuneration:	Base salary of A\$300,000 per annum (exclusive of statutory superannuation).
Incentive Program:	<p>Mr Hills will be offered the following incentives:</p> <p>The Company proposes to grant a total of 2,700,000 Performance Rights (Performance Rights), each convertible into one fully paid ordinary share in the Company on a 1:1 basis, with a three-year expiry from the date of issue.</p> <p>The Performance Rights are subject to a minimum service condition of 12 months' continuous service for each tranche and will vest in the following tranches upon satisfaction of the applicable vesting conditions:</p> <ul style="list-style-type: none"> i. 200,000 Performance Rights vesting upon completion of 12 months' continuous service, with no VWAP hurdle; ii. 400,000 Performance Rights vesting upon completion of 12 months' continuous service and the Company achieving a 20 trading day VWAP of \$0.20; iii. 500,000 Performance Rights vesting upon completion of 12 months' continuous service and the Company achieving a 20 trading day VWAP of \$0.25; iv. 800,000 Performance Rights vesting upon completion of 12 months' continuous service and the Company achieving a 20 trading day VWAP of \$0.35; and v. 800,000 Performance Rights vesting upon completion of 12 months' continuous service and the Company achieving a 20 trading day VWAP of \$0.45. <p>In the event of a Change of Control (including a takeover, scheme of arrangement or asset sale), all unvested Performance Rights will vest in full, subject to the terms of the incentive plan, the ASX Listing Rules and applicable law.</p> <p>In the event of termination of employment</p>

	<p>without cause, unvested Performance Rights will vest on a time-based pro-rata basis, subject to the terms of the incentive plan, the ASX Listing Rules and applicable law.</p> <p>In all other circumstances, and unless otherwise determined by the Board, all unvested Performance Rights will lapse on cessation of employment.</p>
Notice Period:	<p>Either party may terminate the employment agreement by providing three months' written notice.</p>