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TO Market Announcements Office
ASX Limited
Level 27, 39 Martin Place
SYDNEY NSW 2000

By: ASX Online

19 MARCH 2026

Dear Madam / Sir

Horizon Oil Limited – Off-market takeover bid for Cue Energy Resources Limited – Notice regarding completion of despatch of Replacement Bidder's Statement

We act for Horizon Oil Limited (ACN 009 799 455) (ASX:HZN) (**Horizon**) in respect of its off-market takeover bid for all of the ordinary shares in Cue Energy Resources Limited (ACN 066 383 971) (ASX:CUE) that Horizon does not already have a relevant interest in.

We enclose, pursuant to section 633(1) Item 8 of the *Corporations Act 2001* (Cth) (**Corporations Act**), a notice confirming Horizon has today completed despatch of its replacement bidder's statement dated 19 March 2026, as required by section 633(1) item 6 of the Corporations Act (as modified by the *ASIC Corporations (Replacement Bidder's and Target's Statements) Instrument 2023/688*).

Yours sincerely

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Horizon Oil Limited

ACN 009 799 455

NOTICE REQUIRED BY SECTION 633(1) ITEMS 7, 8 AND 9 OF THE CORPORATIONS ACT 2001

TO: Cue Energy Resources Limited (ACN 066 383 971) (ASX: CUE)
Australian Securities and Investments Commission
ASX Limited

In accordance with section 633(1) Items 7, 8 and 9 of the *Corporations Act 2001* (Cth) (**Corporations Act**), Horizon Oil Limited (ACN 009 799 455) (ASX:HZN) (**Horizon**) gives notice that it has today completed the despatch of its replacement bidder's statement dated 19 March 2026 (**Replacement Bidder's Statement**), as required by section 633(1) item 6 of the Corporations Act (as modified by the *ASIC Corporations (Replacement Bidder's and Target's Statements) Instrument 2023/688*).

The Replacement Bidders Statement includes an offer dated 19 March 2026, to each person registered as a holder of fully paid ordinary shares in Cue Energy Resources Limited (ACN 066 383 971) (ASX:CUE) (**Cue**) as at 7:00pm (Sydney time) on 3 March 2026, being the date set by Horizon pursuant to section 633(2) of the Corporations Act.

In accordance with section 110D of the Corporations Act, despatch has occurred by the following means:

1. Cue shareholders who have nominated an email address for the purposes of receiving electronic copies of shareholder communications will receive an email with a link to an electronic copy of the Replacement Bidder's Statement; and

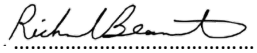
2. Cue shareholders who have not nominated an email address for the purposes of receiving electronic copies of shareholder communications will receive a letter from Horizon to their registered postal address, which will contain details of a link to an electronic copy of the Replacement Bidder's Statement.

Cue shareholders may also request a hard copy of the Replacement Bidder's Statement be sent to them (if in Australia, by pre-paid ordinary post or by courier, or, if outside Australia, by pre-paid airmail post or by courier) by contacting the Horizon Offer Information Line 1300 124 496 (within Australia) +61 3 9415 4393 (outside Australia) Monday to Friday between 8:30am to 5:00pm (Sydney time) on a business day.

A copy of the documents as despatched to Cue shareholders are also enclosed with this notice.

Date: 19 March 2026

Signed on behalf of Horizon Oil Limited (ACN 009 799 455):



(Signature)

Richard Beament
……
(Name)

Managing Director and Chief Executive Officer
……
(Title)

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BIDDER'S STATEMENT

ACCEPT THE OFFER

by

Horizon Oil Limited (ACN 009 799 455)

to acquire all of Your Cue Shares in

Cue Energy Resources Limited (ACN 066 383 971)

For each Cue Share, you will receive a **combination of A$0.008 cash and 0.5625 Horizon Shares.**

The Offer closes at 7:00pm (Sydney time) on **5 June 2026**, unless extended or withdrawn.

If you have any questions in relation to the Offer, please call the Horizon Offer Information Line on 1300 124 496 from within Australia or +61 3 9415 4393 from outside Australia, between 8:30am and 5:00pm (Sydney time), Monday to Friday.

This is an important document and requires your immediate attention. If you are in doubt as to how to deal with this document or the Offer contained in it, please consult your financial, legal or other professional adviser(s).

Legal Adviser

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Important information

Nature of this document

This document is a replacement Bidder's Statement and is given by Horizon Oil Limited (ACN 009 799 455) (**Horizon**) to Cue Energy Resources Limited (ACN 066 383 971) (**Cue**) under Part 6.5 of the Corporations Act, as modified by *ASIC Corporations (Replacement Bidder's and Target's Statements) Instrument 2023/688*.

This replacement Bidder's Statement is dated 19 March 2026 and replaces Horizon's original bidder's statement that was lodged with ASIC on 2 March 2026 (**Original Bidder's Statement**).

This replacement Bidder's Statement sets out certain disclosures required by the Corporations Act together with the terms of the Offer to acquire all of Your Cue Shares on the terms and conditions set out in Appendices 1 and 2 to this Bidder's Statement.

ASIC

A copy of this replacement Bidder's Statement was lodged with ASIC on 19 March 2026. Neither ASIC nor any of its officers take any responsibility for the content of this replacement Bidder's Statement.

Investment decisions

You should read this Bidder's Statement in its entirety before deciding whether to accept the Offer and become a shareholder of Horizon. In particular, in considering the prospects of the Combined Group, you should consider the risk factors that could affect the performance of Horizon or the Combined Group. You should carefully consider these risks in light of your investment objectives, financial situation and particular needs (including financial and tax issues) and seek professional guidance from your financial, legal or other professional adviser(s) before deciding whether to accept the Offer. Some of the key risk factors that should be considered by prospective investors are set out in section 8 of this Bidder's Statement. There may be risk factors in addition to these that should be considered in light of your personal circumstances.

This Bidder's Statement does not take into account the individual investment objectives, financial situation or particular needs (including financial and tax issues) of individual Cue Shareholders. The information contained in this Bidder's Statement is not financial product advice. Accordingly, before making a decision whether or not to accept the Offer, you should consider seeking independent financial, legal or other professional advice.

Disclaimer as to forward-looking statements

This Bidder's Statement may contain statements in the nature of forward-looking statements which have not been based solely on historical facts, but rather based on Horizon's current expectations about future events and results. These forward-looking statements are, however, subject to inherent risks, uncertainties and assumptions, in that they may be affected by a variety of known and unknown risks, variables and other factors which are beyond the control of Horizon or the Combined Group, which could cause actual events or results to differ materially from the expectations described in such forward-looking statements. These factors include, amongst other things, the risks identified in section 8, as well as other matters not yet known to Horizon, or not currently considered material by Horizon. Actual events or results may differ materially from the events or results expressed or implied in any forward-looking statement and deviations are both normal and to be expected. None of the Horizon Group and its respective officers, employees, agents or advisers, nor any persons named in this Bidder's Statement, make any representation or warranty (express or implied), assurance or guarantee (express or implied) as to the accuracy or likelihood of fulfilment of any forward-looking statement, except to the extent required by law. You are cautioned not to place undue reliance on any forward-looking statement. The forward-looking statements in this Bidder's Statement reflect views held only as at the date of this Bidder's Statement.

Statements of past performance

This Bidder's Statement includes information regarding the past performance of Horizon and Cue. Investors should be aware that past performance should not be relied on as being indicative of future performance.

Disclaimer as to Cue and Combined Group information

The information on Cue, Cue Shares and the Cue Group contained in this Bidder's Statement has

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been prepared by Horizon using publicly available information and should not be considered comprehensive.

Information in this Bidder's Statement concerning Cue, Cue Shares and the Cue Group and the assets and liabilities, financial position and performance, profits and losses and prospects of the Cue Group has not been independently verified by Horizon. Accordingly, subject to the Corporations Act, none of Horizon, the Horizon Board, nor any member of the Horizon Group or their respective officers, employees, agents or advisers make any representation or warranty, express or implied, as to the accuracy or completeness of such information.

The information on the Combined Group contained in this Bidder's Statement, to the extent that it incorporates or reflects information on Cue and the Cue Group, has also been prepared using publicly available information. Accordingly, information in relation to the Combined Group is subject to the foregoing disclaimer to that extent.

Further information relating to Cue's business may be included in the Target's Statement, which Cue must provide to Cue Shareholders in response to this Bidder's Statement.

Implied value of the Offer

Given you are being offered Horizon Shares as part consideration for Your Cue Shares, the implied value of the Offer will vary with the market price of Horizon Shares.

Further information on the implied value of the Offer is contained in sub-section 6 of '*Why you should accept this Offer*' in this Bidder's Statement. If you are in doubt as to how to deal with this document or the Offer contained in it, please consult your financial, legal or other professional adviser(s).

No guarantee of capital or investment returns

Except as required by law, and only to the extent so required, no person named in this Bidder's Statement nor any other person, warrants or guarantees Horizon's performance with or without the acquisition of Cue or the repayment of capital by Horizon or any return on investment made pursuant to this Bidder's Statement including any payment of a return on Horizon Shares.

Acceptance of the Offer is not a deposit with or other liability of Horizon or any other Related Entity of Horizon. The Offer Consideration to be received under the Offer is subject to investment risk including loss of income or principal invested. Neither Horizon nor any of its Related Entities gives any guarantee or assurance as to the performance of the new Horizon Shares, any particular rate of return on the new Horizon Shares or the repayment of capital or principal.

Reserves and resources

The Reserves and Contingent Resources information in this Bidder's Statement is a consolidation of data from each of Horizon and Cue, and each company's data was evaluated by suitably qualified professionals.

Horizon's estimates were prepared by Horizon's technical team and independent consultants under the supervision of Gavin Douglas, Horizon's Chief Operating Officer. Mr Douglas is a full-time employee of Horizon and a member of the AAPG and SPE, with over 25 years of experience in petroleum exploration and development. He satisfies the requirements to act as a qualified petroleum reserves and resources evaluator under Listing Rule 5.42 and has consented to the inclusion of Horizon's reserves and resources information in this Bidder's Statement, in the form and context in which it appears.

Based on publicly available information, Cue's reported reserves and resources were evaluated by Mr Daniel Leeman, General Manager – Assets & Engineering of Echelon Resources, who is a Chartered Engineer and an SPE member with over 15 years of experience in petroleum engineering. It is reported by Cue that Mr Leeman was engaged by Cue under a services contract to independently assess Cue's petroleum reserves and resources, and Cue has publicly stated that its 2025 Reserves and Resources estimates were reported to have been prepared in accordance with PRMS 2018 and applicable ASX rules under Mr Leeman's oversight.

In aggregating the two companies' data, Horizon has assumed that Cue's figures and underlying methodologies are compliant with PRMS 2018 and ASX requirements as claimed in Cue's own statements.

Unless otherwise indicated or contained in information which was prepared by a different party, all references to estimates and derivations

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of the same in this Bidder's Statement are references to estimates by Horizon and management and are based on Horizon's views at the date of this Bidder's Statement. Actual facts or outcomes may be different from those estimates.

Details of the pro forma Reserves and Contingent Resources of the Combined Group are outlined in section 7.8 of this Bidder's Statement.

Foreign jurisdictions

Cue Shareholders should note that part of the consideration under the Offer is Horizon Shares, which are shares in an Australian public company listed on the ASX. This Bidder's Statement and Offer have been prepared having regard to Australian disclosure requirements, which may be different from those applicable in other jurisdictions.

Cue Shareholders that are Ineligible Foreign Shareholders will not be entitled to receive Horizon Shares under the Offer (unless Horizon determines otherwise (in its absolute discretion)). Instead, the Horizon Shares to which they would otherwise be entitled will be issued to the Nominee. Those Horizon Shares will be offered for sale and the net proceeds provided to the Ineligible Foreign Shareholders in Australian dollars in accordance with clause 8.4 of **Appendix 1**.

The distribution of this Bidder's Statement and the making of the Offer may be restricted by law in jurisdictions outside Australia. Persons who come into possession of this document should inform themselves about and observe any such legal restrictions. Any failure to comply with such restrictions may constitute a violation of applicable laws. Horizon does not assume any responsibility for any such violation by any person.

Investors residing in places other than Australia should note that the Offer is being proposed and will be conducted in accordance with the laws in force in Australia and with the Listing Rules. The disclosure requirements in relation to the Offer in Australia will differ from those applying in other jurisdictions. The financial statements included in this Bidder's Statement have been prepared in accordance with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (**AASB**).

Horizon Shares have not been, and will not be, registered under the US Securities Act of 1933 (**US Securities Act**) or the securities laws of any US state or other jurisdiction, and may not be offered or sold in the United States, except in a transaction exempt from, or not subject to, the registration requirements of the US Securities Act and applicable US state securities laws.

If you are not an Australian resident taxpayer or are liable for tax outside Australia, you should seek specific tax advice in relation to the Australian and overseas tax consequences of accepting the Offer.

General commentary regarding the taxation outcomes for certain categories of Australian tax residents of accepting the Offer is included in section 9. This does not constitute tax advice and Horizon recommends that each Cue Shareholder obtains their own taxation advice in relation to accepting the Offer.

No action has been taken to permit a public offer of Horizon Shares in any jurisdiction outside Australia.

Based on the information available to Horizon, Cue Shareholders in the following jurisdictions will be entitled to receive the Bidder's Statement and have Horizon Shares issued to them under the Offer subject to any qualifications set out below in respect of that jurisdiction:

- Australia;
- New Zealand;
- Singapore; and
- any other person or jurisdiction in respect of which Horizon reasonably believes that it is not prohibited and not unduly onerous or impractical to issue Horizon Shares to a Cue Shareholder with a registered address in such jurisdiction.

No person holding shares on behalf of a beneficial owner resident outside Australia may forward this Bidder's Statement (or any accompanying document) to anyone outside Australia, New Zealand and Singapore without the consent of Horizon.

This Bidder's Statement does not constitute an offer of Horizon Shares in any jurisdiction in which it would be unlawful. In particular, this Bidder's Statement may not be distributed to any person, and the Horizon Shares may not be offered or sold,

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in any country outside Australia except to existing Cue Shareholders to the extent permitted below.

New Zealand

This Bidder's Statement is not a New Zealand disclosure document and has not been registered, filed with or approved by any New Zealand regulatory authority under or in accordance with the Financial Markets Conduct Act 2013 or any other New Zealand law.

The offer of Horizon Shares is being made to existing shareholders of Cue in reliance upon the Financial Markets Conduct (Incidental Offers) Exemption Notice 2021 and, accordingly, this Bidder's Statement may not contain all the information that a disclosure document is required to contain under New Zealand law.

Singapore

The Offer is made pursuant to the exemption under section 273(1)(b) of the Securities and Futures Act 2001 (**SFA**). This Bidder's Statement and any document or material in connection with the offer or sale, or invitation for subscription or purchase of Horizon Shares are not a prospectus as defined in the SFA and, therefore, have not been and will not be lodged or registered as a prospectus with the Monetary Authority of Singapore (**MAS**). Accordingly, statutory liability under the SFA in relation to the content of prospectuses will not apply. MAS assumes no responsibility for the contents of this Bidder's Statement. MAS has not in any way considered the merits of the Horizon Shares being offered pursuant to the Offer as described in this Bidder's Statement. You should consider carefully whether this Offer is suitable for you.

This Bidder's Statement and any other document or material in connection with the offer or sale, or invitation for subscription or purchase of Horizon Shares may not be circulated or distributed, whether directly or indirectly, nor may Horizon Shares be offered or sold, or be made the subject of an invitation for subscription or purchase, whether directly or indirectly, to any person in Singapore except pursuant to and in accordance with the exemption set out in section 273(1)(b) of the SFA or otherwise in accordance with any other relevant exemption under the SFA.

Any offer of Horizon Shares is personal to you, as a shareholder of Cue, and is not made to you with a view to the securities being subsequently offered for sale to any other party. You are advised to acquaint yourself with the SFA provisions relating to on-sale restrictions in Singapore and comply accordingly.

Privacy statement

Horizon has collected your information from the Cue Register for the purposes of making this Offer and, if accepted, administering acceptances over Your Cue Shares and accounting to you for the consideration of the Offer. The type of information Horizon has collected about you includes your name, contact details and information on your shareholding in Cue. Without this information, Horizon would be hindered in its ability to carry out the Offer. The Corporations Act requires the names and addresses of Cue Shareholders to be held in a public register. Your information may be disclosed on a confidential basis to Horizon's Related Entities, external service providers, and may be required to be disclosed to regulators, such as ASIC. The registered office of Horizon is Level 4, 360 Kent St, Sydney, NSW 2000.

Updated information

Information contained in this Bidder's Statement is subject to change from time to time. This information may be updated and made available to you on Horizon's website at https://horizonoil.com.au/investors/. Alternatively, please refer to any ASX announcements of Horizon regarding the Offer.

Diagrams

Any diagrams and maps appearing in this Bidder's Statement are illustrative only and may not be drawn to scale. Unless stated otherwise, all data contained in charts, maps, graphs and tables is based on information available at the date of this Bidder's Statement.

Websites

Each of Horizon and Cue maintain websites.

The Horizon website is at https://horizonoil.com.au/. The Cue website is at https://www.cuenrg.com.au/.

Information contained in, or otherwise accessible through, these websites is not a part of this Bidder's Statement. All references in this Bidder's Statement to these websites are for information purposes only.

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Effect of rounding

Figures, amounts, percentages, prices, estimates, calculations of value and fractions in this Bidder's Statement may be subject to the effect of rounding. Accordingly, the actual figures may vary from those included in this Bidder's Statement.

Defined terms

Capitalised terms in this Bidder's Statement are defined in section 11.

Unless the context requires otherwise, references in this document to "this Bidder's Statement", "the date of this Bidder's Statement" or similar expressions are references to this replacement Bidder's Statement dated 19 March 2026.**Currency**

In this Bidder's Statement, references to dollars, '$', 'cents', 'A$', AUD and currency is a reference to Australian dollars and the lawful currency of Australia, unless otherwise stated. References to 'US$', 'USD' and 'US cents' are to the lawful currency of the United States of America, unless otherwise stated. Horizon's functional currency is USD and accordingly, the historical financial information of Horizon in section 1.4 of this Bidder's Statement is presented in USD.

This Bidder's Statement may contain conversions of relevant currencies to other currencies for convenience. These conversions should not be construed as representations that the relevant currency could be converted into the other currency at the rate used or at any other rate. Conversions that have been calculated at the date of this Bidder's Statement (or any other relevant date) may not correspond to the amounts shown in the historic or future financial statements of the Horizon Group or the Cue Group in respect of which different exchange rates may have been, or may be, used.

Time

All references to time in this Bidder's Statement are to Sydney, Australia time, unless stated otherwise.

Enquiries

If you have further questions in relation to the Offer or how to accept it, please call the Horizon Offer Information Line on 1300 124 496 from within Australia or +61 3 9415 4393 from outside Australia, between 8:30am and 5:00pm (Sydney time), Monday to Friday. If you are in doubt as to how to deal with this Bidder's Statement or the Offer contained in it, please consult your financial, legal or other professional adviser(s).

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Key dates and contacts

Key Dates

Date of the Original Bidder's Statement	2 March 2026
Date of this replacement Bidder's Statement	19 March 2026
Date of Offer	19 March 2026
Date Offer closes (unless extended or withdrawn in accordance with the Corporations Act 2001):	7:00pm (Sydney time) on 5 June 2026

These dates are indicative only and may change as permitted under the Corporations Act and Listing Rules. Horizon will announce any changes to the above timetable to the ASX.

Key Contacts

Share Registry

Computershare Investor Services Pty Limited
Level 4, 44 Martin Place
Sydney, NSW 2000
Telephone: +61 03 9415 4000
Email: web.enquiry@computershare.com

Horizon Offer Information Line*

1300 124 496 from within Australia or
+61 3 9415 4393 from outside Australia, between 8:30am and 5:00pm (Sydney time), Monday to Friday

**Calls to these numbers may be recorded.*

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Letter from the Chairman

19 March 2026

Dear Cue Shareholder,

On behalf of the board of Horizon Oil Limited (**Horizon**), I present this Bidder's Statement, containing an Offer by Horizon to acquire all your ordinary shares in Cue Energy Resources Limited (**Cue**).

Consideration for the Offer

Under the Offer, each Cue Shareholder is entitled to receive a combination of A$0.008 cash and 0.5625 Horizon Shares for each Cue Share held on the Register Date (**Offer Consideration**).[1] As at market close (Sydney time) on 27 February 2026, being the last trading day on the ASX before the date of the Original Bidder's Statement (**Last Practicable Date**), the implied value of the Offer Consideration represented a value of approximately A$0.143 (14.3 cents) for each of Your Cue Shares (being A$0.008 in cash and 0.5625 of a Horizon Share valued at A$0.135).[2] The Offer Consideration therefore represents a 10% premium to the closing price of Cue Shares of A$0.13 on the Last Practicable Date, and a premium of approximately 16.3% to the 30-day VWAP of Cue Shares of A$0.1230 on the ASX up to and including the Last Practicable Date.

Since the lodgement of the Original Bidder's Statement with ASIC, Cue Shares have traded between A$0.11 and A$0.145 per Cue Share and Horizon Shares have traded between A$0.24 and A$0.275 per Horizon Share. As at the last trading day on the ASX before the date of this Bidder's Statement (being 18 March 2026), the implied value of the Offer Consideration represented a value of approximately A$0.1543 (15.43 cents) for each of Your Cue Shares (being A$0.008 in cash and 0.5625 of a Horizon Share valued at A$0.1463).[3] The Offer Consideration therefore represents a premium of 14.3% to the closing price of Cue Shares of A$0.135 on the last trading day on the ASX before the date of this Bidder's Statement.

The Offer is open for acceptance until 5 June 2026, unless extended or withdrawn. This Offer presents Cue Shareholders with the opportunity to realise value for their investment at the Offer Consideration and, by accepting Horizon Shares, to become part of the Combined Group. The combination of Horizon and Cue, upon Successful Offer Completion, will create a larger ASX-listed Southeast Asian and Australasian focused oil and gas producer, with an expanded portfolio of development and production assets. If the Offer is not successful and no alternative proposal emerges, the Cue Share price may fall.

If Horizon is successful in acquiring all of the Cue Shares on issue that Horizon does not already have a Relevant Interest in, existing Cue Shareholders will hold 16.31% of the Combined Group and existing Horizon Shareholders will own 83.69% of the Combined Group.[4]

Pre-bid stake

As at the date of this Bidder's Statement, Horizon has a Relevant Interest in 139,885,879 Cue Shares, representing approximately a 19.99% Relevant Interest in Cue. Horizon acquired this Relevant Interest by entering into a Pre-bid Agreement with Echelon Offshore Limited (**Echelon**), Cue's largest shareholder, to acquire these Cue Shares at A$0.115 per share (subject to adjustments).[5] The Pre-bid Agreement is conditional on any required Ministerial consent under the *Petroleum (Prospecting and Mining) Act 1980* (NT) in connection with the transfer of Cue Shares

[1] If you are an Ineligible Foreign Shareholder or a Small Parcel Shareholder, you will not be entitled to receive Horizon Shares under the Offer. Instead, if you accept the Offer, you will receive A$0.008 in cash for each of Your Cue Shares and you will be paid the net proceeds of the sale (on the ASX by the Nominee) of the Horizon Shares you would have otherwise been entitled. See clause 8.4 of **Appendix 1** for more information.

[2] Based on Horizon's Share price of A$0.24 as at close of trading on 27 February 2026, being the Last Practicable Date. The implied aggregate value of the Offer will vary depending on the market price of Horizon Shares.

[3] Based on Horizon's Share price of A$0.26 as at close of trading on 18 March 2026, being the last trading day on the ASX before the date of this Bidder's Statement. The implied aggregate value of the Offer will vary depending on the market price of Horizon Shares.

[4] As at immediately after Successful Offer Completion. The assumptions that Horizon has made in calculating these indicative Combined Group ownership percentages are set out in section 7.5 of this Bidder's Statement.

[5] If Horizon does not receive the benefit of all rights in relation to the Cue Shares (including any dividends or entitlements declared on or after 25 February 2026 (including the Cue Interim Dividend), or other rights attaching to the Cue Shares at, accruing or arising after, 2 March 2026), the consideration is reduced by the amount of those rights. For full terms and conditions, please refer to the Pre-Bid Agreement annexed to the ASIC Form 603 (Notice of initial substantial holder) lodged by Horizon with the ASX on 2 March 2026.

being obtained prior to the end of the Offer Period. The completion of this acquisition is expected to occur five Business Days after the end of the Offer Period.

As at the date of this Bidder's Statement, Echelon holds a 49.93% Relevant Interest in Cue. See section 10.3 for further details.

Rationale for the Offer

Horizon considers that the combination of Horizon and Cue may deliver strategic and financial benefits, including increased scale and an expanded asset portfolio, to both Cue and Horizon Shareholders.

Cue and Horizon have a long-standing relationship, having been joint venture partners in the Maari field for more than 20 years, and, more recently, through Horizon's 2024 acquisition of a 25% working interest in the Mereenie field in Australia, in which Cue holds a 7.5% interest.

With common interests in assets and as non-operators in those permits, common geographical focus and similar strategies, Horizon considers the proposal to be logical. If accepted by all eligible Cue Shareholders, the Offer would result in an effective merger of the two entities creating an ASX listed oil and gas producer with nine producing assets across five countries in Southeast Asia and Australasia.

As outlined in more detail in the section of this Bidder's Statement entitled '*Why you should accept this Offer*', these include:

- **You will become a shareholder in a larger company in the same industry and may benefit from greater diversification**: By receiving Horizon Shares as part of the Offer Consideration, you retain an interest in Cue's underlying assets (since Horizon will consolidate Cue) while also gaining exposure to Horizon's broader portfolio of producing assets. Horizon has a broad portfolio of producing assets across multiple jurisdictions, as described in section 1.2. As a Horizon Shareholder, your investment will be part of a more diversified entity.
- **Complementary portfolios and shared regional footprint:** Both Horizon and Cue have oil and gas asset portfolios with a common regional focus. The combination of Horizon and Cue brings together their oil and gas assets, resulting in a broader combined portfolio.
- **Similar strategies and business models:** Both Horizon and Cue have similarly aligned strategies, business models and strategic approach to the oil and gas business, with a focus on non-operated assets.
- **Focus on shareholder distributions and returns:** Horizon has a history of distributions to shareholders with a record of paying distributions which amount to over A$250 million paid over the past 5 full financial years (excluding the recently announced 1.5 Australian cents per share dividend, which, once paid, would increase total shareholder returns to over A$274 million),[6] with a historic average annual dividend yield of over 15% per annum, although the timing and amount of any future dividends remain subject to the discretion of Horizon's Board and will depend on future circumstances.[7]
- **You may benefit from synergies and efficiencies of the Combined Group:** The Horizon Board believes that, if Horizon acquires 100% of the Cue Shares on issue, potential synergies will be available to the Combined Group, including from the consolidation of overlapping joint venture interests and more efficient joint venture management. The combination of Horizon and Cue, if Horizon acquires 100% of Cue Shares, may unlock up to approximately A$2 million of annualised synergies. Horizon expects that the majority of these cost synergies, if realised, would be progressively achieved over approximately 12 to 18 months following Successful Offer Completion, subject to integration activities, regulatory approvals

[6] As announced to the market on 25 February 2026.

[7] On 25 February 2026, Horizon declared an interim unfranked (conduit foreign income) dividend of AUD 1.5 cents per share, with an ex-date of 9 April 2026, a record date of 10 April 2026 and a payment date of 17 April 2026. Due to the date of the Offer, the minimum offer period under the Corporations Act and the earliest possible time that Cue shareholders who accept the Offer will receive their Offer Consideration, no Cue Shareholder is, will be, or can become upon accepting the Offer, entitled to this Horizon dividend. In assessing the dividend payment in future periods, the directors of Horizon may consider a number of factors, including the general business environment, the operating results and financial condition of Horizon, future funding requirements, capital management initiatives, tax considerations (including the level of franking credits available), any contractual, legal or regulatory restrictions on the payment of dividends by Horizon, and any other factors the directors may consider relevant. There is no guarantee that Horizon will issue dividends at the historic average annual dividend yield, or at all, in the future and past performance and distributions should not be relied on as being indicative of future performance and distributions.

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and execution risks.[8] Actual outcomes may differ materially and there can be no assurance that these synergies will be realised in full, in part, or within that timeframe.

- **The implied value of the Offer Consideration represents value and premium for Your Cue Shares**: As at the Last Practicable Date, the Offer Consideration comprises A$0.008 in cash plus 0.5625 Horizon Shares for each Cue Share. Horizon's Offer implies a value for Cue Shareholders as at the Last Practicable Date of A$0.143 per Cue Share, which represents a premium of 10% to the closing price of A$0.13 per Cue Share on ASX on the Last Practicable Date.[9] Since the lodgement of the Original Bidder's Statement with ASIC, Cue Shares have traded between A$0.11 and A$0.145 per Cue Share and Horizon Shares have traded between A$0.24 and A$0.275 per Horizon Share. Horizon's Offer implies a value for Cue Shareholders as at the last trading day on the ASX before the date of this Bidder's Statement (being 18 March 2026), of A$0.1543 per Cue Share, which represents a premium of 14.3% to the closing price of A$0.135 per Cue Share on the ASX on the last trading day on the ASX before the date of this Bidder's Statement.[10]
- **You will receive a cash payment of A$0.008 per Cue Share held, in addition to receiving Horizon Shares.**
- **Opportunity to access liquidity through ASX-listed Horizon Shares**: The Offer provides you with Horizon Shares as part of the Offer Consideration, providing you with access to liquidity through an ASX-listed security, which may be traded on-market if desired.
- **If the Offer is not successful, and no alternative proposal emerges, the price for Your Cue Shares may fall**: If the Offer is not successful, the price of Cue Shares may fall in the absence of another bidder making an offer. The prospects of another bidder emerging may be low given that Horizon has a 19.99% Relevant Interest in Cue.
- **You may not incur brokerage or stamp duty in accepting the Offer**: If you accept the Offer and Your Cue Shares are registered in an Issuer Sponsored Holding in your name, you will not incur any brokerage fees or be obliged to pay stamp duty in connection with your acceptance of the Offer, including on the disposal of Your Cue Shares under the Offer or on the acquisition of Horizon Shares under the Offer. You may incur brokerage if you choose to sell Your Cue Shares on market.[11]

Conditions

The Offer is subject to a number of Conditions, which are summarised in the '*Frequently asked questions'* section on page 24 and set out in full in **Appendix 2** of this Bidder's Statement. These Conditions include (but are not limited to):

- the 50.1% Minimum Acceptance Condition;
- the Regulatory Approval Conditions;
- no material adverse change occurring in respect of Cue;
- the Minimum Bid Price Condition;
- the No Prescribed Occurrences Condition;
- no relinquishment or disposal of any Key Tenements;
- conditions relating to the assertion or exercise of rights under any joint venture agreements or material contracts to which Cue or a Cue Group Member is a party; and
- certain conditions relating to conduct of the Cue Group's business, including no material acquisitions, disposals or new commitments, litigation, or regulatory action.

As at the date of this Bidder's Statement, Horizon has engaged with New Zealand Petroleum & Minerals and the Department of Mining and Energy in the Northern Territory in relation to the relevant Regulatory Approval Conditions, and submitted its application for the necessary New Zealand related approval under the *Crown Minerals Act 1991* (NZ) on 13 March 2026. Horizon expects to submit its application for the necessary Northern Territory related approvals under the *Petroleum Act 1984* (NT) and the *Petroleum (Prospecting and Mining) Act*

[8] Noting that in instances where Horizon does not acquire 100% of Cue, cost synergies are expected to be more limited in scope and quantum.

[9] Based on Horizon's Share price of A$0.24 as at close of trading on 27 February 2026, being the Last Practicable Date. The implied aggregate value of the Offer will vary depending on the market price of Horizon Shares.

[10] Based on Horizon's Share price of A$0.26 as at close of trading on 18 March 2026, being the last trading day on the ASX before the date of this Bidder's Statement. The implied aggregate value of the Offer will vary depending on the market price of Horizon Shares.

[11] If you are an Ineligible Foreign Shareholder or Small Parcel Shareholder, brokerage will be payable in respect of the Horizon Shares sold under the Nominee facility. Please see clause 8.4 of **Appendix 1** for more details.

1980 (NT) in the week commencing 16 March 2026. Horizon will provide updates on any material developments relating to the status of the Regulatory Approval Conditions, through announcements to the ASX.

Other information about the Offer

To accept this Offer, please follow the instructions in this Bidder's Statement and on your personalised Acceptance Form which accompanies this Bidder's Statement. The Offer is currently scheduled to close at **7:00pm (Sydney time) on 5 June 2026**, unless extended or withdrawn.

I encourage you to read this entire Bidder's Statement (especially section 8 (*Risk factors*) and **Appendix 2** (*Conditions of the Offer*)) and to consider accepting the Offer as soon as possible, if it suits your circumstances.

This Bidder's Statement does not constitute investment advice and does not take into account your individual investment objectives, financial situation or particular needs. If you have any questions in relation to the Offer, please contact your financial, legal or other professional adviser(s). You can also call the Horizon Offer Information Line on 1300 124 496 from within Australia or +61 3 9415 4393 from outside Australia, between 8:30am and 5:00pm (Sydney time), Monday to Friday.

Thank you for your consideration of this Offer. Should you choose to accept, we would be pleased to welcome you as a shareholder in Horizon.

Yours sincerely,

Bruce Clement
Chairman
Horizon Oil Limited

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Why you should accept this Offer

The key reasons that Cue Shareholders should **ACCEPT** the Offer are set out below. In deciding whether to accept the Offer, you should consider the risk factors that may affect Horizon and the Combined Group, that arise from the Offer and that relate to the general economy and securities markets. These are set out in more detail in section 8.

1. **You will become a shareholder in a larger company in the same industry and may benefit from greater diversification**

   Cue Shareholders who accept the Offer will be issued with Horizon Shares as part of the Offer Consideration and will become part of the Combined Group, which will have greater geographical and product diversification. The Offer retains exposure to oil and gas sector dynamics.

   Through the Combined Group, Cue Shareholders will retain an interest in Cue's assets while also holding an interest in Horizon's broader portfolio of oil and gas assets.

   Horizon is a larger company than Cue with established producing assets across China, New Zealand, Thailand and Australia, providing a broader production base than Cue on a standalone basis. On a pro forma basis, the Combined Group is expected to produce approximately 8,000 barrels of oil equivalent per day (**BOE/D**), comprising Horizon's approximately 6,300 BOE/D and Cue's approximately 1,700 BOE/D, with a balanced oil and gas mix. The Combined Group is expected to have 2P Reserves of 17.5 million barrels of oil equivalent (**MMBOE**) and 2C Contingent Resources of 18.4 MMBOE.[12]

   The Combined Group will have a larger balance sheet than Cue on a standalone basis. This increased scale may support broader engagement with institutional investors, commercial partners and funding providers, and may improve access to equity, debt and oil and gas markets on more favourable terms, which could reduce the Combined Group's cost of capital.

   Cue Shareholders are expected to benefit from access to Horizon's management team, systems and commercial, technical and financial capabilities, together with Horizon's experience in managing and overseeing non-operated assets.

   Cue's market capitalisation prior to the date of the Original Bidder's Statement was approximately A$91 million, compared with the Combined Group which would have a market capitalisation of approximately A$482 million.[13] Based on the above, the Combined Group may therefore have a market capitalisation approximately 5 times Cue's market capitalisation prior to the date of the Original Bidder's Statement.[14]

2. **Horizon and Cue have complementary portfolios with a common regional focus, and the combination of Horizon and Cue brings together their oil and gas assets in a way that strengthens and balances the combined portfolio**

   Horizon and Cue already share interests in key assets (being partners in the Maari/Manaia fields in New Zealand and the Mereenie field in Australia), and Cue's assets will expand Horizon's presence in Australasia and Southeast Asia. Cue contributes exposure to Indonesia and additional Australian production, complementing Horizon's existing operations in Australia, New Zealand, Thailand and China. This means that the Combined Group will benefit from a broader, complementary portfolio. The geographical and product diversification across Australia, New Zealand, Thailand, China and Indonesia will reduce reliance on any single field or region, potentially lowering overall portfolio risk while maintaining a regional focus.

[12] For reference, as at 30 June 2025, Horizon reported 9.0 million MMBOE 2P, to which 3.5 MMBOE will be added from the Thailand acquisition, and Cue's 5.0 MMBOE 2P (on a pro-forma aligned basis). Horizon's 2C was 12.3 MMBOE and Cue's 2C was 6.1 MMBOE (after pro-forma adjustment). See section 7.8 for further details.

[13] Based on the combined market capitalisation prior to the date of the Original Bidder's Statement.

[14] As at the Last Practicable Date.

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3. Horizon and Cue have similarly aligned strategies and business models (with a focus on non-operated assets)

Horizon believes that both companies have similarly aligned strategies, emphasising disciplined investment in proven producing assets (often through non-operating joint venture interests) and maximising value and cashflow from existing assets. Horizon and Cue each operate as non-operators in their joint ventures, partnering with strong operators to develop assets – a business model that keeps overheads low and leverages the expertise of their operators. The aligned corporate strategies and similar business models mean that, post Successful Offer Completion, Horizon and Cue may integrate smoothly. The Combined Group intends to continue the same strategy of maximising production and cash flow from non-operated interests.

4. Shared focus on shareholder distributions and returns

Cue has paid dividends in the financial years ending 30 June 2024 and 30 June 2025. Horizon has returned value to shareholders through dividends and capital management over the past five financial years. Since 1 July 2021, Horizon has returned over A$250 million to shareholders through regular annual shareholder distributions, (excluding the recently announced 1.5 Australian cents per share dividend, which, once paid, would increase total shareholder returns to over A$274 million),[15] with an average annual distribution yield of over 15% per annum.[16] By accepting the Offer, Cue Shareholders will become investors in Horizon.

5. You may benefit from synergies and efficiencies of the Combined Group

The Horizon Board believes that, if Horizon acquires 100% of the Cue Shares on issue, the creation of the Combined Group may result in cost synergies and operational efficiencies.

On this basis, Horizon considers that the combination of Horizon and Cue, if Horizon acquires 100% of Cue Shares, may unlock up to approximately A$2 million of annualised cost synergies (**Expected Cost Synergies**).[17] These potential cost synergies are expected to arise primarily from the elimination of duplicated corporate and administrative costs and the integration of overlapping activities, including in respect of assets in which Horizon and Cue both hold interests.

Horizon expects that, if realised, the majority of the Expected Cost Synergies would be progressively achieved over approximately 12 to 18 months following Successful Offer Completion, subject to the timing and execution of integration activities, regulatory approvals and other factors.

The Expected Cost Synergies described above are estimates only, are presented on an annualised basis, and are contingent on Horizon acquiring 100% ownership of Cue. If Horizon acquires more than 50.1% but less than 100% of Cue, only a portion of the Expected Cost Synergies may be achievable. Actual outcomes may differ materially and there can be no assurance that the Expected Cost Synergies will be realised in full, in part, or within the anticipated timeframe.

Further information regarding the basis, assumptions, timing and limitations of the Expected Cost Synergies is set out in section 7.3 of this Bidder's Statement.

[15] As announced to the market on 25 February 2026.

[16] On 25 February 2026, Horizon declared an interim unfranked (conduit foreign income) dividend of AUD 1.5 cents per share, with an ex-date of 9 April 2026, a record date of 10 April 2026 and a payment date of 17 April 2026. Due to the date of the Offer, the minimum offer period under the Corporations Act and the earliest possible time that Cue shareholders who accept the Offer will receive their Offer Consideration, no Cue Shareholder is, will be, or can become upon accepting the Offer, entitled to this Horizon dividend. In assessing the dividend payment in future periods, the directors of Horizon may consider a number of factors, including the general business environment, the operating results and financial condition of Horizon, future funding requirements, capital management initiatives, tax considerations (including the level of franking credits available), any contractual, legal or regulatory restrictions on the payment of dividends by Horizon, and any other factors the directors may consider relevant. There is no guarantee that Horizon will issue dividends at the historic average annual dividend yield, or at all, in the future and past performance and distributions should not be relied on as being indicative of future performance and distributions.

[17] Noting that in instances where Horizon does not acquire 100% of Cue, cost synergies are expected to be more limited in scope and quantum.

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6. The implied value of the Offer Consideration represents a premium to historic trading levels for Your Cue Shares

The Offer delivers immediate value uplift for Cue Shareholders relative to recent trading prices of Cue Shares. As at the Last Practicable Date, the implied value of the Offer Consideration is A$0.143 per Cue Share (being A$0.008 in cash and 0.5625 of a Horizon Share valued at A$0.135)[18] and represents:

- a premium of 10% to the closing price of A$0.13 per Cue Share on ASX on the Last Practicable Date, being 27 February 2026;
- a premium of approximately 16.3% to the 30-day VWAP of Cue Shares of A$0.123 per Cue Share on ASX up to and including 27 February 2026, the Last Practicable Date; and
- a premium of approximately 17.6% to the 60-day VWAP of Cue Shares of A$0.1216 per Cue Share on ASX up to and including 27 February 2026, the Last Practicable Date.

Since the lodgement of the Original Bidder's Statement with ASIC, Cue Shares have traded between A$0.11 and A$0.145 per Cue Share and Horizon Shares have traded between A$0.24 and A$0.275 per Horizon Share. As at the last trading day on the ASX before the date of this Bidder's Statement (being 18 March 2026), the implied value of the Offer Consideration is A$0.1543 per Cue Share (being A$0.008 in cash and 0.5625 of a Horizon Share valued at A$0.1463),[19] which represents a premium of 14.3% to the closing price of A$0.135 per Cue Share on the ASX on the last trading day on the ASX before the date of this Bidder's Statement.

Cue Shareholders should be aware that the implied value of the Offer Consideration may move upwards and downwards with fluctuations in the market price of Horizon Shares on the ASX.

The Scrip Consideration also means that eligible Cue Shareholders will retain ongoing exposure to any further upside in the value of the Combined Group.

7. You will receive a cash payment of A$0.008 per Cue Share held, in addition to receiving Horizon Shares

8. The Offer provides an opportunity for enhanced liquidity

By accepting the Offer, Cue Shareholders will receive Horizon Shares as part of the Offer Consideration. Cue Shareholders will hold shares in Horizon, whose shares have historically traded at higher average daily volumes than Cue Shares, as illustrated below. This provides an opportunity for Cue Shareholders to obtain significantly enhanced liquidity on their investment in Cue (and thus they may more readily monetise their resulting holding of Horizon, if desired).

In the six month period ending 20 February 2026, the average daily turnover / trading value of Horizon Shares was approximately 1,315,420 / A$278,005 per day compared to the average daily turnover / trading value of Cue Shares of approximately 265,632 / A$23,435 per day. If the Offer is successful, Cue Shareholders will hold approximately 16.31% of the Combined Group (on an undiluted basis).[20]

If Horizon is successful in acquiring a majority ownership in Cue but does not reach the compulsory acquisition threshold, there is a risk that the trading liquidity of Cue Shares may be negatively impacted due to a reduced free float. In this circumstance, if you do not accept the Offer and remain a minority Cue Shareholder, it may be more difficult for you to sell Your Cue Shares at prevailing market prices.

9. If the Offer is not successful and no higher bid or alternative proposal emerges, the price for Your Cue Shares could decline from recent levels

[18] Based on Horizon's Share price of A$0.24 as at close of trading on 27 February 2026, being the Last Practicable Date. The implied aggregate value of the Offer will vary depending on the market price of Horizon Shares.

[19] Based on Horizon's Share price of A$0.26 as at close of trading on 18 March 2026, being the last trading day on the ASX before the date of this Bidder's Statement. The implied aggregate value of the Offer will vary depending on the market price of Horizon Shares.

[20] See section 7.5 for further details.

While there are many factors that affect the market price of Cue Shares, if the Offer is not successful, the trading price of Cue Shares may fall below the implied Offer Consideration as at the last trading day on the ASX before the date of this Bidder's Statement (being 18 March 2026), of A$0.1543 per Cue Share represented by the Offer,[21] in the absence of another bidder making an offer. The prospects of another bidder emerging may be low given Horizon currently has a 19.99% Relevant Interest in Cue.

As a result, Cue Shareholders who have not accepted the Offer before it lapses may not have another opportunity to sell their Cue Shares for the implied value of A$0.1543 per Cue Share.[22]

10. You may not incur brokerage or stamp duty in accepting the Offer

If you accept the Offer and Your Cue Shares are registered in an Issuer Sponsored Holding in your name, you will not incur any brokerage fees or be obliged to pay stamp duty in connection with your acceptance of the Offer, including on the disposal of Your Cue Shares under the Offer or on the acquisition of Horizon Shares under the Offer.

If Your Cue Shares are registered in a CHESS Holding, or if you are a beneficial owner whose Cue Shares are registered in the name of a broker, bank custodian or other nominee, you will not be obliged to pay stamp duty by accepting the Offer, but you should ask your Controlling Participant (usually your broker) or that nominee whether it will charge any transactional fees or service charges in connection with the acceptance of the Offer.

ACCEPT THE OFFER by following the instructions on the Acceptance Form or contacting your broker. See **Appendix 1** ('Offer Terms').

If you are in doubt as to how to deal with this Bidder's Statement or the Offer contained in it, please consult your financial, legal or other professional adviser(s).

[21] The implied value of the Offer Consideration as at the last trading day on the ASX before the date of this Bidder's Statement is A$0.1543 per Cue Share (being A$0.008 in cash and 0.5625 of a Horizon Share valued at A$0.1463 and based on Horizon's Share price of A$0.26 as at close of trading on 18 March 2026, being the last trading day on the ASX before the date of this Bidder's Statement). The implied aggregate value of the Offer will vary depending on the market price of Horizon Shares.

[22] See footnote 19.

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Frequently asked questions

You may have questions in relation to the Offer. The following set of questions and answers is intended to assist in your understanding of the Offer. They are qualified by, and should be read in conjunction with, the detailed information contained in this Bidder's Statement. You should read the Bidder's Statement in full before deciding whether or not to accept the Offer.

Overview of the Offer

#	Question	Answer	Further information
1	**Why have I received this Bidder's Statement?**	You are a shareholder of Cue, and Horizon is making an off-market takeover bid to acquire your Cue Shares. Horizon is an independent oil and gas exploration and production company listed on the ASX (ASX: HZN). This Bidder's Statement sets out the terms of the Offer, information relating to the Offer, information about Horizon, Cue and the Combined Group and information relevant to your decision whether to accept or reject the Offer. You should read it carefully and seek independent advice if you have any doubts about what action to take.	**Appendix 1** contains the full Offer Terms. **Appendix 2** contains full terms of the Conditions.
2	**What is the Offer?**	Horizon is offering to buy **all of Your Cue Shares** (including all Rights attached to those Cue Shares).[23] If you are not an Ineligible Foreign Shareholder or Small Parcel Shareholder and you accept the Offer and the Offer is declared or becomes unconditional, you will receive the Offer Consideration for each of Your Cue Shares, being: • A$0.008 in cash; and • 0.5625 Horizon Shares. If you are an Ineligible Foreign Shareholder or Small Parcel Shareholder, you will not receive Horizon Shares. Instead, if you accept the Offer then, subject to the satisfaction of the Conditions, you will receive the A$0.008 cash for each of Your Cue Shares and will be paid by the Nominee the net proceeds actually realised from the on-market sale of the Horizon Shares you would have otherwise been entitled to. The amount you receive for this component will depend on the market price of Horizon Shares at the time of sale and may be more or less than the implied value of the Offer Consideration.	**Appendix 1** contains the full Offer Terms. **Appendix 2** contains full terms of the Conditions. Clauses 1(b) and 8.4 of **Appendix 1** contain more information regarding Ineligible Foreign Shareholders and Small Parcel Shareholders.
3	**What is the implied value of the Offer?**	If you are not an Ineligible Foreign Shareholder or Small Parcel Shareholder, then, because you are being offered Horizon Shares as part consideration for Your Cue Shares, the 'value' of the Offer depends on the value or price of Horizon Shares from time to time. As at the Last Practicable Date, the implied value of the Offer Consideration is A$0.143 per Cue Share (being A$0.008 in	See sub-section 6 of '*Why you should accept this Offer*' in this Bidder's Statement. See section 11 for the definitions of Ineligible Foreign Shareholder and

[23] The Offer Consideration will not be reduced or adjusted in any way for the Cue Interim Dividend.

#	Question	Answer	Further information
		cash and 0.5625 of a Horizon Share valued at A$0.135).[24] This Offer represents a 10% premium to the price at which Cue Shares were trading on the Last Practicable Date.[25] Since the lodgement of the Original Bidder's Statement with ASIC, Cue Shares have traded between A$0.11 and A$0.145 per Cue Share and Horizon Shares have traded between A$0.24 and A$0.275 per Horizon Share. As at the last trading day on the ASX before the date of this Bidder's Statement (being 18 March 2026), the implied value of the Offer Consideration is A$0.1543 per Cue Share (being A$0.008 in cash and 0.5625 of a Horizon Share valued at A$0.1463).[26] This Offer therefore represents a premium of 14.3% to the price at which Cue Shares were trading on the last trading day on the ASX before the date of this Bidder's Statement.[27] However, as Horizon Shares are listed on the ASX, the market price of Horizon Shares can fall as well as rise and may be subject to varied and unpredictable influences. Accordingly, as Cue Shareholders will receive a specified number of Horizon Shares, the implied value of the Offer may fluctuate depending on the market value of Horizon Shares. If you are an Ineligible Foreign Shareholder or Small Parcel Shareholder, then because the Horizon Shares that you would have received will be sold, the amount of cash that you receive for those Horizon Shares will depend on the price received on the day that they are sold, less selling expenses. There is no certainty as to what that price may be, and this will affect the amount of cash that you might receive.	Small Parcel Shareholder. See clause 8.4 of **Appendix 1** for further details on how consideration will be provided.
4	**When does the Offer close?**	The Offer is currently scheduled to close at **7:00pm (Sydney time) on 5 June 2026**, unless extended or withdrawn.	See clause 3 of **Appendix 1**.
5	**If I accept, when will I receive the Offer Consideration?**	If you accept this Offer, and you are not an Ineligible Foreign Shareholder or a Small Parcel Shareholder, you will be issued the Cash Consideration and the Horizon Shares that you are entitled to on or before the earlier of: • one month after the later of the Offer being validly accepted by you and the Offer (or the contract resulting from acceptance of the Offer) becoming unconditional; and	See clause 8 of **Appendix 1** for further details.

[24] Based on Horizon's Share price of A$0.24 as at close of trading on 27 February 2026, being the Last Practicable Date. The implied aggregate value of the Offer will vary depending on the market price of Horizon Shares.

[25] To the closing price of A$0.13 per Cue Share on the Last Practicable Date and based on Horizon's Share price of A$0.24 on the Last Practicable Date. The implied aggregate value of the Offer will vary depending on the market price of Horizon Shares.

[26] Based on Horizon's Share price of A$0.26 as at close of trading on 18 March 2026, being the last trading day on the ASX before the date of this Bidder's Statement. The implied aggregate value of the Offer will vary depending on the market price of Horizon Shares.

[27] To the closing price of A$0.135 per Cue Share on 18 March 2026, being the last trading day on the ASX before the date of this Bidder's Statement and based on Horizon's Share price of A$0.26 on 18 March 2026, being the last trading day on the ASX before the date of this Bidder's Statement. The implied aggregate value of the Offer will vary depending on the market price of Horizon Shares.

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#	Question	Answer	Further information
		• 21 days after the end of the Offer Period, provided that the Offer has become unconditional. Ineligible Foreign Shareholders and Small Parcel Shareholders will be provided with the Cash Consideration and net proceeds of sale under the Offer at a different time.	
6	**Will the Offer Consideration be reduced for the Cue Interim Dividend?**	No. The Offer Consideration will not be reduced or adjusted in any way for the Cue Interim Dividend.	See the definition of 'Rights' in section 11.
7	**How do I accept the Offer?**	To accept, you should follow the instructions set out in clause 6 of **Appendix 1** and on your personalised Acceptance Form which accompanies this Bidder's Statement.	See clause 6 of **Appendix 1** and your personalised Acceptance Form.
8	**Can I accept the Offer for part of my holding?**	No. You cannot accept the Offer for part of your holding. You may only accept the Offer for ALL of the Cue Shares held by you. If you submit an acceptance that specifies fewer than all of Your Cue Shares, it will be treated as an acceptance for all of Your Cue Shares.	See clauses 6.1 and 7.3(c) of **Appendix 1.**
9	**Can I withdraw my acceptance?**	You cannot withdraw or revoke your acceptance unless a withdrawal right arises under the Corporations Act. A withdrawal right will arise if, after you have accepted the Offer, Horizon varies the Offer in a way that postpones for more than 1 month the time that Horizon has to meet its obligations under the Offer (for example, if Horizon extends the Offer for more than 1 month while the Offer remains subject to any of the Conditions). A notice will be sent to you at the time explaining your rights in this regard. If the Offer is terminated or lapses (for example, due to Conditions not being met and not waived), then all acceptances are automatically void and you retain Your Cue Shares.	Clause 7.1 of **Appendix 1** contains more information as to the limited circumstances in which you may be able to revoke or withdraw your acceptance.
10	**Is the Offer open to exercised Cue Options?**	The Offer extends to Cue Shares that are issued or otherwise come into existence during the period from the Register Date to the end of the Offer Period due to the conversion of, or exercise of rights attached to, other securities convertible into Cue Shares (including Cue Options) that are on issue at the Register Date.	See section 4.10 of this Bidder's Statement for further details.
11	**Can I trade my Cue Shares after I have accepted the Offer?**	No, once you have accepted the Offer, you agree to sell Your Cue Shares to Horizon, and you will not be able to sell or transfer them on-market.	See clause 7 of **Appendix 1**.

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#	Question	Answer	Further information
12	**What happens if I do not accept the Offer?**	Subject to the explanation below, you will remain the holder of Your Cue Shares if you do not accept the Offer. If you do not accept the Offer and Horizon acquires a Relevant Interest in at least 90% of Cue Shares and the other Conditions of the Offer are satisfied or waived, Horizon intends to proceed to compulsorily acquire the outstanding Cue Shares. If this occurs, you will receive the Offer Consideration at the conclusion of this process. You will receive the Offer Consideration sooner if you accept the Offer, rather than having Your Cue Shares compulsorily acquired. If the Offer becomes or is declared unconditional but Horizon does not become entitled to compulsorily acquire Your Cue Shares under the Corporations Act, unless you sell Your Cue Shares, you will remain a shareholder in Cue. In these circumstances, and depending on the number of Cue Shares acquired by Horizon, you may remain a minority shareholder and the free float of Cue Shares may be reduced. This may adversely affect the on-market trading liquidity of Cue Shares. Further, if Cue ceases to have the required spread of shareholders as required under the Listing Rules, Horizon may make an application to remove Cue from the official list of the ASX. If delisting occurs, Your Cue Shares will no longer be quoted or able to be traded on the ASX.	See sections 6.3 and 6.4 of this Bidder's Statement for more information regarding Horizon's intentions if it acquires a Relevant Interest in at least 90% of Cue Shares and more than 50.1% of Cue Shares, respectively.
13	**If I do not accept the Offer, can I sell my Cue Shares on the market?**	Yes, but you may incur brokerage costs if you do. The cash proceeds from a sale may be more or less than the implied value of the Offer Consideration.	

Overview of Horizon

#	Question	Answer	Further information
14	**Who is Horizon?**	Horizon is a petroleum production, development and exploration company with projects located in Australia, New Zealand, Thailand and China. Horizon is listed on the ASX and has a market capitalisation of approximately A$391 million based on Horizon's closing share price on the Last Practicable Date. Horizon was incorporated in 1969 and is headquartered in Sydney, Australia. Horizon has been publicly listed since 1981.	See sections 1 and 2 of this Bidder's Statement for further information on Horizon's assets, financial positions and details of Horizon's securities currently on issue.

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<table>
<tr><th>#</th><th>Question</th><th>Answer</th><th>Further information</th></tr>
<tr><td>15</td><td>Will my Horizon Shares be listed on ASX?</td><td>Horizon has applied to ASX for quotation of the Horizon Shares to be issued as part of the consideration under the Offer on the official list of ASX. Quotation of the new Horizon Shares will depend on ASX exercising its discretion to admit them to the official list of the ASX. Horizon is already admitted to the official list of ASX and shares in Horizon in the same class as those to be issued under the Offer are already quoted.</td><td>See clause 5 of Appendix 1 for more information regarding admission of the Horizon Shares to be issued under the Offer.</td></tr>
<tr><td>16</td><td>What rights and liabilities will be attached to my Horizon Shares?</td><td>The Horizon Shares issued under this Offer will be issued fully paid and will from the time of issue rank equally with existing Horizon Shares.</td><td>See section 2.5 of this Bidder’s Statement and clause 4. (e) of Appendix 1.</td></tr>
<tr><td>17</td><td>Who are the Horizon directors?</td><td>The directors of Horizon are:
Mr Bruce Frederick William Clement, Independent Non-Executive Director, Non-Executive Chairman
Mr Richard Beament, Chief Executive Officer, Managing Director
Ms Catherine Mary Costello, Independent Non-Executive Director
Mr Gregory John Bittar, Non-Executive Director
Mr Nigel Graham Burgess, Non-Executive Director
Dr Peter Allan Goode, Independent Non-Executive Director
Collectively, the directors of Horizon, together with the Horizon management team, have significant experience in the oil and gas industry.</td><td>See section 1.3 of this Bidder’s Statement.</td></tr>
<tr><td>18</td><td>Do the Horizon directors have any securities, or potential conflicts of interest, in relation to Cue?</td><td>As at the date of this Bidder’s Statement, none of the Horizon directors have any direct or indirect interests in Cue securities, nor do they hold any interests in relation to Cue that could be seen to conflict with their duties as directors of Horizon.</td><td>See section 10.8 (b) of this Bidder’s Statement.</td></tr>
<tr><td>19</td><td>Do the Horizon directors and management have any interest in Horizon Shares?</td><td>As at the date of this Bidder’s Statement, the following directors and key management personnel of Horizon have direct or indirect interests in the following Horizon Shares:
<table>
<tr><th>NAME</th><th colspan="3">ORDINARY SHARES</th></tr>
<tr><td colspan="4">DIRECTOR</td></tr>
<tr><td></td><td>DIRECT</td><td>INDIRECT</td><td>TOTAL</td></tr>
</table></td><td>See section 10.8 (a) of this Bidder’s Statement.</td></tr>
</table>

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#	Question	Answer	Further information
		Bruce Frederick William Clement: - / - / - Richard Beament: 7,433,286 / 6,186,000 / 13,619,286 Catherine Mary Costello: - / - / - Gregory John Bittar: 1,000,000 / - / 1,000,000 Nigel Graham Burgess[28]: - / 314,232,423 / 314,232,423 Peter Allan Goode: - / - / - **KEY MANAGEMENT PERSONNEL (EXECUTIVES)** Gavin Douglas: - / 6,966,748 / 6,966,748 Kyle Keen: 5,058,261 / - / 5,058,261	
20	**What Relevant Interest does Horizon have in Cue?**	As at the date of this Bidder's Statement, Horizon has a Relevant Interest in 139,885,879 Cue Shares representing approximately a 19.99% Relevant Interest in Cue.	See section 10.3 of this Bidder's Statement for further details.
21	**How is the Offer being funded?**	The Offer Consideration comprises of A$0.008 cash and 0.5625 Horizon Shares for each Cue Share. Horizon has the capacity to issue the maximum number of Horizon Shares which it may be required to issue under the Offer for the Scrip Consideration. The Cash Consideration will be funded from existing cash reserves of Horizon. As at 31 December 2025, Horizon had cash reserves of US$35,606,000, exceeding the maximum aggregated Cash Consideration payable by Horizon under the Offer.	See section 5 of this Bidder's Statement for further details.

Overview of risks

#	Question	Answer	Further information
22	**Are there risks if I accept the Offer?**	Yes, if you accept the Offer, and it becomes unconditional, you will be issued Horizon Shares as part of the Offer Consideration and Horizon will acquire an interest in Cue. There are risks in holding Horizon Shares. You are already exposed to some of these risks, to varying degrees, as a result of your holding of Cue Shares.	See section 8 of this Bidder's Statement for full details of each of the risks.

[28] Mr Burgess is a director of Samuel Terry Asset Management Pty Limited, the trustee and investment manager of Samuel Terry Absolute Return Fund, which holds the 314,232,423 Horizon Shares.

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		The financial and operational performance of Horizon's business, the value and trading prices for Horizon Shares and the amount and timing of any dividends that Horizon pays will be influenced by a range of risks. Many of these risks are beyond the control of the Horizon Board and management. The risks involved with accepting the Offer are set out in full in this Bidder's Statement in section 8. Specifically, these risks relate to: • risks that may affect Horizon; • risks related to the Offer and the creation of the Combined Group; and • general risks associated with equity capital investments.	

Other relevant questions

#	Question	Answer	Further information
23	**What if I am an Ineligible Foreign Shareholder or a Small Parcel Shareholder?**	If you are an Ineligible Foreign Shareholder or a Small Parcel Shareholder, and you elect to receive the Offer Consideration, you will not be entitled to receive the Horizon Shares. If your address on the Cue Register is in a jurisdiction other than Australia, New Zealand or Singapore, you will be considered an Ineligible Foreign Shareholder. The definitions of an Ineligible Foreign Shareholder and a Small Parcel Shareholder are contained in section 11. Instead, you will receive the Cash Consideration and the number of Horizon Shares you would otherwise be entitled to will be issued to the Nominee who will sell those shares on your behalf. You will then be paid by the Nominee the net proceeds of the sale of the Horizon Shares to which you would have been entitled. Ineligible Foreign Shareholders and Small Parcel Shareholders should read clause 8.4 of **Appendix 1** which provides further information on Ineligible Foreign Shareholders, Small Parcel Shareholders and the Nominee sale process. Horizon's determination of whether a Cue Shareholder is an Ineligible Foreign Shareholder or Small Parcel Shareholder is final. As Ineligible Foreign Shareholders and Small Parcel Shareholders will not receive Horizon Shares under the Offer, they will not receive (or participate in) any of the expected or potential benefits of being a Horizon Shareholder described in this Bidder's Statement after completion of the Offer, including (but not limited to) the Expected Cost Synergies, the potential operational improvements and the potential benefits of investing in a larger company in the same industry which may benefit from greater diversification.	See section 11 of this Bidder's Statement for the definitions of Ineligible Foreign Shareholder and Small Parcel Shareholder. See clauses 8.4 and 8.5 of **Appendix 1** for further details on how consideration will be provided, and circumstances in which amounts may be withheld.

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#	Question	Answer	Further information
		Depending on the Ineligible Foreign Shareholders' particular circumstances, an amount may be withheld by Horizon from the gross cash proceeds and paid to the Commissioner of Taxation on account of foreign resident capital gains withholding tax. See clause 8.5 of **Appendix 1** for more information.	
24	**Can Horizon extend the time at which the Offer is to close?**	Yes, the Offer Period can be extended at Horizon's election or otherwise in accordance with the Corporations Act. Horizon will give written notice of any extension of the Offer Period in accordance with the Corporations Act.	See clause 3 of **Appendix 1**.
25	**What choices do I have as a Cue Shareholder?**	As a Cue Shareholder, you have the following choices in respect of Your Cue Shares: • accept the Offer; • sell Your Cue Shares on the ASX (unless you have already accepted the Offer for Your Cue Shares); or • do nothing.	
26	**Will I need to pay brokerage or stamp duty if I accept the Offer?**	If Your Cue Shares are registered in an Issuer Sponsored Holding in your name and you deliver them in accordance with the instructions set out on the Acceptance Form, you will not incur any brokerage or pay stamp duty in connection with you accepting the Offer. If Your Cue Shares are in a CHESS Holding or if you are a beneficial owner whose Cue Shares are registered in the name of a bank, custodian or other nominee, you will not be obliged to pay stamp duty by accepting the Offer but you should ask your Controlling Participant (usually, your broker or the bank, custodian or other nominee) whether it will charge any transaction fees or service charges connected with you accepting the Offer. If you are an Ineligible Foreign Shareholder or Small Parcel Shareholder, the cash proceeds that you will be sent (following the sale of the Horizon Shares that you would otherwise have been entitled to receive under the Offer) will be net of transaction costs.	See clause 12.4 of **Appendix 1.** If you are an Ineligible Foreign Shareholder or Small Parcel Shareholder, see clause 8.4 of **Appendix 1**.
27	**Are there any conditions to the Offer?**	**Yes.** This Offer is **subject to a number of Conditions**, including (in summary form only): • **50.1% Minimum Acceptance Condition**: Horizon acquiring a Relevant Interest in at least 50.1% (by number) of Cue Shares (on a fully diluted basis); • **No Prescribed Occurrences Condition:** none of the prescribed occurrences listed in section 652C of the Corporations Act occurring; • **no material adverse change:** no material adverse change occurring or being discovered or becoming	**Appendix 2** sets out the Conditions in full. See clauses 2 and 9 of **Appendix 1** for further details.

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#	Question	Answer	Further information
		public during the Offer Period in respect of Cue, which have or could reasonably be expected to have, the effect of (a) a diminution in the value of the Cue Group's net assets by A$10 million or more, or (b) reducing the consolidated net profit after tax of the Cue Group by A$10 million or more; • **NZ Crown Minerals:** consent under the *Crown Minerals Act 1991* (NZ) to the change of control of Cue's interests being obtained; • **NT Petroleum Act:** Horizon obtaining any required Ministerial approval or consent under the *Petroleum Act 1984* (NT) or the *Petroleum (Prospecting and Mining) Act 1980* (NT) (as applicable) in relation to or arising out of the change of control of Cue's interests, such consent being unconditional; • **Minimum Bid Price Condition:** no requirement arises to increase the Offer Consideration due to any fall in the value of a Horizon Share; • **certain agreements and instruments:** no person asserts or exercises rights under any joint venture or material agreement to which Cue or any Cue Group Member is a party, which materially accelerates debt of the Cue Group, terminates or varies agreements, forces a sale or transfer of assets or interests of the Cue Group or otherwise adversely affects the business of the Cue Group; • **petroleum tenements:** no Cue Group Member relinquishes, sells or disposes of any interest or creates any Encumbrances over any Key Tenement, or takes any action which results or might be expected to result in a breach of any Key Tenement; • **no material acquisitions, disposals or new commitments:** no Cue Group Member acquires, offers or agrees to acquire or, disposes or offers to dispose of any company, business or asset for an amount greater than A$10 million, or enters into any commitment more than A$10 million, other than in the ordinary course of business; • **no capital expenditures:** Cue does not incur or commit to incur an amount of capital expenditure in excess of A$10 million, other than where it has been pre-announced or it is in the day-to-day operating activities of the business; • **no financial accommodation:** no Cue Group Member incurs, increases or guarantees any financial indebtedness of any kind or provides any financial accommodation to any entity in excess of A$10 million, other than to Cue or to a Cue Group Member that is directly or indirectly wholly-owned by Cue;	

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#	Question	Answer	Further information
		• **no distributions:** Cue does not make, declare or pay any distribution (whether by way of dividend, capital reduction or otherwise and whether in cash or in specie), except for distributions which have been publicly announced by Cue before the date of the Original Bidder's Statement; • **no regulatory action:** there being no regulatory decisions, actions or applications (other than by ASIC or the Takeovers Panel) which would prevent Horizon from making the Offer and the completion of the transaction; • **no litigation:** no litigation against any Cue Group Member which may reasonably result in a judgement of A$5 million or more is commenced, threatened, announced or made known to Horizon; and • **Cue Options:** all Cue Options are exercised, cancelled, lapsed or subject to cancellation agreements before the end of the Offer Period. Horizon will make an announcement to the ASX if any of the Conditions are fulfilled or waived during the Offer Period. The Conditions are set out in full in **Appendix 2** of this Bidder's Statement. Horizon recommends that Cue Shareholders read **Appendix 2** in full. See also clauses 2 and 9 of **Appendix 1** for further details.	
28	**Can Horizon waive any Conditions?**	Yes, Horizon can choose to waive certain Conditions in accordance with the terms of the Offer, but Horizon may only do so to the extent permitted by law. In particular, Horizon cannot waive the Regulatory Approval Conditions.	See clause 9.5 of **Appendix 1**.
29	**What happens if the Conditions to the Offer are not satisfied?**	If the Conditions are not satisfied or waived at the end of the Offer Period, then the Offer will lapse and your acceptance will be void. You will continue to hold Your Cue Shares and be free to deal with Your Cue Shares as if the Offer had not been made.	See clause 9.4 of **Appendix 1**.
30	**What are the tax implications of accepting the Offer?**	Section 9 of this Bidder's Statement contains an overview of the Australian taxation implications of accepting this Offer. This information is general only and does not take account of your personal circumstances. Horizon recommends you seek independent professional advice in relation to your own particular circumstances. Tax consequences of Cue Shareholders in countries other than Australia are not included in this Bidder's Statement. Non-resident Cue Shareholders are urged to seek their own advice as to their tax consequences of accepting the Offer.	See section 9 of this Bidder's Statement.

#	Question	Answer	Further information
		Cue Shareholders that are eligible to receive the Scrip Consideration and make a capital gain from the disposal of their Cue Shares, may be eligible for CGT roll-over relief under Subdivision 124-M of the *Income Tax Assessment Act 1997* (Cth) (subject to individual shareholder circumstances) in respect of the Offer Consideration, if Horizon acquires at least 80% of all Cue Shares.	
31	**What if I require further information or documents?**	If you have misplaced your Acceptance Form or require additional copies of this Bidder's Statement, please call the Horizon Offer Information Line on 1300 124 496 from within Australia or +61 3 9415 4393 from outside Australia, between 8:30am and 5:00pm (Sydney time), Monday to Friday and request the documents. You can also find electronic copies of this Bidder's Statement on Horizon's website and on the ASX announcements platform. For any other questions about the Offer terms or how to accept, contact your financial, legal or other professional adviser(s).	
32	**Important notice**	The information in this section is a summary only of Horizon's Offer and is qualified by the detailed information set out elsewhere in this Bidder's Statement. You should read the entire Bidder's Statement and the Target's Statement that Cue will shortly be sending to you before deciding whether to accept the Offer.	

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1 ABOUT HORIZON OIL LIMITED

1.1 OVERVIEW OF HORIZON OIL LIMITED

Horizon is an ASX-listed (ASX: HZN), Australian-based exploration and production company with over 50 years of operations, focused on conventional oil and gas assets across the Asia-Pacific. Based on output in the quarter ended 31 December 2025 (**Q2 FY2026**), Horizon produced approximately 6,300 BOE/D net across five producing assets in four countries, contributing to an annual production and sales volume of 1.8 MMBOE for the 2025 calendar year, and it held 12.5 MMBOE of 2P Reserves net at 30 June 2025 (following pro-forma adjustment to include the recent acquisition of its Thailand assets. For more information, see section 7.8).

Horizon's corporate strategy is to maximise production and value from its mature fields through infill drilling and near-field expansions, leveraging existing infrastructure for low-risk, incremental growth. In line with this strategy, the company delivered an EBITDAX of approximately US$54.8 million (approximately A$84 million) and cashflow from operating activities of approximately US$35.9 million (approximately A$55 million) for FY25, while keeping average Horizon Group operating costs under US$25 per BOE. This approach is underpinned by disciplined capital allocation and a strong focus on operational efficiency to drive sustainable value creation for shareholders, maintaining a prudent, investor-focused growth trajectory – a focus exemplified historically by five consecutive years of substantial shareholder distributions (totalling approximately 15.5 Australian cents per share returned since 1 July 2021) totalling over A$250 million,[29] excluding the recently announced 1.5 Australian cents per share dividend, which, once paid, would increase total shareholder returns to over A$274 million.[30]

The section below provides an integrated overview of Horizon's core assets and activities – including current production, reserve base and forward development plans.

1.2 OVERVIEW OF ASSETS AND ACTIVITIES

China – Beibu Gulf Block 22/12 (WZ6-12, WZ12-8W & WZ12-8E Production Areas)

- **Production:** Horizon holds a 26.95% working interest in this offshore China block (operated by China National Offshore Oil Corporation (**CNOOC**) (51%), ROC Oil (China) Company with 19.6%, and Oil Australia Pty Limited with 2.45%). In Q2 FY2026, the Beibu Gulf fields produced light crude oil at 6,119 BOPD gross (1,649 BOPD net to Horizon). Ongoing well workovers, infill drilling and water management continue to support production levels and materially offset natural decline.
- **Reserves:** As at 30 June 2025, Horizon's net 2P Reserves in Beibu Gulf Block 22/12 are 1.9 MMBOE, with 2.2 MMBOE of net 2C Contingent Resources. The WZ6-12 and WZ12-8W Production Areas expire in August 2028, and the WZ12-8E Production Area expires in April 2030, coincident with PSC expiry.
- **Development & potential/upside:** The joint venture is pursuing near-field development opportunities to increase oil recovery. A key focus is targeted workover projects, such as sidetracks and well recompletions, designed to maximise output from existing reservoirs. A water-handling capacity upgrade project is scheduled to be commissioned by Q2 2026, which will allow higher fluid throughput and help sustain oil production rates as water cut increases. In line with Horizon's infrastructure-led growth strategy, exploration in this block remains limited;

[29] On 25 February 2026, Horizon declared an interim unfranked (conduit foreign income) dividend of AUD 1.5 cents per share, with an ex-date of 9 April 2026, a record date of 10 April 2026 and a payment date of 17 April 2026. Due to the date of the Offer, the minimum offer period under the Corporations Act and the earliest possible time that Cue shareholders who accept the Offer will receive their Offer Consideration, no Cue Shareholder is, will be, or can become upon accepting the Offer, entitled to this Horizon dividend. In assessing the dividend payment in future periods, the directors of Horizon may consider a number of factors, including the general business environment, the operating results and financial condition of Horizon, future funding requirements, capital management initiatives, tax considerations (including the level of franking credits available), any contractual, legal or regulatory restrictions on the payment of dividends by Horizon, and any other factors the directors may consider relevant. There is no guarantee that Horizon will issue dividends at the historic average annual dividend yield, or at all, in the future and past performance and distributions should not be relied on as being indicative of future performance and distributions.

[30] As announced to the market on 25 February 2026.

instead, efforts are concentrated on optimising recovery from known reserves through improved reservoir management and facility upgrades. Feasibility studies are also underway to evaluate a potential additional development phase in the WZ12-8E area (involving a possible multi-well program), which is subject to joint venture agreement and regulatory approvals.

New Zealand – Maari/Manaia oil fields (PMP 38160, Taranaki Basin)

- **Production:** Horizon holds a 26.0% interest in the Maari/Manaia fields with operator OMV New Zealand Ltd (69%) and Cue Taranaki Pty Ltd (5%). The Maari field has been producing since 2009 and has a strong track record of reliable output. In Q2 FY2026, gross production averaged 5,467 BOPD (1,422 BOPD net to Horizon). Production is supported by ongoing water injection which improves sweep efficiency and pressure maintenance, regular well workovers, and pump optimisations to maintain output and mitigate natural decline. All oil from Maari is sold at Brent benchmark pricing, typically at a modest premium.
- **Reserves:** Horizon's net 2P oil reserves at Maari (as at 30 June 2025) were 1.7 MMBOE, with 2C Contingent Resources at 2.2 MMBOE net. In August 2025, the joint venture secured a ten-year extension of the PMP 38160 production permit, extending it from December 2027 to December 2037. This permit extension allowed a portion of previously categorised 2C Contingent Resources (approximately 0.8 MMBOE net to Horizon) to be reclassified as 2P Reserves (included in the 2P Reserve of 1.7 MMBOE).
- **Development & potential/upside:** With the production licence now extended to December 2037, the Maari joint venture is focused on maximising economic recovery, primarily through incremental projects. Near-term efforts are focused on facility maintenance and optimisation, alongside efficiency improvements such as enhanced fuel gas recovery, to support production levels and reduce operating costs. Phase 1 life-extension works have been completed, with Phase 2 work ongoing to support safe operations to at least 2033. Efforts are centred on maintaining existing infrastructure, systems and selectively improving efficiency (e.g., increasing gas recovery for fuel supply) to manage decline and extend field life. In addition, the joint venture is evaluating Contingent Resource opportunities, including selective infill drilling and recompletions in under-developed sections of the main reservoirs (Moki, Mangahewa and M2A sands), as well as the Manaia structure.

Australia – Mereenie oil and gas field (OL4/OL5, Amadeus Basin, Northern Territory)

- **Production:** Horizon acquired a 25.0% non-operated working interest in the onshore Mereenie field in June 2024. The field is operated by Central Petroleum Mereenie Pty Limited as trustee of the Central Petroleum Mereenie Unit Trust (25%); with Echelon Mereenie Pty Limited at 42.5% and Cue Mereenie Pty Limited at 7.5%. Mereenie is a significant supplier of natural gas to the Northern Territory market. In Q2 FY2026, gross gas production at Mereenie averaged 25.2 terajoules per day (TJ/D), which is approximately 6.3 TJ/D net to Horizon. Most of Mereenie's gas is sold under long-term take-or-pay sales contracts, including a five-year (2025–2030) gas supply agreement with the Northern Territory's Power and Water Corporation (**PWC**).
- **Reserves:** As at 30 June 2025, Horizon's net 2P Reserves at Mereenie were 5.4 MMBOE, comprising 29.6 PJ of gas and 0.3 MMBOE crude and condensate. The field also contains net 2C Contingent Resources of 7.9 MMBOE, comprising 45.6 PJ of gas and 0.1 MMBOE crude and condensate, in the shallower Stairway Sandstone formation.
- **Development & Potential/Upside:** The Mereenie joint venture is focused in the short-term on maintaining contract gas delivery and pursuing low-risk production enhancements. After a successful infill drilling program in 2024–25, future wells will be drilled on a demand-driven basis to offset natural decline or support new gas sales. Existing processing and compression facilities have available capacity, enabling quick tie-in of additional volumes.

  As announced on 15 December 2025, the Mereenie joint venture partners executed a binding letter of intent with PWC to support the commencement of early works for an accelerated drilling

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program for two new wells and a framework to document gas supply agreements for the proposed offtake of uncontracted Mereenie gas through to 2034 (based on non-binding and conditional gas supply terms sheets). As announced on 20 February 2026, the Mereenie joint venture partners agreed with PWC to extend the original 20 February 2026 deadline to execute binding gas sale agreements, to 2 March 2026. As announced on 3 March 2026, the Mereenie joint venture partners agreed with PWC to further extend the 2 March 2026 deadline to execute binding gas sale agreements, to 24 March 2026. It is possible that this deadline could be further extended to allow additional time to finalise negotiations to execute binding gas sale agreements consistent with the non-binding and conditional term sheets. However, there is no guarantee that the parties will be able to agree to such an extension, should such an extension be required. Further, the finalisation and execution of binding gas sale agreements is still subject to negotiation between the parties and there is no certainty that the parties will be able to agree and execute binding gas sale agreements consistent with the in-principle terms, or at all (irrespective of whether or not a further extension is granted). Horizon will provide further updates via ASX announcements.

In the longer term, the Stairway Sandstone remains a key upside opportunity; the joint venture is evaluating this formation (which is largely undeveloped in the field) for a potential drilling program.

Thailand – Onshore gas fields (Sinphuhorm (E5N & EU1) & Nam Phong (E5), Khorat Plateau)

- **Production**: In August 2025, Horizon acquired interests in two producing onshore gas fields in Thailand – a 7.5% net interest in the large Sinphuhorm gas-condensate field and a 60% net interest in the Nam Phong gas field. This acquisition was completed through a consortium, with Horizon acquiring a 75% interest in MH Energy Thailand LLC (formerly known as Exxon Mobil Exploration and Production Khorat LLC) with Matahio Energy acquiring the residual 25% interest. PTTEP hold the remaining 90% and 20% interests in the Sinphuhorm and Nam Phong fields respectively. This acquisition marked a step-change in Horizon's output, with Q2 FY2026 being the first full quarter of contribution from the new Thai assets. During that quarter, the two fields produced a combined average of approximately 2,087 BOE/D net to Horizon, accounting for about one-third of the Horizon Group's total net production for Q2 FY2026. Gas from both fields is sold domestically, under take-or-pay agreements with PTT Public Company Limited (PTT) through to the end of the current concessions, providing stable revenues. Gas is used predominantly for electricity generation at the nearby EGAT Nam Phong power plant.

  Sinphuhorm is a substantial onshore gas field that averaged approximately 111.4 TJ/D of gas production (gross) in Q2 FY2026 (Horizon net approximately 8.4 TJ/D, or approximately 1,440 BOE/D), along with associated condensate output of approximately 210 BOPD (16 BOPD net). The asset has nearly 100% uptime and a very low operating cost per unit, making it a highly efficient producer. Nam Phong is a mature onshore gas field that averaged approximately 5.8 TJ/D (gross) in Q2 FY2026, equivalent to approximately 3.5 TJ/D net to Horizon (approximately 600 BOE/D net).

- **Reserves**: At the acquisition's effective date of 1 January 2025, these fields added a total 3.9 MMBOE of net 2P Reserves (21.45 PJ of gas plus minor condensate). After accounting for H1 CY2025 production of approximately 0.4 MMBOE, Horizon's pro-forma net 2P Reserves in Thailand at 30 June 2025 were 3.5 MMBOE.

- **Development & potential/upside**: Since taking ownership, Horizon and its partners have moved rapidly to integrate the Thai assets and pursue low-cost optimisations. At Sinphuhorm, previously drilled northern flank development wells (PH-1ST and PH-14) are scheduled for connection in late CY2026. Additionally, the joint venture is evaluating further drilling opportunities. At Nam Phong, operational optimisations implemented in late 2025 have already delivered an estimated approximately 7% increase in production rates without additional capital expenditure. Furthermore, the Nam Phong joint venture approved a booster compression project at the end

of Q2 FY2026, which is forecast to lift that field's output by at least 40% from mid-2026. Across both fields, the development strategy prioritises enhancements such as compression upgrades, targeted well workovers, and facility improvements to extend field life and maximise gas recovery in a cost-effective manner.

1.3 DIRECTORS AND KEY MANAGEMENT PERSONNEL OF HORIZON

(a) Horizon Board

As at the date of this Bidder's Statement, a summary of the Horizon Board is set out below:

- **Mr Bruce Clement – Independent Non-Executive Chairman.** Appointed Chairman on 20 November 2024, Mr Clement chairs Horizon's Disclosure Committee and is a member of the Audit and Remuneration and Nomination Committees. He has over 40 years' experience in the oil and gas industry, having started his career at Esso Australia (now ExxonMobil). Mr Clement has led exploration, development and production operations across Australia, Asia, Europe and the US, including major acquisitions and divestments. He has served as CEO of AWE Limited and Roc Oil Limited, and held senior roles at Santos, Ampolex and Esso. He is currently a non-executive director and former interim CEO of Beach Energy Limited and has previously been a director of Norwest Energy, Roc Oil and AWE.
- **Mr Richard Beament – Managing Director and Chief Executive Officer.** Mr Beament has served as Managing Director and CEO since July 2022 and is a member of the Risk Management and Disclosure Committees. He joined Horizon in 2010 and previously held roles as Finance and Commercial Manager, CFO (2018–2022) and Company Secretary. He has led Horizon's funding activities, managed key asset investments, and overseen the company's recent growth through the Mereenie and Thailand acquisitions. Mr Beament is a Chartered Accountant with over 25 years' experience in finance and accounting, including senior roles at PwC in Sydney and London.
- **Ms Catherine Costello – Independent Non-Executive Director.** Appointed on 1 June 2025, Ms Costello is Chair of the Audit Committee and a member of the Risk Management Committee. She brings over 25 years' experience in senior financial and governance roles across Australian and multinational resources companies. Her background includes leading strategic transactions, capital structuring and organisational transformation, as well as extensive board and committee experience.
- **Mr Gregory Bittar – Non-Executive Director.** Mr Bittar has been a director since March 2017, nominated by substantial shareholder IMC Pan Asia Alliance Group, and is not considered independent. He chairs the Remuneration and Nomination Committee and is a member of the Audit Committee. Mr Bittar has extensive experience in M&A, capital markets and strategic advisory across multiple sectors, including energy and mining. He is currently Managing Director of Lotus Resources Limited and has previously served as Chairman of Brightstar Resources, Trek Metals and Millennium Minerals.
- **Mr Nigel Burgess – Non-Executive Director.** Mr Burgess was appointed on 1 July 2021. Mr Burgess is a nominee of Samuel Terry Asset Management Pty Limited and is therefore not considered independent. He is a member of Horizon's Audit Committee. Mr Burgess has more than 30 years' experience in funds management, including roles at Samuel Terry, Hunter Hall, GIO and Friends Provident, as well as a European family office. He has extensive experience in commercial transactions and restructurings and is a former director of Spicers Limited and Yellow Holdings Limited.
- **Dr Peter Goode – Independent Non-Executive Director.** Appointed on 12 September 2024, Dr Goode is a member of the Risk Management Committee. He has more than 40 years' experience in engineering, oilfield services and industrial operations. He is Chairman and co-founder of GR Energy Services and previously co-founded Global

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Oilfield Services, sold to Halliburton in 2011. His career includes senior roles at Schlumberger and executive leadership positions at Transfield Services and Vetco International. Earlier in his career, he held reservoir engineering roles at Santos and SOHIO Petroleum.

(b) **Key management personnel**

Horizon's key executive management includes:

- **Mr Richard Beament – Managing Director and Chief Executive Officer.** See above.
- **Mr Gavin Douglas – Chief Operating Officer.** Mr Douglas was appointed Chief Operating Officer on 1 July 2022, having previously served as Group General Manager – Production & Exploration. He is a geologist with almost 30 years' experience in oil and gas exploration, development and production, and almost 20 years in technical leadership roles across Australia, Southeast Asia and the Middle East. Prior to joining Horizon, he held senior technical managerial roles at Oil Search and Eaglewood Energy.
- **Mr Kyle Keen – Chief Financial Officer & Assistant Company Secretary.** Mr Keen has been Horizon's Chief Financial Officer since 1 July 2022 and Assistant Company Secretary since November 2018. He is a Chartered Accountant with expertise in financial risk management and reporting in the oil and gas sector. With eight years at Horizon, he has played a key role in financial governance and oversight. His earlier career includes roles at EY in the United Kingdom and KPMG in South Africa.

1.4 HISTORICAL FINANCIAL INFORMATION OF HORIZON

(a) **Basis of presentation of historical financial information**

The statutory historical financial information in this section 1.4 has been extracted from Horizon's full year audited financial statements for the financial years ended 30 June 2025 (**FY25**) and 30 June 2024 (**FY24**) and Horizon's consolidated interim financial statements for the financial half years ended 31 December 2025 (**1H26**) and 31 December 2024 (**1H25**).

The consolidated financial statements of Horizon for FY25 and FY24 were audited and the auditor issued unqualified audit opinions on each of these financial periods. The consolidated half year financial statements of Horizon for 1H26 and 1H25 were reviewed by the same auditor, who issued an unqualified review opinion on each of these financial periods.

The historical financial information set out in this section 1.4 is intended to provide an overview of Horizon's historical financial performance, position and cash flows, it shows the Horizon Group on a standalone basis and, accordingly, does not reflect any impact of the Offer.

The historical financial information is not intended to provide the level of detail or understanding which is available from a review of the Horizon Group's published financial reports (which include the full financial accounts and the notes to those accounts) which are available on ASX or Horizon's website.

You should note that past performance is not a guide to future performance.

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(b) **Consolidated statement of financial position**

	31 DEC 2025 US$'000	31 DEC 2024 US$'000
CURRENT ASSETS		
Cash and cash equivalents	35,606	47,309
Receivables	14,529	5,837
Inventories	3,126	6,073
Derivative financial instruments	362	-
Other assets	2,996	1,013
Intangible assets	601	843
Total current assets	57,220	61,075
NON-CURRENT ASSETS		
Investments	22,172	1,351
Deferred tax assets	23,188	15,182
Plant and equipment	393	101
Oil and gas assets	83,257	103,262
Other assets	1,459	-
Total non-current assets	130,469	119,896
Total assets	187,689	180,971
CURRENT LIABILITIES		
Payables	12,654	12,723
Current tax payable	7,218	3,911
Borrowings	11,411	5,175
Derivative financial instruments	-	233
Total current liabilities	31,283	22,042
NON-CURRENT LIABILITIES		
Payables	2,908	2,310
Deferred tax liability	3,081	3,620
Borrowings	32,712	19,121
Provisions	65,664	60,245
Total non-current liabilities	104,365	85,296
Total liabilities	135,648	107,338
Net assets	52,041	73,633
EQUITY		
Contributed equity	150,705	150,399
Reserves	8,595	7,158
Accumulated losses	(156,328)	(154,958)
Profit reserve	49,069	71,034
Total equity	52,041	73,633

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(c) **Consolidated statement of profit and loss and other comprehensive income**

	6 MONTHS TO 31 DEC 2025 US$'000	12 MONTHS TO 30 JUNE 2025 US$'000	6 MONTHS TO 31 DEC 2024 US$'000	12 MONTHS TO 30 JUNE 2024 US$'000
REVENUE	44,638	105,307	55,858	111,465
Cost of sales	(37,422)	(76,753)	(38,745)	(62,909)
Gross profit	7,216	28,554	17,113	48,556
Other income	774	1,517	858	1,820
General and administrative expense	(1,168)	(3,872)	(1,423)	(2,801)
Insurance expense	(1,017)	(1,945)	(995)	(2,098)
Exploration and development expenses written off	(368)	(494)	(303)	(837)
Finance costs – interest, transaction costs, other	(4,016)	(6,000)	(3,019)	(2,934)
Impairment of intangible asset	(246)	-	-	-
Other expenses – acquisition related transaction costs	-	(727)	-	(1,962)
Foreign exchanges gain/(loss)	224	(380)	(1,073)	(559)
Share of net profit after tax from joint venture in Thailand	2,226	-	-	-
Profit before income tax	3,625	16,653	11,158	39,185
NZ royalty tax expense	(539)	(386)	(488)	(2,977)
Income tax expense	(726)	(4,020)	(4,094)	(10,308)
Profit for the half/financial year	2,360	12,247	6,576	25,900
Changes in the fair value of cash flow hedges	(32)	375	(89)	(92)
Revaluation of investments to FVOCI	-	(404)	-	-
Currency translation reserve	(2)	87	151	7
Total comprehensive income for the half/financial year	2,326	12,305	6,638	25,815
Profit attributable to:				
Security holders of Horizon	2,360	12,247	6,576	25,900
Profit for the period	2,360	12,247	6,576	25,900
Total comprehensive income attributable to:				
Security holders of Horizon	2,326	12,305	6,638	25,815
Total comprehensive income for the period	2,326	12,305	6,638	25,815
	US CENTS	US CENTS	US CENTS	US CENTS
Basic earnings per share	0.14	0.75	0.40	1.60
Diluted earnings per share	0.14	0.75	0.40	1.58

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(d) **Consolidated statement of cash flows**

	6 MONTHS TO 31 DEC 2025 US$'000	12 MONTHS TO 30 JUNE 2025 US$'000	6 MONTHS TO 31 DEC 2024 US$'000	12 MONTHS TO 30 JUNE 2024 US$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts from customers	44,709	96,976	55,958	123,821
Payments to suppliers and employees	(20,506)	(46,117)	(29,986)	(38,242)
	24,203	50,859	25,972	85,579
Dividends received from joint venture in Thailand	4,048	-	-	-
Interest received	1,181	1,487	858	1,782
Interest paid	(2,380)	(3,247)	(1,500)	(576)
Income and royalty taxes paid	(1,911)	(12,485)	(6,993)	(20,682)
Acquisition related transaction costs	-	(727)	-	(1,886)
Net cash inflows from operating activities	25,141	35,887	18,337	64,217
CASH FLOWS FROM INVESTING ACTIVITIES				
Payment for Thailand acquisition	(23,072)	(1,500)	-	-
Payments for acquisition of 25% interest in Mereenie	-	-	-	(26,317)
Transaction costs on acquisition	(73)	-	-	-
Loan to associate	(5,000)	-	-	-
Repayment of loan by associate	1,092	-	-	-
Payments for oil and gas assets	(4,565)	(15,018)	(6,902)	(9,684)
Payments for plant and equipment	(11)	(7)	-	(12)
Net cash inflows/(outflows) from investing activities	(31,629)	(16,525)	(6,902)	(36,013)
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings	22,263	-	-	26,317
Transaction costs incurred on borrowings	(1,007)	-	-	(553)
Repayment of borrowings	(3,000)	-	-	(7,939)
Payments under leasing arrangements	(81)	(180)	(135)	(183)
Proceeds from new share issue (net of costs)	306	304	304	2,302
Payments for shares acquired by Trust	(306)	(304)	(304)	(2,313)
Dividends paid to shareholders	(15,893)	(31,881)	(16,551)	(36,855)
Net cash (outflows) from financing activities	2,282	(32,061)	(16,686)	(19,224)
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS	(4,206)	(12,700)	(5,251)	8,980
Cash and cash equivalents at the beginning of the financial year	39,782	52,570	52,570	43,591
Effects of exchange rate changes on cash and cash equivalents held in foreign currencies	30	(89)	(10)	(1)
Cash and cash equivalents at the end of the period	35,606	39,782	47,309	52,570

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1.5 PUBLICLY AVAILABLE INFORMATION ABOUT HORIZON

Horizon is a 'disclosing entity' (as defined in section 111AC of the Corporations Act) and as such is subject to regular reporting and disclosure obligations. Specifically, as a listed company, Horizon is subject to the Listing Rules which require continuous disclosure of any information that Horizon has concerning it that a reasonable person would expect to have a material effect on the price or value of its securities.

A substantial amount of information concerning Horizon has previously been notified to ASX and is available at ASX's website https://www.asx.com.au/markets/trade-our-cash-market/announcements.hzn, including information contained in Horizon's annual report for the financial year ended 30 June 2025 (released to ASX on 28 August 2025). A list of announcements made by Horizon to ASX since 28 August 2025 is contained in Annexure A of this Bidder's Statement.

Requests for free copies of these documents may be made by contacting the Horizon Offer Information Line on 1300 124 496 from within Australia or +61 3 9415 4393 from outside Australia, between 8:30am and 5:00pm (Sydney time), Monday to Friday.

In addition, Horizon is also required to lodge various documents with ASIC. Copies of documents lodged with ASIC by Horizon may be obtained from, or inspected at, an ASIC office. Horizon will provide a copy of each of the following documents, free of charge, to any Cue Shareholder on request:

(a) the annual financial report most recently lodged by Horizon with ASIC;

(b) any half year financial report lodged with ASIC by Horizon after the lodgement of the annual financial report referred to in paragraph (a) above and before the lodgement of this Bidder's Statement with ASIC; and

(c) any documents used to notify ASX of information relating to Horizon during that period in accordance with the Listing Rules as referred to in section 674(1) of the Corporations Act.

Further information is available in electronic form from www.horizonoil.com.au.

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2 INFORMATION ON HORIZON'S SECURITIES

2.1 HORIZON'S ISSUED SECURITIES

As at the date of this Bidder's Statement, the following securities are currently on issue in Horizon:

Horizon securities	Further information
Quoted fully paid ordinary Horizon Shares on issue	1,627,588,503
Unquoted partly paid ordinary Horizon shares on issue	1,500,000
Unquoted Horizon share rights	33,704,840

See section 2.7 for further details relating to the unquoted Horizon share rights.

2.2 RECENT TRADING OF HORIZON SHARES

Horizon Shares are quoted on ASX. Set out below is a table showing relevant recent trading price of Horizon Shares on ASX:

Comparative trading period	Price of Horizon Shares (A$)
VWAP of Horizon Shares on ASX for the 10 trading days up to and including 27 February 2026, being the Last Practicable Date	A$0.232
VWAP of Horizon Shares on ASX for the 30 trading days up to and including 27 February 2026, being the Last Practicable Date	A$0.2246
Highest trading price of Horizon Shares in the four months up to and including 27 February 2026, being the Last Practicable Date	A$0.24
Lowest trading price of Horizon Shares in the four months up to and including 27 February 2026, being the Last Practicable Date	A$0.195
Closing trading price of Horizon Shares traded on ASX on 27 February 2026, being the Last Practicable Date	A$0.24
Closing trading price of Horizon Shares traded on ASX on 18 March 2026, being the last trading day before the date of this Bidder's Statement	A$0.26

Horizon Share price chart since January 2021 up until the Last Practicable Date (source: www.asx.com.au)

2.3 DIVIDEND HISTORY

The Horizon Board may from time to time declare a dividend to be paid to the Horizon Shareholders entitled to the dividend.[31]

The dividend history of Horizon over the last three financial years is detailed below. On 25 February 2026, Horizon declared an interim unfranked (conduit foreign income) dividend of AUD 1.5 cents per share, with an ex-date of 9 April 2026, a record date of 10 April 2026 and a payment date of 17 April 2026. Due to the date of the Offer, the minimum offer period under the Corporations Act and the earliest possible time that Cue shareholders who accept the Offer will receive their Offer Consideration, no Cue Shareholder is, will be, or can become upon accepting the Offer, entitled to this Horizon dividend.

Ex date	Distribution amount (per Horizon Share)	Franked
9 April 2026	A$0.015	No
15 October 2025	A$0.015	No
16 April 2025	A$0.015	No
16 October 2024	A$0.015	No
18 April 2024	A$0.015	No
17 October 2023	A$0.020	No
13 April 2023	A$0.015	No

[31] In assessing the dividend payment in future periods, the directors of Horizon may consider a number of factors, including the general business environment, the operating results and financial condition of Horizon, future funding requirements, capital management initiatives, tax considerations (including the level of franking credits available), any contractual, legal or regulatory restrictions on the payment of dividends by Horizon, and any other factors the directors may consider relevant. There is no guarantee that Horizon will issue dividends at the historic average annual dividend yield, or at all, in the future and past performance and distributions should not be relied on as being indicative of future performance and distributions.

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2.4 SUBSTANTIAL HOLDERS OF HORIZON SHARES

Based on Horizon's annual report for the financial year ended 30 June 2025 and substantial holder notices released to the ASX since Horizon's annual report and on or before the Last Practicable Date, the substantial holders of Horizon were:

Substantial holder	Number of Horizon Shares held	Voting power
IMC Investments Limited (an associate of Austral-Asia Energy Pty Limited)	400,574,175	24.69%
Samuel Terry Asset Management Pty Limited	314,232,423	19.33%

Information in respect of substantial holdings arising, changing or ceasing after this time, or in respect of which the relevant announcement containing such information is not available on ASX's website (www.asx.com.au), is not included above.

2.5 RIGHTS AND LIABILITIES ATTACHING TO HORIZON SHARES

(a) Introduction

The rights and liabilities attaching to the Horizon Shares which will be issued as partial consideration under the Offer are set out in Horizon's constitution and, in certain circumstances, are also regulated by the Corporations Act, Listing Rules and general law.

A summary of the main rights and liabilities attaching to Horizon Shares is set out below. This summary does not purport to be exhaustive or to constitute a definitive statement of the rights and liabilities attaching to the Horizon Shares and must be read subject to the full text of Horizon's constitution, available at Horizon's website at https://horizonoil.com.au/about-who-we-are/about-corporate-governance/. Such rights and liabilities involve complex questions of law arising from the interaction of the constitution and statutory and common law requirements. Cue Shareholders should seek their own advice when trying to establish their rights in specific circumstances.

The rights and liabilities attaching to currently issued Horizon Shares and the Horizon Shares to be issued under this Offer will be the same.

(b) The constitution of Horizon

Under section 140(1) of the Corporations Act, the constitution of Horizon has effect as a contract between Horizon and each member, and between a member of Horizon and each other member. Accordingly, if you accept the Offer and receive Horizon Shares as part of the consideration, you will become contractually bound to comply with the constitution of Horizon. However, since the Horizon Shares that will be provided as the Scrip Consideration under the Offer will be issued as fully paid ordinary shares, no monetary liability attaches to them.

(c) Meetings of Horizon Shareholders and voting rights

Horizon Shareholders are entitled to receive written notice of, and to attend and vote at every general meeting of Horizon Shareholders. At least 28 days' notice must be given in writing to each member entitled to attend.

Subject to the constitution, the Corporations Act, the Listing Rules and any rights or restrictions affecting any class of shares, at a general meeting, each Horizon Shareholder present in person or by proxy, attorney or representative has one vote on a show of hands. On a poll, each Horizon Shareholder present in person or by proxy, attorney or representative has one vote for each

fully paid share held and, in respect of each partly paid share held, a vote pro rata to the proportion of the total issue price then paid up on each such share.

(d) **Dividends**

While there is no guarantee of any dividends or distributions by Horizon, the directors of Horizon may authorise the payment of dividends as appear to the directors to be justified in accordance with the Corporations Act. The payment of such dividend does not require the sanction of a general meeting.

Subject to the provisions of the constitution relating to preferred, deferred or other special classes of shares (of whom there are presently none), dividends that are payable to Horizon Shareholders are payable in proportion to the number of shares held by them respectively, irrespective of the amount paid up or credited as paid.

(e) **Winding up**

If Horizon is wound up, the liquidator may, with the sanction of a special resolution, divide the assets of Horizon among the Horizon Shareholders in specie or in kind, the whole or any part of the assets of Horizon and may for that purpose, set such value as he considers fair upon any property to be so divided and may determine how the division is to be carried out as between the Horizon Shareholders or different classes of Horizon Shareholders.

(f) **Transfer of shares**

Subject to the constitution, a Horizon Shareholder may transfer all or any of their Horizon Shares by:

- any computerised or electronic system established or recognised by the Listing Rules or the Corporations Act for the purpose of facilitating the clearing and settlement of transactions in shares or other securities, including a transfer that may be effected pursuant to the ASX Settlement Operating Rules or other electronic transfer process;
- an instrument in writing in any usual or common form or in any other form that the directors of Horizon approve.

The Horizon Board may refuse to register a transfer of shares where the Listing Rules permit or require Horizon to do so. If the Horizon Board refuse to register a transfer, they must send notice and reasons of the refusal to the transferee, the holder and the lodging broker (if any) in accordance with the Listing Rules. Failure to give such notice does not invalidate the decision.

(g) **Issue of further shares in Horizon**

Subject to the constitution, the Corporations Act, the Listing Rules and any special rights conferred on the holders of any existing shares or class of shares in Horizon (of whom there are presently none), the directors of Horizon may issue shares, or grant options over unissued shares, in such manner and on such terms and conditions as they think fit. The further shares may have such preferred, deferred or other special rights or such restrictions as to dividends, voting, return of capital, payment of calls or otherwise as they determine.

(h) **Alteration or variation of rights**

Subject to section 246B of the Corporations Act, where share capital of Horizon is divided into different classes of shares, the rights attached to any class (unless otherwise provided by the terms of issue of that class) may be varied or abrogated, or the preference share capital repaid, with the approval by way of a special resolution passed at a separate meeting of that class or with the consent in writing of the holders of three-quarters of the issued shares of that class.

(i) **Call on Horizon Shares**

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Subject to the Corporations Act, the Listing Rules and any conditions of allotment, the directors may from time to time make calls on Horizon Shareholders in respect of any money which remains unpaid on the Horizon Shares held by them. The directors may require a call to be made in instalments and may differentiate between Horizon Shareholders as to the amount of calls to be paid and the times of payment.

(j) **Forfeiture of Horizon Shares**

Any Horizon Share upon which a call has been made is forfeited if the call remains unpaid 14 days after the date it was stipulated to be paid by. Where any Horizon Share is so forfeited, notice of the forfeiture shall be given to the person in whose name it stood immediately before the forfeiture and an entry of the forfeiture shall be made in the register.

The forfeiture of a Horizon Share leads to the extinction, at the time of forfeiture, of all interest in and claims and demands against Horizon in respect of the Horizon Share and all other rights and liabilities incidental to the Horizon Share as between the Horizon Shareholder and Horizon, except those rights and liabilities expressly saved by the Constitution or imposed by the Corporations Act on past members.

(k) **Sale or buy-back of non-marketable securities**

Provided certain procedures are followed, the directors may cause Horizon to:

(i) sell a Horizon Shareholder's Horizon Shares if they hold less than a "Marketable Parcel" of shares; or

(ii) buy-back a Horizon Shareholder's Horizon Shares, and cancel those Horizon Shares, if they hold less than a "Marketable Parcel" of shares.

A "Marketable Parcel" of shares, as defined in the ASX Settlement Operating Rules, means a parcel of shares of not less than A$500 based on the closing price on the trading platform.

(l) **Alteration to the constitution**

The Corporations Act provides that, pursuant to section 136, the constitution of a company may be modified or repealed by a special resolution passed by the members of a company. Horizon's constitution does not provide for any further requirements to be complied with to effect a modification of, or repeal to, its constitution.

2.6 HORIZON PARTLY PAID SHARES

As at the date of this Bidder's Statement, Horizon has on issue 1,500,000 partly paid ordinary shares. Partly paid ordinary shares are issued on exercise of employee options. The partly paid shares currently on issue are held by Horizon following forfeiture by their original holder. Partly paid ordinary shares entitle the holder to participate in dividends and the proceeds on winding up of Horizon in proportion to the number of shares held. On a show of hands every holder of partly paid ordinary shares present at a meeting in person or by proxy is entitled to one vote and upon a poll, is entitled to one vote to the proportion of the total issue price then paid up.

2.7 HORIZON SHARE RIGHTS

As at the date of this Bidder's Statement, Horizon has the following employee incentive plans in operation.

(a) **Horizon LTI Plan**

The Horizon LTI Plan was adopted by the Horizon Board on 15 June 2022. Under the Horizon LTI Plan, the Horizon Board has the discretion to grant eligible employees with Horizon Share Rights.

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Each Horizon Share Right entitles the holder to acquire one fully paid ordinary share in Horizon, subject to such restrictions and conditions prescribed by the Horizon Board, including certain performance criteria. Horizon Share Rights do not carry dividends or voting rights. Horizon Shares received following exercise of a Horizon Share Right will be Horizon Shares that carry dividend and voting entitlements.

The terms and conditions of the Horizon LTI Plan are summarised in Horizon's annual report for the financial year ended 30 June 2025 (released on the ASX on 28 August 2025). The number of Horizon Share Rights issued under the Horizon LTI Plan as at the date of this Bidder's Statement are 28,961,492.

The acquisition of Cue Shares under the Offer and the issue of Horizon Shares as consideration for the acquisition of Cue Shares to which this Offer relates does not cause any of the Horizon Share Rights issued under the Horizon LTI Plan to automatically vest before their scheduled vesting date, or to change their terms.

(b) **Horizon STI Plan**

The Horizon STI Plan was adopted on the Horizon Board on 15 June 2022. Under the Horizon STI Plan, eligible employees are provided with the opportunity to earn an annual incentive, which is paid in a combination of cash and deferred equity in the form of Horizon Share Rights. Subject to the approval of Horizon Shareholders at the annual general meeting following the relevant performance year, the portion of deferred equity in the form of Horizon Share Rights that is satisfied by the issue or transfer of Horizon Shares, is deferred and takes place on the date that is 12 months from the last day of the relevant performance year, subject to certain conditions (**Deferred STI Right**). Other than a distribution equivalent payment in the form of additional Horizon Shares equivalent to the value of dividends that the employee would have received between the end of the relevant performance year and the deferred settlement date, Deferred STI Rights do not attract dividend or voting entitlements. Horizon Shares transferred or issued in respect of Deferred STI Rights will be Horizon Shares that carry ordinary dividend and voting entitlements. The Horizon Board also has the discretion to determine that Deferred STI Rights may be settled through an allocation of cash rather than Horizon Shares.

The terms and conditions of the Horizon STI Plan are summarised in Horizon's annual report for the financial year ended 30 June 2025 (released on the ASX on 28 August 2025). The number of Horizon Share Rights issued under the Horizon STI Plan as at the date of this Bidder's Statement are 4,743,348.

The acquisition of Cue Shares under the Offer and the issue of Horizon Shares as consideration for the acquisition of Cue Shares to which this Offer relates does not cause any of the Horizon Share Rights issued under the Horizon STI Plan to automatically vest before their scheduled vesting date, or to change their terms.

(c) **Horizon NED Salary Sacrifice Plan**

The Horizon NED Salary Sacrifice Plan was approved by Horizon Shareholders at Horizon's annual general meeting held on 19 November 2025.

The Horizon NED Salary Sacrifice Plan provides non-executive directors of Horizon with the opportunity to acquire rights to receive Horizon Shares through sacrificing a portion of their base fees, subject to the terms and conditions of vesting prescribed by the Horizon Board (**Horizon NED Rights**). Horizon NED Rights do not carry dividends or voting rights. Horizon Shares received following exercise of a Horizon NED Right will be Horizon Shares that carry dividend and voting entitlements, but will be subject to a restriction period where they cannot be sold, transferred or otherwise dealt (unless otherwise determined by the Horizon Board).

The terms and conditions of the Horizon NED Salary Sacrifice Plan are summarised in Horizon's notice of annual general meeting released to the ASX on 13 October 2025. As at the date of this Bidder's Statement, no offers have been made and accepted under the Horizon NED Salary Sacrifice Plan, and there are no Horizon NED Rights on issue.

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3 ABOUT CUE ENERGY RESOURCES LIMITED

3.1 DISCLAIMER

The information in this section 3 and elsewhere in this Bidder's Statement about Cue and the Cue Group has been prepared by Horizon based on a review of publicly available information. This information has not been independently verified by Horizon. Horizon and the Horizon Board do not, subject to applicable law, make any representation or warranty, express or implied, as to the accuracy or completeness of this information.

The information on Cue is not considered comprehensive. For further information regarding Cue, Cue Shareholders should refer to the Target's Statement, which Cue is required to send to Cue Shareholders under the Corporations Act.

3.2 OVERVIEW OF CUE

Cue is an oil and gas exploration and production company, listed on the ASX (ASX: CUE). Established in 1981, Cue has built a portfolio of assets in Australia, New Zealand, and Indonesia.

3.3 OVERVIEW OF ASSETS AND ACTIVITIES

Cue's current producing assets and interests are:

- **Mereenie oil and gas field (onshore Australia, Amadeus Basin NT):** Cue holds a 7.5% non-operated working interest in the Mereenie field, through its subsidiary Cue Mereenie Pty Limited, alongside the operator, Central Petroleum Mereenie Pty Limited as Trustee of the Central Petroleum Mereenie Unit Trust (25%), Horizon Australia Energy Pty Limited (25%) and with Echelon Mereenie Pty Limited at 42.5%. Mereenie is a key supplier of natural gas to the Northern Territory market. In Q2 FY2026, gross gas production at Mereenie averaged 25.2 terajoules per day (**TJ/D**), with Cue's net share equating to approximately 1.9 TJ/D. Gas from the field is sold under long term take or pay gas supply agreements.
- **Palm Valley gas field (onshore NT):** Cue holds a 15% non-operated interest, through its wholly owned subsidiary Cue Palm Valley Pty Limited, in the Palm Valley field. This is a mature gas field supplying the Northern Territory market, with proposed new wells in 2026 to sustain output.
- **Dingo gas field (onshore NT):** Cue holds a 15% non-operated interest through its wholly owned subsidiary Cue Dingo Pty Limited. Gas is produced at Dingo under contract to a local power utility, which provides electricity to the Alice Springs area in the Northern Territory.
- **Maari/Manaia oil fields (offshore New Zealand, Taranaki Basin):** Cue holds a 5.0% non-operated working interest, through its wholly owned subsidiary Cue Taranaki Pty Limited, in the Maari and Manaia oil fields, which are operated by OMV New Zealand Limited (69.0%), with Horizon holding a 26.0% interest. The Maari field has been producing since 2009 and is supported by ongoing water injection to enhance sweep efficiency and maintain reservoir pressure, as well as regular well workovers and pump optimisation activities to mitigate natural decline. In Q2 FY2026, gross production averaged approximately 5,467 BOPD, equating to around 273 BOPD net to Cue. All oil produced is sold at Dated Brent benchmark pricing. The Maari permit (PMP 38160) was recently extended to 2037.
- **PB oil field, Mahato PSC (onshore Central Sumatra, Indonesia):** Cue holds an 11.25% non-operated interest, through its wholly owned subsidiary Cue Mahato Pty Limited, in the Mahato PSC, which is operated by Texcal Energy Mahato Inc. In FY2025, 14 new development wells were drilled in the PB field, contributing to increased production performance. In Q2 FY2026, gross field production averaged approximately 5,795 BOPD, equating to around 652 BOPD net to Cue. Cue has stated publicly that further infill drilling and appraisal activities are under evaluation, including the shallow 'Telisa' reservoir project.
- **Oyong & Wortel gas fields, Paus Biru & Jeruk discoveries, Sampang PSC (Offshore East Java, Indonesia):** Cue holds a 15% non-operated interest in the Sampang PSC through its wholly

owned subsidiary Cue Sampang Pty Limited, which includes the Oyong and Wortel gas fields (operated by Medco Energi Sampang Pty Ltd), the Paus Biru gas discovery and the Jeruk oil discovery. Gross production from Oyong/Wortel is approximately 7 TJ/d (Cue net approximately 1.1 TJ/D) supplying East Java markets. The PSC is due to expire in 2027, with an extension under negotiation. Cue has stated in its FY25 annual report that subject to receiving extension approval, a development of the Paus Biru gas discovery could boost output from around 2027 (a potential of approximately 20 - 25 MMCFD gross, with Cue approximately 3.75 MMCFD). Cue also holds an option to acquire an additional 10% interest if that project proceeds.

Cue's production in FY25 was approximately 602,000 BOE net. Cue reported FY25 revenue of A$54.8 million, up approximately 10% from FY24, and net profit after tax of approximately A$6.3 million (down from A$14.2 million in FY24). Cue's FY25 EBITDAX was approximately A$30.3 million.

Cue's 2P Reserves as at 30 June 2025 (reported on 1 July 2025) were estimated at 5.5 MMBOE. For consistency with Horizon's reporting methodology, these reserves have been adjusted to 5.0 MMBOE on a net interest basis using a proration approach for overlapping assets (see section 7.8). Cue also reported 2C Contingent Resources of 5.6 MMBOE; however, when aligned with Horizon's evaluation methodology, this figure is adjusted to 6.1 MMBOE (see section 7.8).

3.4 DIRECTORS AND KEY MANAGEMENT PERSONNEL OF CUE

As at the date of this Bidder's Statement, the Cue Board is composed as follows:

- Alastair McGregor (Non-Executive Chairman and OGOG representative)
- Marco Argentieri (Non-Executive Director and OGOG representative)
- Greg Bishop (Independent Non-Executive Director)
- Peter Hood AO (Independent Non-Executive Director)
- Andrew Jefferies (Non-Executive Director and OGOG representative)
- Samuel Kellner (Non-Executive Director and OGOG representative)
- Richard Malcolm (Independent Non-Executive Director), and
- Rod Ritchie (Non-Executive Director and OGOG representative).

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As at the date of this Bidder's Statement, the following Cue directors have direct or indirect interests in the following Cue securities:

DIRECTOR	Cue Shares	Cue Options
Alastair McGregor	-	-
Marco Argentieri	-	-
Greg Bishop	7,476	-
Peter Hood AO	80,000	-
Andrew Jefferies	8,000	-
Samuel Kellner	-	-
Richard Malcolm	300,000	-
Rod Ritchie	-	-

3.5 HISTORICAL FINANCIAL INFORMATION

(a) Basis of preparation of financial information

The statutory historical financial information in this section 3.5 has been extracted from Cue's full year audited financial statements for the financial years ended 30 June 2025 (**FY25**) and 30 June 2024 (**FY24**) and Cue's consolidated interim financial statements for the financial half years ended 31 December 2025 (**1H26**) and 31 December 2024 (**1H25**).

The consolidated financial statements of Cue for FY25 and FY24 were audited and the auditor issued unqualified audit opinions on each of these financial periods. The consolidated half year financial statements of Cue for 1H26 and 1H25 were reviewed by the same auditor, who issued an unqualified review opinion on each of these financial periods.

The historical financial information set out in this section 3.5 is intended to provide an overview of Cue's historical financial performance, position and cash flows, it shows the Cue Group on a standalone basis and, accordingly, does not reflect any impact of the Offer.

The historical financial information is not intended to provide the level of detail or understanding which is available from a review of the Cue Group's published financial reports (which include the full financial accounts and the notes to those accounts) which are available on ASX or Cue's website.

You should note that past performance is not a guide to future performance.

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(b) **Consolidated statement of financial position**

	31 DEC 2025 A$'000	31 DEC 2024 A$'000
CURRENT ASSETS		
Cash and cash equivalents	11,182	17,147
Receivables	13,923	10,159
Inventories	1,176	1,851
Total current assets	26,281	29,157
NON-CURRENT ASSETS		
Advances paid for restoration works	6,311	6,595
Property, plant and equipment	25	24
Right-of-use assets	203	262
Production properties	69,854	66,063
Development assets	4,537	5,584
Deferred tax assets	7,162	9,955
Deposits	425	404
Total non-current assets	88,517	88,887
Total assets	114,798	118,044
CURRENT LIABILITIES		
Trade and other payables	3,844	5,693
Contract liabilities	113	-
Lease liabilities	70	54
Tax liabilities	4,840	4,197
Provisions	261	273
Total current liabilities	9,128	10,217
NON-CURRENT LIABILITIES		
Contract liabilities	3,472	3,825
Lease liabilities	153	217
Deferred tax liability	12,103	10,665
Provisions	30,394	29,167
Total non-current liabilities	46,122	43,874
Total liabilities	55,250	54,091
Net assets	59,548	63,953
EQUITY		
Contributed equity	152,723	152,583
Reserves	37,958	50,901
Accumulated losses	(131,133)	(139,531)
Total equity	59,548	63,953

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(c) **Consolidated statement of profit and loss and other comprehensive income**

	6 MONTHS TO 31 DEC 2025 A$'000	12 MONTHS TO 30 JUNE 2025 A$'000	6 MONTHS TO 31 DEC 2024 A$'000	12 MONTHS TO 30 JUNE 2024 A$'000
REVENUE	25,712	54,841	27,114	49,659
Cost of sales	(15,354)	(29,518)	(14,251)	(19,629)
Gross profit	10,358	25,323	12,863	30,030
Other income	175	943	272	836
Corporate and administration expenses	(1,555)	(3,319)	(1,521)	(3,148)
Exploration and evaluation expenses	(38)	(1,066)	(943)	(228)
Sales and marketing expenses	(723)	(1,771)	(796)	(1,365)
Finance costs	(307)	(494)	(273)	(684)
Net foreign currency exchange gain/(loss)	(189)	42	350	(119)
Profit before income tax	7,721	19,658	9,952	25,322
Income tax expense	(2,610)	(13,342)	(5,612)	(11,133)
Profit for the half/financial year	5,111	6,316	4,340	14,189
Currency translation reserve	(196)	663	1,624	388
Total comprehensive income for the half/financial year	4,915	6,979	5,964	14,577
	A$ CENTS	A$ CENTS	A$ CENTS	A$ CENTS
Basic earnings per share	0.73	0.90	0.62	2.03
Diluted earnings per share	0.73	0.90	0.62	2.03

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(d) **Consolidated statement of cash flows**

	6 MONTHS TO 31 DEC 2025 A$'000	12 MONTHS TO 30 JUNE 2025 A$'000	6 MONTHS TO 31 DEC 2024 A$'000	12 MONTHS TO 30 JUNE 2024 A$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts from customers	23,400	51,833	25,771	56,362
Payments to suppliers and employees	(13,113)	(21,411)	(10,131)	(19,180)
Interest received	165	483	263	833
Interest and other finance costs paid	0	0	0	(118)
Payments for exploration and evaluation expenditure	(50)	(1,089)	(987)	(217)
Income tax paid	(283)	(4,152)	(1,339)	(9,139)
Royalties paid	(942)	(1,830)	(718)	(1,598)
Net cash inflows from operating activities	9,177	23,834	12,859	26,943
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for exploration, development and production properties/assets	(5,041)	(15,375)	(5,579)	(7,506)
Payments for plant and equipment	(5)	(9)	(8)	(4)
Payments for businesses acquired	-	-	-	(225)
Payments for security deposits	(8)	(12)	0	0
Net cash (outflows) from investing activities	(5,054)	(15,396)	(5,587)	(7,735)
CASH FLOWS FROM FINANCING ACTIVITIES				
Payments of principal element of lease liabilities	(39)	(74)	(38)	(84)
Repayment of borrowings (incl. related party)	-	-	-	(4,000)
Dividends paid to shareholders	(3,499)	(13,978)	(6,987)	(13,967)
Net cash (outflows) from financing activities	(3,538)	(14,052)	(7,025)	(18,051)
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS	585	(5,614)	247	1,157
Cash and cash equivalents at the beginning of the financial year	10,832	16,259	16,259	15,238
Effects of exchange rate changes on cash and cash equivalents held in foreign currencies	(235)	187	641	(136)
Cash and cash equivalents at the end of the period	11,182	10,832	17,147	16,259

3.6 PUBLICLY AVAILABLE INFORMATION ABOUT CUE

Cue is a 'disclosing entity' (as defined in section 111AC of the Corporations Act) and as such is subject to regular reporting and disclosure obligations. Specifically, as a listed company, Cue is subject to the Listing Rules which require continuous disclosure of any information that Cue has concerning it that a reasonable person would expect to have a material effect on the price or value of its securities. For information concerning the financial position and affairs of Cue, you should refer to the full range of information that has been disclosed by Cue pursuant to these obligations.

Announcements made by Cue are available on the ASX website (www.asx.com.au, ASX: CUE) and on Cue's website (www.cuenrg.com.au). Cue's annual report for the financial year ended 30 June 2025 was lodged with ASX on 19 September 2025. Since 19 September 2025, Cue has made a number of announcements to the ASX that may be relevant to its financial position. A copy of each of these announcements including Cue's financial report may be obtained from the ASX.

In addition, Cue is also required to lodge various documents with ASIC. Copies of documents lodged with ASIC by Cue may be obtained from, or inspected at, an ASIC office.

The Corporations Act requires the Cue Board to provide a Target's Statement to Cue Shareholders, setting out certain material information regarding Cue.

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4 INFORMATION ON CUE'S SECURITIES

4.1 CUE'S ISSUED SECURITIES

According to documents lodged by Cue with ASX as at the Last Practicable Date, the securities on issue in Cue are as follows:

Cue securities	Number
Quoted fully paid ordinary Cue Shares on issue	699,779,286
Cue Options:	
CUEAC : OPTION EXPIRING 22-JUL-2026 EX A$0.078	1,358,250
CUEAD : OPTION EXPIRING 01-JUL-2027 EX A$0.089	666,146
CUEAE : OPTION EXPIRING 01-JUL-2028 EX A$0.072	4,640,759
CUEAF : OPTION EXPIRING 01-JUL-2029 EX A$0.12	3,411,549
CUEAG : OPTION EXPIRING 01-JUL-2030 EX A$0.136	3,149,921

4.2 CUE EMPLOYEE INCENTIVE PLANS AND INCENTIVE SECURITIES ON ISSUE

According to documents lodged by Cue with ASX as at the Last Practicable Date, there are a total of 13,226,625 Cue Options on issue that are granted in 5 tranches:

- Tranche CUEAC: 1,358,250 options exercisable at A$0.078 on or before 22 July 2026;
- Tranche CUEAD: 666,146 options exercisable at A$0.089 on or before 1 July 2027;
- Tranche CUEAE: 4,640,759 options exercisable at A$0.072 on or before 1 July 2028;
- Tranche CUEAF: 3,411,549 options exercisable at A$0.12 on or before 1 July 2029; and
- Tranche CUEAG: 3,149,921 options exercisable at A$0.136 on or before 1 July 2030.

Cue Options are subject to various vesting criteria and conditions that are determined by the Cue Board in its unfettered discretion.

To the extent that Cue Options remain on issue after Successful Offer Completion, Horizon intends to compulsorily acquire the remaining Cue Options.

4.3 INTERESTS IN CUE SHARES

As at the date of this Bidder's Statement:

- Horizon's voting power in Cue was 19.99%; and
- Horizon had a Relevant Interest in 139,885,879 Cue Shares.

As at the date of the Offer:

- Horizon's voting power in Cue was 19.99%; and
- Horizon had a Relevant Interest in 139,885,879 Cue Shares.

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4.4 DEALINGS IN CUE SHARES

(a) **Previous four months**

In the period beginning four months before the date of this Bidder's Statement and ending on the day immediately before the date of this Bidder's Statement, Horizon has provided, or agreed to provide, consideration for Cue Shares under the Pre-bid Agreement with Echelon dated 2 March 2026. Refer to section 10.3 and Horizon's substantial shareholder notice lodged on Cue's market announcement platform on 2 March 2026 for further details and a copy of the Pre-bid Agreement.

The consideration payable by Horizon to the vendor under the Pre-bid Agreement was A$0.115 per Cue Share acquired, subject to adjustments.[32]

(b) **Period before Offer**

Other than the Cue Shares subject to the Pre-bid Agreement noted in section 4.4(a), neither Horizon nor any Associate of Horizon has provided, or agreed to provide, consideration for Cue Shares under any purchase or agreement during the four months ending on the day immediately before the date of this Bidder's Statement and the date of the Offer.

4.5 RECENT TRADING OF CUE SHARES

Cue Shares are quoted on ASX. Set out below is a table showing relevant recent trading price of Cue Shares on ASX:

Comparative trading period	Price of Cue Shares (A$)
VWAP of Cue Shares on ASX for the 10 trading days up to and including 27 February 2026, being the Last Practicable Date	A$0.1298
VWAP of Cue Shares on ASX for the 30 trading days up to and including 27 February 2026, being the Last Practicable Date	A$0.1230
Highest trading price of Cue Shares in the four months up to and including 27 February 2026, being the Last Practicable Date	A$0.145
Lowest trading price of Cue Shares in the four months up to and including 27 February 2026, being the Last Practicable Date	A$0.11
Closing trading price of Cue Shares traded on ASX on 27 February 2026, being the Last Practicable Date	A$0.13
Closing trading price of Cue Shares traded on ASX on 18 March 2026, being the last trading day before the date of this Bidder's Statement	A$0.135

[32] If Horizon does not receive the benefit of all rights in relation to the Cue Shares (including any dividends or entitlements declared on or after 25 February 2026 (including the Cue Interim Dividend), or other rights attaching to the Cue Shares at, accruing or arising after, 2 March 2026), the consideration is reduced by the amount of those rights. For full terms and conditions, please refer to the Pre-Bid Agreement annexed to the ASIC Form 603 (Notice of initial substantial holder) lodged by Horizon with the ASX on 2 March 2026.

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Cue Share price chart since January 2021 up until the Last Practicable Date (source: www.asx.com.au)

4.6 RECENT DIVIDEND HISTORY

The dividend history of Cue over FY24 to FY26 (to date) is detailed below.

Ex date	Distribution amount (per Cue Share)	Franked
11 March 2026	A$0.0025	No
10 September 2025	A$0.005	No
11 March 2025	A$0.01	No
11 September 2024	A$0.01	No
21 March 2024	A$0.02	No

4.7 SUBSTANTIAL HOLDERS OF CUE SHARES

Based on Cue's annual report for FY25, substantial holder notices released to the ASX in respect of Cue on or before the Last Practicable Date and the number of Cue Shares on issue as at the Last Practicable Date, the substantial holders of Cue were:

Substantial holder	Number of Cue Shares held	Voting power
Echelon Offshore Limited[33]	349,368,803	49.93%
BNP Paribas Noms Pty Ltd Uobkh A/C R'miers	115,456,460	16.50%

[33] As outlined in section 10.3, Horizon has a Relevant Interest in 139,885,879 Cue Shares representing approximately a 19.99% Relevant Interest in Cue. Horizon acquired this Relevant Interest by entering into the Pre-bid Agreement with Echelon, Cue's largest shareholder, to acquire these Cue Shares at A$0.115 per share, subject to adjustments. Completion is conditional on any required Ministerial consent under the *Petroleum (Prospecting and Mining) Act 1980* (NT) in connection with the transfer of Cue Shares being obtained prior to the end of the Offer Period, and is expected to occur five Business Days after the end of the Offer Period.

Since the Last Practicable Date, Horizon has become a substantial holder in Cue due to Horizon's entry into the Pre-bid Agreement due to the Relevant Interest it has acquired in the Cue Shares the subject of the Pre-bid Agreement.[34]

Substantial holder	Number of Cue Shares the subject of the Pre-bid Agreement	Relevant Interest
Horizon Oil Limited	139,885,879	19.99%

4.8 NO COLLATERAL OR OTHER BENEFITS

During the period of four months before the date of this Bidder's Statement and the date of this Offer, neither Horizon nor any Associate of Horizon gave, or offered to give, or agreed to give a benefit to another person which was likely to induce the other person, or an Associate of the other person, to:

- accept the Offer; or
- dispose of Cue Shares,

and which is not offered to all holders of Cue Shares under the Offer.

4.9 NO ESCALATION AGREEMENTS

Neither Horizon nor any of its Associates has entered into any escalation agreement that is prohibited by section 622 of the Corporations Act.

4.10 OFFER EXTENDS TO NEW CUE SHARES

The Offer extends to Cue Shares that are issued or otherwise come into existence during the period from the Register Date to the end of the Offer Period due to the conversion of, or exercise of rights attached to, other securities convertible into Cue Shares (including the Cue Options) that are on issue at the Register Date.

[34] See section 10.3 for further details.

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5 SOURCES OF OFFER CONSIDERATION

5.1 OFFER CONSIDERATION

The consideration for the acquisition of Your Cue Shares to which the Offer relates will be satisfied by:

- the issue of Horizon Shares, being 0.5625 Horizon Shares for each Cue Share (**Scrip Consideration**); and
- the payment of cash, being A$0.008 for each Cue Share (**Cash Consideration** and together with the Scrip Consideration, **Offer Consideration**).

Ineligible Foreign Shareholders and Small Parcel Shareholders that accept the Offer will not receive Horizon Shares. Instead, if they accept the Offer, they will receive the Cash Consideration and will be paid the net proceeds of the sale (on the ASX by the Nominee) of the Horizon Shares that they would have otherwise been entitled to. See clause 8.4 of **Appendix 1** for more information.

5.2 SCRIP CONSIDERATION

Based on the number of Cue Shares on issue as at the Last Practicable Date, and assuming that:

- all acceptances are received by Horizon under the Offer in respect of all Cue Shares on issue as at the Last Practicable Date (other than those Cue Shares it already has a Relevant Interest in); and
- all of the Cue Options issued by Cue as at the Last Practicable Date are in the money, are able to be exercised and are in fact exercised, such that new Cue Shares are issued to such Cue Option holders before the end of the Offer Period, and the holders of such Cue Options accept the Offer,

the maximum number of Horizon Shares that Horizon would be required to issue under the Offer, if acceptances are received for all Cue Shares is approximately 318,000,000 Horizon Shares (subject to rounding under clause 4 of **Appendix 1**).

Horizon has the capacity to issue the maximum number of Horizon Shares which it may be required to issue under the Offer. The new Horizon Shares issued under the Offer will rank equally with Horizon's existing ordinary shares in all respects. If any dividends are declared by Horizon with a record date after issuance, new shares will be eligible.

5.3 CASH CONSIDERATION

Based on the number of Cue Shares on issue as at the Last Practicable Date, and assuming that:

- all acceptances are received by Horizon under the Offer in respect of all Cue Shares on issue as at the Last Practicable Date (other than those Cue Shares it has a Relevant Interest in); and
- all of the Cue Options issued by Cue as at the Last Practicable Date are in the money, are able to be exercised and are in fact exercised, such that new Cue Shares are issued to such Cue Option holders before the end of the Offer Period, and the holders of such Cue Options accept the Offer,

then the maximum aggregate amount of Cash Consideration that Horizon would be required to pay would be approximately A$4,510,315 (**Maximum Cash Offer Amount**) plus any associated transaction costs.

The Cash Consideration will be funded from existing cash reserves of Horizon. As at 31 December 2025, Horizon and its Related Bodies Corporates had cash reserves of approximately US$35,606,000 (of which, as at 31 December 2025, approximately A$22.1 million was held in Australian dollars), exceeding the Maximum Cash Offer Amount. Horizon's existing cash reserves are sufficient to meet the Maximum Cash Offer Amount, including taking into account Horizon's other commitments and the terms of its senior debt facility.[35] Additionally, Horizon continues to generate cashflow from its production assets.

[35] The terms of the senior debt facility are summarised in section 7.9(g) of this Bidder's Statement.

An amount of Horizon's existing cash reserves which is at least equal to the Maximum Cash Offer Amount, together with associated transaction costs, is available for use for this purpose and is not required for any other group operations, arrangements or obligations, nor is it subject to any security interests, rights of set off or similar arrangements. In respect of the portion of Horizon's existing cash reserves in USD, Horizon implements hedging arrangements to limit its exposure to exchange rate fluctuations. Horizon's existing cash reserves (including the portion held in Australian dollars), in conjunction with its hedging arrangements, is more than adequate to cover any material adverse movement in the AUD/USD exchange rate.

Horizon therefore has access to sufficient cash reserves to satisfy its payment obligations in connection with the Offer (including associated transaction costs), as and when they become due and payable under the terms of the Offer, or otherwise.

5.4 OTHER COSTS

As noted above, Horizon will fund its transaction costs in connection with the Offer using its existing cash reserves and has access to sufficient cash reserves to satisfy its payment obligations as and when they become due and payable.

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6 HORIZON'S INTENTIONS IN RELATION TO CUE

6.1 INTRODUCTION

This section sets out Horizon's current intentions in relation to the following:

- the continuation of the business of Cue;
- any major changes to the business of Cue;
- the future employment of Cue employees; and
- the compulsory acquisition of Cue Shares and the removal of Cue from the official list of ASX.

Horizon has formed the intentions set out in this section 6 based on Horizon's review of publicly available information about Cue (which has not been independently verified by Horizon or provided by or on behalf of Cue). Final decisions on these matters have not been made and will only be reached in light of all material facts and circumstances at the relevant time, including once Horizon has had an opportunity to conduct a general review of Cue's operations and assets as referred to below. Accordingly, the statements set out in this section are statements of current intentions only, which may vary as new information becomes available or circumstances change.

6.2 OVERVIEW AND RATIONALE FOR THE OFFER AND SUMMARY OF EXPECTED COST SYNERGIES

The Offer is designed to enable a combination of Horizon and Cue with the intention of creating what Horizon believes will be a larger and more diversified Australian-listed oil and gas production company, with a greater number of production assets and reduced overall portfolio risk. It will also diversify the production base of the Combined Group geographically, to enable the spread of portfolio risk by reducing reliance on a single field or region, which can reduce the impact of any single asset's underperformance (see sub-section 1 of '*Why you should accept this Offer*' in this Bidder's Statement for further detail).

Horizon expects that, if Horizon acquires 100% of Cue, the creation of the Combined Group will unlock synergies. The combination of Horizon and Cue may unlock up to approximately A$2 million of annualised synergies[36] (see sub-section 5 of '*Why you should accept this Offer*' in this Bidder's Statement and section 7.3 for further detail).

6.3 INTENTIONS ON ACQUIRING 90% OR MORE OF CUE SHARES

This section sets out Horizon's intentions if during, or at the end of, the Offer Period, Horizon and its Associates have a Relevant Interest in 90% or more of the Cue Shares and Horizon becomes entitled to proceed to compulsory acquisition of the outstanding Cue Shares in accordance with Part 6A.1 of the Corporations Act.

In that circumstance, Horizon's current intentions are as follows:

- **Compulsory Acquisition:** If Horizon and its Associates collectively have a Relevant Interest in at least 90% (by number) of Cue Shares during or at the end of the Offer Period, Horizon intends to give a notice pursuant to Part 6A.1 of the Corporations Act to compulsorily acquire all of the outstanding Cue Shares, even if the Cue Shares to which those notices relate are issued after the Offer closes but before notices are given (pursuant to section 661A(4)(b) of the Corporations Act).

  Cue Shareholders should consult their legal advisers for a determination of their legal rights with respect to any compulsory acquisition.

  The income tax consequences to a Cue Shareholder of a compulsory acquisition may differ from the income tax consequences to such Cue Shareholder accepting the Offer. See section 9 for a

[36] Noting that in instances where Horizon does not acquire 100% of Cue, cost synergies are expected to be more limited in scope and quantum.

general overview of the Australian taxation implications for Cue Shareholders who dispose of their Cue Shares under the Offer.

- **ASX listing:** At the conclusion of the compulsory acquisition process, Horizon intends to procure the removal of Cue from the official list of the ASX.
- **Directors:** Following the acquisition of Cue on Successful Offer Completion, Horizon intends to replace all of the directors of Cue with nominees of Horizon (as Horizon expects that Cue will be a wholly owned subsidiary of Horizon).

  Horizon intends to review the composition of the board of the Combined Group and may consider the appointment of a number of current Cue directors as Horizon directors. As at the date of this Bidder's Statement, Horizon has not made any decisions as to whether any (and, if so, which) Cue directors will be invited to join the Horizon Board after Successful Offer Completion.
- **Impact on Cue's executives:** As part of its general review, Horizon expects to evaluate the future operation and management requirements of the Combined Group. Depending on the outcome of this review, there may be changes to the staffing requirements of the Combined Group, noting that any workforce changes would comply with contractual and legal obligations.

  The Combined Group is expected to have a balanced and experienced leadership team. It is anticipated that the senior management team of the Combined Group will predominantly comprise members from Horizon's current senior management team and may include certain members of Cue's current senior management team.
- **General review:** Horizon intends to conduct a general review of Cue's structure, assets, business, personnel and operations. The review will use both qualitative and quantitative measures to evaluate Cue's performance, profitability and prospects. As at the date of this Bidder's Statement, Horizon does not have any specific intentions in relation to the outcomes of this general review but, as part of this review, Horizon intends to focus on the following areas (amongst others):
  - integration and optimisation of Horizon's and Cue's non-operated interests in the Maari/Manaia fields to extract synergy benefits for Combined Group;
  - integration and optimisation of Horizon's and Cue's non-operated interests in the Mereenie field to extract synergy benefits for Combined Group; and
  - review of Cue's existing technical support resourcing in order to ensure appropriate resources are allocated to Cue's asset base.

  This process is expected to be formalised following Successful Offer Completion.
- **Business integration and impact on employees:** Subject to the general review referenced above, Horizon intends to incorporate the operations of Cue within its existing structure. The positions held by certain Cue employees whose roles overlap with existing Horizon employees may become redundant and some job redundancies may occur as a result. However, the extent and timing of such job redundancies cannot be predicted in advance of conducting the general review described above. Where redundancies do occur across the Combined Group, severance and redundancy terms of all relevant employment contracts and industrial agreements or awards will be recognised and complied with by the Combined Group.

6.4 INTENTIONS ON ACQUIRING MORE THAN 50% BUT LESS THAN 90% OF CUE SHARES

This section sets out Horizon's intentions (as at the date of this Bidder's Statement) if Horizon acquires more than 50%, but less than 90%, of Cue Shares on issue.

The ability of Horizon to implement any of the intentions set out in this section 6.4 will be subject to, among other things:

- the legal obligations of the directors of Cue;

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- the requirements of the Corporations Act relating to transactions between related parties; and
- potentially, the Listing Rules relating to transactions between related parties (provided Cue remains listed on the ASX).

These shareholder protections may limit or modify the implementation of the intentions outlined below. As a result of those requirements, the approval of minority Cue Shareholders may be required for the implementation of some of the intentions outlined below.

Subject to the limitations described above, Horizon's intentions for Cue as a part-owned controlled entity are as follows:

- **Directors:** Subject to the Corporations Act and Cue's constitution, Horizon intends to seek to replace some or all of the members of the Cue Board such that Horizon nominees constitute a majority of the Cue Board. No decision has been made at this stage about the identity of any proposed nominees to the Cue Board (although they are likely to be members of the Horizon Board and Horizon management team) or which, if any, current Cue directors would be replaced.
- **ASX Listing:** Subject to continued compliance by Cue with the Listing Rules (including Cue maintaining a sufficient spread of shareholders) and Horizon being of the view that the benefits of a listing on the ASX outweigh the additional corporate and compliance costs of doing so, Horizon intends to maintain Cue's listing on the ASX (although Cue Shareholders should be aware that in this circumstance the liquidity of Cue Shares on the ASX may be materially diminished). If Cue ceases to have the required spread of shareholders as required under the Listing Rules, Horizon may make an application to remove Cue from the official list of the ASX.
- **Dividend policy:** Horizon's view on the payment of dividends by Cue may be different to those of the Cue Board as at the date of this Bidder's Statement, which may result in their increase or decrease if Horizon nominees constitute at least a majority of the members of the Cue Board after the Offer closes. As at the date of this Bidder's Statement, no determination has been made by Horizon regarding Cue's dividend policy after the Offer closes in these circumstances.
- **Compulsory acquisition at a later time:** It is possible that even if Horizon is not entitled to proceed to compulsory acquisition of minority holdings after the end of the Offer Period under Part 6A.1 of the Corporations Act, it may subsequently become entitled to exercise rights of general compulsory acquisition under Part 6A.2 of the Corporations Act; for example, as a result of acquisitions of Cue Shares in reliance on the '3% creep' exception in item 9 of section 611 of the Corporations Act. If so, it may exercise those rights.
- **General review:** If, following the Offer Period, Cue becomes a controlled entity, but not a wholly owned subsidiary, of Horizon, it is the present intention of Horizon to attempt to procure that the Cue Board conducts the general review referred to in section 6.3 above and implements its objectives. In these circumstances, following the end of the Offer Period, Horizon would continue to monitor the performance of Cue and, as appropriate, conduct a general review of Cue's structure, assets, business, personnel and operations.

6.5 INTENTIONS FOR CUE IF NOT CONTROLLED BY HORIZON

Horizon reserves its right to declare the Offer free from the 50.1% Minimum Acceptance Condition (or any other Condition). However, it has made no decision as to whether it will do so.

This section sets out Horizon's intentions if it were to declare the Offer free of the 50.1% Minimum Acceptance Condition and if Cue does not become a controlled entity of Horizon. In these circumstances, Horizon does not expect to be in a position to give effect to the intentions set out in sections 6.3 or 6.4 of this Bidder's Statement other than as set out in this section 6.5.

- **Directors**: Subject to the Corporations Act and Cue's constitution, Horizon intends to seek representation on the Cue Board so that the proportion of Horizon nominees is broadly in line with its voting power in Cue. No decision has been made at this stage about the identity of any proposed nominees to the Cue Board (although they are likely to be members of the Horizon

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Board and Horizon management team), or which, if any, current Cue directors would be replaced.

- **Active minority Cue Shareholder:** Horizon intends to remain actively involved as a Cue Shareholder, including by way of influencing the strategic direction of the business of Cue, to the greatest extent that is permitted by law.

- **Maximising value:** Horizon's current intended purpose in holding Cue Shares acquired is to maximise the value of its investment in Cue (this may result in Horizon and/or Horizon's Associates acquiring additional Cue Shares, to the extent permitted by law, or divesting Cue Shares at a future point in time). Despite Horizon's intention set out in this section 6, if the Offer is not successful, Horizon reserves its rights to consider and potentially accept alternative or subsequent offers for its Cue Shares.

- **Further acquisition of Cue Shares:** Horizon may, after conclusion of the Offer, acquire further Cue Shares, subject to the provisions of the Corporations Act. In particular, Horizon may acquire additional Cue Shares under the '3% creep' in item 9 of section 611 of the Corporations Act which would permit Horizon and its Associates to acquire up to 3% of Cue Shares every six months. Horizon has not yet decided whether it will acquire further Cue Shares under these provisions or by any other means permitted under the Corporations Act as that will be dependent upon (among other things) the extent of Horizon's voting power in Cue and market conditions at the time.

6.6 INTENTIONS GENERALLY

Except for the changes and intentions set out in this section 6, Horizon intends, based on the information presently known to it:

- to continue the business of Cue; and
- not to make any major changes to the business of Cue.

6.7 LIMITATIONS ON INTENTIONS GENERALLY

The intentions and statements of future conduct set out in this section 6 must be read as being subject to:

- the law (including the Corporations Act) and the Listing Rules, including in particular the requirements of the Corporations Act and the Listing Rules in relation to conflicts of interest and 'related party' transactions given that if Horizon obtains control of Cue but does not acquire all of the Cue Shares it will be treated as a related party of Cue for these purposes; and
- the legal obligations of the Cue directors at the time, including any nominees of Horizon to act in good faith in the best interests of Cue and for proper purposes and to have regard to the interests of all Cue Shareholders (in which regard, the role of independent directors of Cue will also be important).

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7 EFFECT OF OFFER ON HORIZON AND PROFILE OF COMBINED GROUP

7.1 INTRODUCTION

This section 7 contains information on the Combined Group, assuming that Cue becomes a wholly owned subsidiary of Horizon (by completion of the acquisition by Horizon of all of the Cue Shares on issue that Horizon does not already have a Relevant Interest in and the issue of Horizon Shares to eligible Cue Shareholders under the Offer, or compulsory acquisition by Horizon in respect of the Cue Shares held by Cue Shareholders that do not accept the Offer under Part 6A.1 and/or Part 6A.2 of the Corporations Act).

If Horizon does not acquire all of the Cue Shares on issue that Horizon does not already have a Relevant Interest in or at least 90% of the Cue Shares during the Offer Period and therefore does not become entitled to compulsorily acquire the remaining Cue Shares, the described outcomes for the Combined Group described in this section may not be achieved.

7.2 OVERVIEW OF THE COMBINED GROUP

Horizon believes that the combination of Horizon and Cue will create a Combined Group that will be a larger and more diversified Australian-listed oil and gas production company, with a greater number of production assets and reduced overall portfolio risk.

The Horizon Board believes that, if Horizon acquires 100% of the Cue Shares on issue, potential synergies will be available to the Combined Group. The combination of Horizon and Cue may unlock approximately A$2 million of annualised synergies.

Horizon believes that the Offer is beneficial for both Cue and Horizon Shareholders for the following reasons:

- **Asset portfolio fit:** Cue's asset base in Indonesia, Australia and New Zealand complements Horizon's existing portfolio. For example, Cue's 5% interest in the Maari/Manaia fields aligns with Horizon's 26% stake, supporting a higher combined ownership position in that asset. Similarly, Cue's interest in the Amadeus Basin (including Mereenie/Palm Valley/Dingo) overlap Horizon's 25% interest in Mereenie. Increased alignment in these joint ventures may facilitate more efficient coordination and decision-making.

  Cue's Indonesian assets (Mahato and Sampang) would provide Horizon with exposure Indonesia (a jurisdiction where Horizon currently has no direct exposure), through producing non-operating assets with established operators. Collectively, Cue's assets would broaden Horizon's geographic exposure and commodity mix, with production comprising both oil and gas. Gas production, which is often sold under contract pricing arrangements, and oil production additionally contribute to portfolio diversification. All of Cue's assets are non-operated, which is consistent with Horizon's existing holdings.

- **Risk reduction through scale:** The acquisition of a larger interest in Cue and consolidation of Horizon's and Cue's assets is expected to reduce Horizon's overall portfolio risk in the current environment. Oil and gas markets can be volatile, and oil and gas assets have inherent risks ranging from geological risks through to political risks, and thus having a greater number of producing assets spread across more jurisdictions in the combined portfolio is prudent in spreading risk.

- **Influence and synergy:** With a 19.99% Relevant Interest in Cue currently, Horizon has limited influence on Cue's strategic direction. Through the Offer, Horizon seeks to acquire 100% ownership of Cue, which would enable full integration of Cue within the Horizon group (for example, a unified approach to capital allocation and asset management). If Horizon acquires 100% of Cue, it expects to realise synergies through the consolidation of the two businesses, including the elimination of duplicative public company costs (following delisting of Cue), consolidation of technical and administrative teams, and a more coordinated approach to the oversight of Cue's assets (particularly in joint ventures where Horizon already participates).

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7.3 POTENTIAL SYNERGIES

Horizon expects that, if it acquires 100% of Cue Share, the creation of the Combined Group may unlock approximately $2 million of annualised cost synergies (**Expected Cost Synergies**). These Expected Cost Synergies are expected to arise primarily from the elimination of duplicated corporate and administrative costs and the integration of overlapping activities across the two businesses.

The Expected Cost Synergies are estimates only, are presented on an annualised basis, and are subject to the assumptions, limitations and risks described below. Actual outcomes may differ materially and there can be no assurance that the Expected Cost Synergies will be realised in full, in part, or within the anticipated timeframe.

(a) Basis of the calculation and key assumptions

The Expected Cost Synergies have been identified by Horizon based on a review of publicly available information relating to Cue, together with Horizon's experience operating non-operated oil and gas portfolios and integrating overlapping joint venture interests. In estimating the Expected Cost Synergies, Horizon has assumed that:

- 100% ownership: The full quantum of approximately A$2 million per annum is contingent on Horizon acquiring 100% of Cue and being able to fully consolidate Cue's corporate, administrative and technical support functions.
- Nature of synergies: The Expected Cost Synergies relate to cost savings only and do not include any revenue synergies, production uplifts, reserve upgrades, tax benefits or financing benefits.
- Overlapping assets and activities: Horizon and Cue currently hold interests in a number of common assets (including the Maari/Manaia fields in New Zealand and the Mereenie field in Australia). Consolidation of ownership and oversight of these assets is expected to reduce duplicated technical review, joint venture administration and governance costs.
- Corporate and administrative consolidation: A material component of the Expected Cost Synergies is expected to arise from the elimination of duplicated public company and head-office costs, including board, ASX listing, audit, registry, advisory, reporting and corporate support expenses, assuming Cue is delisted following Successful Offer Completion.
- Absorption of Cue functions: Horizon expects that a significant portion of Cue's general and administrative functions can be absorbed into Horizon's existing organisational structure with minimal incremental cost.

(b) Timing and realisation

Horizon expects that, if Successful Offer Completion occurs and Cue is fully integrated, the majority of the Expected Cost Synergies would be progressively realised over approximately 12 to 18 months following completion, as corporate structures are simplified, systems are integrated and duplicated functions are rationalised.

The timing of realisation will depend on, among other things, the pace of integration activities, regulatory approvals, and decisions regarding Cue's continued listing status.

(c) Partial ownership scenarios

If Horizon acquires more than 50.1% but less than 100% of Cue, Horizon expects that only a portion of the Expected Cost Synergies may be achievable. In that scenario:

- certain public company and governance costs would continue to be incurred by Cue; and
- Horizon's ability to implement structural changes would be constrained by minority shareholder protections and the legal obligations of Cue's directors.

In these circumstances, Horizon expects that partial cost synergies, potentially in the order of up to A$1 million per annum, may be achievable, primarily from limited administrative integration and some efficiencies in relation to overlapping assets. Horizon expects that the majority of these partial cost synergies, if realised, would be progressively achieved over approximately 12 to 18 months following completion of the Offer, subject to integration activities, regulatory approvals and execution risks. However, Horizon does not provide any assurance that these partial synergies would be realised.

(d) **Limitations and risks**

Cue Shareholders should note that:

- the Expected Cost Synergies are not guarantees and are subject to execution risk, integration risk and external factors beyond Horizon's control.
- integration may take longer or cost more than anticipated, reducing or delaying the net benefit of the Expected Cost Synergies.
- one-off integration costs (such as advisory, systems integration and potential redundancy costs) may be incurred in order to achieve the Expected Cost Synergies. These costs are not reflected in the annualised synergy estimate.
- if Horizon does not acquire control of Cue, or does not acquire 100% of Cue, the Expected Cost Synergies may be materially lower or not achievable at all.

The risks associated with achieving the Expected Cost Synergies are described further in section 8, including risks relating to integration, execution and regulatory approvals.

7.4 EFFECT ON ASSETS AND OPERATIONS OF HORIZON

Other than as referred to elsewhere in this Bidder's Statement, the acquisition of Cue is not expected to have a material effect on the existing assets and operations of Horizon.

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7.5 EFFECT ON CAPITAL STRUCTURE

The following table represents the effect of the Offer on Horizon's capital structure, based on Horizon owning 100% and 50.1% (respectively) of Cue Shares on issue.[37]

	100%		50.1%	
	Number	%	Number	%
Horizon Shares on issue as at the Last Practicable Date	1,627,588,503	83.69%	1,627,588,503	93.15%
New Horizon Shares issued to Cue Shareholders	317,131,534	16.31%	119,618,682	6.85%
Total Horizon Shares on issue after the Offer	1,944,720,037	100%	1,747,207,185	100%

Under the Offer, Horizon is offering to issue Horizon Shares as part of the Offer Consideration to Cue Shareholders. The actual number of Horizon Shares on issue at completion of the Offer will depend upon the number of acceptances of the Offer. There are many potential scenarios, depending on the above factors, which will result in different effects on the capital structure of Horizon.

Assumptions relating to Horizon Share Rights and Cue Options

Overview

The pro forma capital structure information in this section 7.5 has been prepared to illustrate the potential effect of the Offer on Horizon's issued capital assuming various levels of acceptances. In preparing this information, certain assumptions have been made in relation to Horizon Share Rights and Cue Options, as outlined below.

These assumptions are intended to provide transparency as to the treatment of equity-linked instruments and do not represent forecasts or expectations as to whether such instruments will, in fact, vest or be exercised.

Horizon Share Rights

*As at the date of this Bidder's Statement, Horizon has on issue a number **of unquoted Horizon Share Rights** issued under its long-term and short-term incentive plans. See section 2.7.*

For the purposes of this section 7.5:

- ***No accelerated vesting**: It has been assumed that the acquisition of Cue under the Offer **does not cause any Horizon Share Rights to vest early**, lapse or otherwise be accelerated as a result of the Offer or Successful Offer Completion.*
- ***No exercise assumed**: It has been assumed that **no Horizon Share Rights are exercised** as a consequence of the Offer or during the Offer Period.*
- ***No change to terms**: It has been assumed that the Offer **does not result in any amendment** to the terms of Horizon Share Rights, including performance conditions, vesting schedules or settlement mechanics.*
- ***No dilution included**: Accordingly, **no additional Horizon Shares** that may be issued on the future vesting or exercise of Horizon Share Rights are reflected in the pro forma capital structure information in this section.*

Any future vesting or exercise of Horizon Share Rights will depend on the satisfaction of applicable performance conditions and the passage of time and is not contingent on the Offer.

Cue Options

*Cue has a number of **unlisted options** on issue, details of which are summarised in section 4.2 of this Bidder's Statement.*

For the purposes of this section 7.5:

- ***Exercise assumed for maximum dilution scenarios**: Where relevant to illustrating the **maximum potential number of Horizon Shares** that may be issued under the Offer, it has been assumed that **all Cue Options are exercised** prior to the end of the Offer Period and that the resulting Cue Shareholders accept the Offer.*

[37] Assuming: (i) all of the Cue Options issued by Cue as at the Last Practicable Date are in the money, are able to be exercised and are in fact exercised, such that new Cue Shares are issued to such Cue Option holders before the end of the Offer Period, and the holders of such Cue Options accept the Offer; and (ii) none of the Horizon Share Rights currently on issue vest, or if vested, none are exercised, before completion of the Offer.

- ***Out-of-the-money options**: This assumption has been made for illustrative purposes only and does not reflect an expectation that all Cue Options (including those that are out of the money) will, in fact, be exercised.*
- ***Consistency with Offer Terms**: The assumption is consistent with the Offer extending to Cue Shares issued as a result of the exercise of Cue Options during the Offer Period, as permitted under the Corporations Act and ASIC relief.*
- ***No partial exercise assumed**: No allowance has been made for selective or partial exercise of Cue Options; scenarios are shown on an "all or nothing" basis to avoid complexity and ensure transparency.*

If Cue Options are not exercised, or are cancelled, lapse or otherwise cease to be on issue, the actual number of Horizon Shares issued under the Offer would be lower than the maximum illustrated.

No adjustment for economic or market behaviour

The assumptions in this section:

- *do not take into account the likelihood of option exercise based on market price movements;*
- *do not assume any trading, hedging or arbitrage behaviour by Cue Option holders; and*
- *do not assume any discretionary actions by Horizon in relation to waiving conditions, extending the Offer or varying the Offer terms.*

Relationship to other pro forma disclosures

*The assumptions set out above are used **solely for the purposes of illustrating potential capital structure outcomes** and are independent of:*

- *the Expected Cost Synergies described in section 7.3; and*
- *the pro forma reserves and contingent resources information set out in section 7.8, which is prepared on an arithmetical aggregation basis only.*

Actual outcomes will depend on the level of acceptances, the exercise (if any) of Cue Options, and the future vesting or exercise of Horizon Share Rights.

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7.6 EFFECT OF THE OFFER ON THE HORIZON BOARD

As stated in section 6.3, Horizon intends to replace all of the directors of Cue with nominees of Horizon (as Horizon expects that Cue will be a wholly-owned subsidiary of Horizon).

If Successful Offer Completion occurs, Horizon intends to review the composition of the board of the Combined Group and may consider the appointment of a number of current Cue directors as Horizon directors. As at the date of this Bidder's Statement, Horizon has not made any decisions as to whether any (and, if so, which) Cue directors will be invited to join the Horizon Board after completion of the Offer.

7.7 EFFECT OF THE OFFER ON THE COMBINED GROUP'S SUBSTANTIAL HOLDERS

If Successful Offer Completion occurs and Horizon acquires all of the Cue Shares that Horizon does not already have a Relevant Interest in, for consideration partly comprising of Horizon Shares (on the basis described in section 5.2 above), there will be 1,944,720,037 Horizon Shares on issue immediately after Successful Offer Completion, of which 317,131,534 Horizon Shares (or 16.31%) will be held by existing Cue Shareholders. If Horizon acquires 50.1% of the Cue Shares under the Offer, there will be 1,747,207,185 Horizon Shares on issue, of which 119,618,682 Horizon Shares (or 6.85%) will be held by existing Cue Shareholders.

A list of the Combined Group's substantial holders if Horizon acquires 100% of the Cue Shares under the Offer (based on shareholdings reported on or prior to the Last Practicable Date, and assuming these Cue Shareholders do not dispose of their Cue Shares other than pursuant to the Offer) is set out below:

Substantial holder	Number of Combined Group shares held	Voting power
IMC Investments Limited (an associate of Austral-Asia Energy Pty Limited)	400,574,175	20.60%
Samuel Terry Asset Management Pty Limited	314,232,423	16.16%
Echelon Offshore Limited[38]	117,834,144	6.06%

7.8 RESERVES AND CONTINGENT RESOURCES OF THE COMBINED GROUP AS AT 30 JUNE 2025

As at 30 June 2025, the Combined Group is estimated, on a proration adjusted, pro forma net interest basis, to hold 17.5 MMBOE of 2P Reserves and 18.4 MMBOE of 2C Contingent Resources (note 1,2,3). The information in this section has been prepared to provide an aggregated view of the petroleum Reserves and Contingent Resources of Horizon and Cue as if the two entities formed a single economic group as at that date.

The pro forma estimates have been derived by combining Horizon's and Cue's respective reserves and contingent resources using publicly available information, including each entity's audited reserves disclosures, and applying arithmetical adjustments only. No independent re-estimation, re-classification or technical reassessment of reserves or contingent resources has been undertaken for the purposes of this Bidder's Statement (note 1,2).

Horizon's reported 2P Reserves as at 30 June 2025 were 9.0 MMBOE, excluding the Sinphuhorm and Nam Phong gas fields in Thailand, as completion of the acquisition of those assets occurred after that date (note 4). Horizon acquired interests in the Sinphuhorm and Nam Phong gas fields with an effective date

[38] As outlined in section 10.3, Horizon has a Relevant Interest in 139,885,879 Cue Shares representing approximately a 19.99% Relevant Interest in Cue. Horizon acquired this Relevant Interest by entering into a pre-bid agreement with Echelon, Cue's largest shareholder, to acquire these Cue Shares at A$0.115 per share, subject to adjustment. The completion of this acquisition is expected to occur five Business Days after the end of the Offer Period.

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of 1 January 2025, at which time 2P Reserves were estimated at 3.9 MMBOE (net to Horizon). During the seven-month period from the 1 January 2025 effective date through to completion on 1 August 2025, Horizon's net entitlement to production from both Nam Phong and Sinphuhorm was approximately 0.4 MMBOE, for which the economic entitlement was adjusted against the acquisition consideration at completion, resulting in net 2P Reserves of 3.5 MMBOE as at 30 June 2025. These Thailand 2P Reserves are included in this section on a pro forma basis, notwithstanding that they were not included in Horizon's reported reserves as at 30 June 2025 due to the post-balance-date completion (note 4). On a pro forma basis (i.e. including the Thailand assets), Horizon's 2P Reserves increase to 12.5 MMBOE as at 30 June 2025.

As disclosed in Cue's annual report for the financial year ended 30 June 2025 (reported on 1 July 2025), Cue's 2P Reserves were 5.5 MMBOE. For the purposes of the Combined Group pro forma estimates, Cue's reported reserves have been adjusted to 5.0 MMBOE to align with Horizon's reserve assumptions and to reflect consistent treatment of overlapping assets (note 3). After combining Horizon's and Cue's respective reserves and applying the proration adjusted methodology (note 3) to assets in which both entities hold interests, the Combined Group is estimated to hold 17.5 MMBOE of 2P Reserves as at 30 June 2025.

In respect of Contingent Resources, Horizon reported 12.3 MMBOE of 2C Contingent Resources. Cue's reported 2C Contingent Resources were 5.6 MMBOE (note 5), which have been adjusted to 6.1 MMBOE on a prorated basis to align with Horizon's assumptions and to reflect consistent treatment of overlapping assets (note 3). This results in a total of 18.4 MMBOE of 2C Contingent Resources for the Combined Group on a pro forma basis as at 30 June 2025.

(a) **Cue Energy Resources: 2P Reserves and 2C Contingent Resources by Asset (Net interest; as at 30 June 2025 - Palm Valley, Dingo, Mahato PSC, Sampang PSC as reported; Mereenie, Maari / Manaia adjusted for proration[3])**

Asset	Jurisdiction	2P Reserves (MMBOE)	2C Contingent Resources (MMBOE)
Mereenie[3]	Australia	1.6	2.4
Palm Valley	Australia	0.5	0.1
Dingo	Australia	1.1	–
Maari / Manaia[3]	New Zealand	0.3	0.4
Mahato PSC	Indonesia	1.1	0.8
Sampang PSC	Indonesia	0.4	2.4
Total adjusted Cue		5.0	6.1

(b) **Horizon Oil: 2P Reserves and 2C Contingent Resources by Asset (Horizon net interest; as at 30 June 2025, including Thailand on a pro forma basis[4])**

Asset	Jurisdiction	2P Reserves (MMBOE)	2C Contingent Resources (MMBOE)
Mereenie (OL4/OL5)	Australia	5.4	7.9
Maari / Manaia (PMP 38160)	New Zealand	1.7	2.2
Block 22/12	China	1.9	2.2
Sinphuhorm & Nam Phong[4]	Thailand	3.5	–
Total Horizon (pro forma)		12.5	12.3

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(c) **Combined Group: Pro Forma 2P Reserves and 2C Contingent Resources by Asset (Net interest; as at 30 June 2025)**

Asset	Jurisdiction	2P Reserves (MMBOE)	2C Contingent Resources (MMBOE)
Mereenie	Australia	7.0	10.3
Palm Valley	Australia	0.5	0.1
Dingo	Australia	1.1	–
Maari / Manaia	New Zealand	2.0	2.6
Mahato PSC	Indonesia	1.1	0.8
Sampang PSC	Indonesia	0.4	2.4[5]
Block 22/12	China	1.9	2.2
Sinphuhorm & Nam Phong[4]	Thailand	3.5	–
Total Combined Group		17.5	18.4

Notes to section 7.8 and tables (a), (b) and (c):

1. *Horizon Reserves and Resources Compliance Statement, relevant to Block 22/12, Mereenie (Horizon and Cue, adjusted for proration), Maari / Manaia (Horizon and Cue, adjusted for proration), as reported in Horizon's 2025 annual report for the financial year ended 30 June 2025*
   a. *All estimates are prepared in accordance with the Society of Petroleum Engineers (SPE) Petroleum Resources Management System (PRMS) revised 2018.*
   b. *Relevant terms used in this statement, capitalised or otherwise, have the same meaning given to those terms in the SPE PRMS.*
   c. *Reserves are those quantities of petroleum anticipated to be commercially recoverable by application of development projects to known accumulations from a given date forward under defined conditions.*
   d. *Contingent Resources are those quantities of petroleum estimated, as of a given date, to be potentially recoverable from known accumulation by application of development projects, but which are not currently considered to be commercially recoverable owing to one or more contingencies.*
   e. *Prospective Resources are those quantities of petroleum estimated, as of a given date, to be potentially recoverable from undiscovered accumulations by application of future development projects. See also above Cautionary Statement.*
   f. *Contingent and Prospective Resource estimates quoted for China have assumed China National Offshore Oil Corporation ('CNOOC') participation at 51%. CNOOC is entitled to participate at up to a 51% equity level in any commercial development within Block 22/12. Prospective Resources also only include Horizon's on block share.*
   g. *Liquids are equal to the total of oil, condensate and natural gas liquids where 1 barrel of condensate or natural gas liquids equals 1 barrel of oil. Gas reserves have been converted to oil equivalent using 5.816 PJ equals one million barrels of oil equivalent.*
   h. *Raw Gas is natural gas as it is produced from the reservoir which may include varying amounts of heavier hydrocarbons which liquefy at atmospheric conditions, water vapor and other nonhydrocarbon gases such as hydrogen sulphide, carbon dioxide, nitrogen or helium.*
   i. *Sales Gas represents volumes that are likely to be present a saleable product. Sales Gas are reported assuming average values for fuel, flare and shrinkage considering the variable reservoir fluid properties of each constituent field on an energy basis the customary unit is PJ. PJ means petajoules and is equal to 1015 joules.*
   j. *For Reserves and Contingent Resources, depending on the asset, either deterministic estimates or probabilistic estimates have been used. For Prospective Resources, all estimates are probabilistic estimates.*
   k. *Reported estimates of petroleum Reserves, Contingent Resources and Prospective Resources have been aggregated by arithmetic summation by category. 1P Reserves reported beyond the field, property or project level aggregated by arithmetic summation may be a very conservative estimate due to the portfolio effects of arithmetic summation.*
   l. *Estimates are reported according to Horizon's net economic interest, this being Horizon Oil's net working interest adjusted for entitlements (Economic Interest adjustment) under production-sharing contracts and risked-service contracts; and are reported net of royalties and lease fuel up to the reference point. Reference points for Horizon's petroleum Reserves and Contingent Resources and production are defined points where normal operations cease, and petroleum products are measured under defined conditions prior to custody transfer. For China, Horizon's net economic interest ranges from 24.32% to 26.95%. For New Zealand and Australia, Horizon's net economic interest is equal to Horizon's net working interest of 26.00% and 25.00% respectively.*
   m. *Horizon Oil employs a Reserves Management System to ensure the veracity of data used in the estimation process. This process includes review by senior staff where data is*

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endorsed for inclusion in the estimating process. Estimates are reviewed annually, at a minimum, with interim reviews as required, to respond to any material changes. Horizon Oil undertakes semi-regular external reviews to complement its own internal process.

n. The estimates of petroleum Reserves and Resources contained in this statement are based on, and fairly represent, information and supporting documentation prepared by staff and independent consultants under the supervision of Mr Gavin Douglas, Chief Operating Officer of Horizon Oil Limited. Mr Douglas is a full-time employee of Horizon Oil Limited and is a member of the American Association of Petroleum Geologists and the Society of Petroleum Engineers. Mr Douglas' qualifications include a Masters of Reservoir Evaluation and Management from the Heriot Watt University UK, an Honours Degree in Geology from Edinburgh University UK, and more than 25 years of relevant experience. Mr Douglas consents to the use of the petroleum Reserves and Resources estimates in the form and context in which they appear in this statement.

o. *Some totals in the tables may not add due to rounding.*

2. *Cue's Reserves and Resources Compliance Statement, relevant to Palm Valley, Dingo, Mahato PSC, Sampang PSC, as reported in Cue's annual report for the financial year ended 30 June 2025*

a. Oil and gas reserves, are reported as at 1 July 2025 and follow the SPE PRMS Guidelines (2018).

b. This resources statement is approved by, based on, and fairly represents information and supporting documentation prepared by Echelon General Manager Assets & Engineering Daniel Leeman. Daniel is a Chartered Engineer with Engineering New Zealand and holds Masters' degrees in Petroleum and Mechanical Engineering as well as a Diploma in Business Management and has over 15 years of experience. Daniel is also an active professional member of the Society of Petroleum Engineers. Echelon reviews reserves holdings twice a year by reviewing data supplied from the field operator and comparing assessments with this and other information supplied at scheduled Operating and Technical Committee Meetings.

c. Daniel is currently an employee of Echelon Resources Limited whom, at the time of this report, are a related party to Cue Energy. Daniel has been retained under a services contract by Cue Energy Resources Ltd (Cue) to prepare an independent report on the current status of the entity's reserves. As of the 1 July 2025, Echelon held an equity of 49.97% of Cue.

d. Cue currently holds an equity position of 5%, 11.25% and 15% in the Maari, Mahato and Sampang assets respectively, though Production Sharing Contract adjustments at the Mahato and Sampang fields affect the net equity differently across the various reserves categories.

e. In the Amadeus basin, Cue currently holds 7.5% equity in the Mereenie field and 15% equity in each of the Dingo and Palm Valley fields.

f. For undeveloped reserves, the following project maturity sub-classes are assumed- at Mahato PSC, Undeveloped-Approved for Development, at Sampang PSC- Justified for Development, at Maari- Justified for Development, at Mereenie and Dingo- Justified for Development.

g. For Sampang & Mahato PSC Contingent Resources, as the developments are not yet sanctioned, the economics and royalties are not yet known, therefore an assumed net effective equity is used of 15% for Paus Biru, 8.18% for Jeruk and 11.25% for Telisa (Mahato PSC).

h. The Contingent Resource sub-classes are as follows- for Paus Biru, 2C Development Pending, for Jeruk and Telisa, 2C Development Unclarified, and for Mereenie and Palm Valley 2C Development On Hold.

i. Estimates are based on all available production data, the results of well intervention campaigns, seismic data, analytical and numerical analysis methods, sets of deterministic reservoir simulation models provided by the field operators (OMV, Texcal, Medco and Central Petroleum), and analytical and numerical analyses. Forecasts are based on deterministic methods.

j. For the conversion to equivalent units, standard industry factors have been used of 6Bcf to 1mmboe, 1Bcf to 1.05PJ, 1 tonne of LPG to 8.15 boe and 1TJ of gas to 163.4 boe.

k. Net reserves are net of equity portion, royalties, taxes and fuel and flare (as applicable).

l. All reserves and resources reported refer to hydrocarbon volumes post-processing and immediately prior to point of sale. The volumes refer to standard conditions, defined as 14.7psia and 60°F.

m. The extraction methods are as follows; for Maari oil is produced to the FPSO Raroa and directly exported to international oil markets, at Mahato, it is via EPF facilities which includes an oil and water separation system, with the oil then piped 6km to the Petapahan Gathering Station, at Sampang, gas is gathering from the Wortel and Oyong fields and piped to shore where it is sold into the Grati power station, at the Mereenie and Palm Valley gas fields gas is gathered from the wells and ultimately collated into the Amadeus Gas Pipeline where sales vary to different customers within the region and further afield and at Dingo, gas is sold into Alice Springs and the Owen Springs power plant.

n. Tables combining reserves have been done arithmetically and some differences may be present due to rounding. For the 2P change of reserves year-on-year, quoted as the reserves replacement ratio herein, the calculation is performed via; stated 2P total reserves as at 1 July 2025, divided by the sum of stated 2P total reserves as at 1 July 2024, less production during FY25 and any acquisitions, all in millions of barrels of oil equivalent. In this case RRR = 5.5 / (6.3-0.6-0.0) = 96%.

3. *Overlapping assets: proration methodology - Where Horizon and Cue both hold interests in the same asset (Mereenie and Maari/Manaia fields), the Combined Group volumes have been determined by prorating Horizon's reported net reserves and contingent resources to derive Cue's corresponding interest (using the relative participating interest percentages) and then aggregating the results. Horizon's net estimates for these fields were used as the basis for proration so as to apply consistent assumptions (e.g. reservoir performance, recovery factors, economic criteria) across both companies' share of the assets. This methodology provides a transparent view of the Combined Group's total economic exposure to the overlapping fields, and the*

pro forma Combined Group figures represent simple arithmetical summation of Horizon's and Cue's aligned estimates.

4. *Thailand assets (pro forma inclusion): Reserves for the Sinphuhorm and Nam Phong gas fields are stated as at 30 June 2025 on a pro forma basis. The effective date of Horizon's acquisition was 1 January 2025. During the seven-month period from the 1 January 2025 effective date through to completion on 1 August 2025, Horizon's net entitlement to production from both Nam Phong and Sinphuhorm was approximately 0.4 MMBOE, for which the economic entitlement was adjusted against the acquisition consideration at completion, resulting in net 2P Reserves of 3.5 MMBOE as at 30 June 2025. These reserves were not included in Horizon's reported reserves as at 30 June 2025 due to post-balance-date completion. Cue has no ownership in these assets; their inclusion affects only Horizon's figures.*
5. *Composition of Cue's Indonesian 2C Contingent Resources: Cue's 2C Contingent Resources in Indonesia (Mahato and Sampang PSCs), presented as single-line entries in the summary tables, each comprise two distinct discoveries. The 0.8 MMBOE in Mahato relates to the Telisa oil reservoir, while the 2.4 MMBOE in Sampang includes the Jeruk oil accumulation and the Paus Biru gas discovery (1.2 MMBOE each). This breakdown is based on Cue's 2025 Reserves and Resources Statement.*
6. *Aggregation methodology and rounding conventions: The pro forma Combined Group totals for reserves and resources are arithmetical sums of Horizon's and Cue's individual reported figures (after the proration adjustments described in Note 4 above). Each company's figures were originally reported using its own rounding conventions. Accordingly, minor differences in aggregate totals may occur due to rounding. The combined 2P and 2C volumes are provided to one decimal place for clarity; conversion factors and definitions are consistent between Horizon and Cue.*

7.9 PRO FORMA CONSOLIDATED FINANCIAL INFORMATION OF THE COMBINED GROUP

(a) Introduction

The Combined Group pro forma financial information contained in this section 7.9 sets out a summary of the pro forma consolidated statement of financial position as at 31 December 2025, based on the following historical financial information of Horizon and Cue:

- **Horizon Group:** consolidated statement of financial position as at 31 December 2025 (see section 1.4 of this Bidder's Statement for Horizon's historical financial information); and
- **Cue Group:** consolidated statement of financial position as at 31 December 2025 (see section 3.5 of this Bidder's Statement for Cue's historical financial information).

These two statements of financial position are together referred to as the **Historical Financial Information**. The pro forma consolidated statement of financial position of the Combined Group also reflects certain pro forma adjustments to the Historical Financial Information in order to present the financial position of the Combined Group following the Successful Completion of the Offer (collectively, the **Pro Forma Financial Information**).

The information in this section 7.9 is presented on a pro forma basis only and, as a result, it is likely to differ from the actual financial position of the Combined Group on Successful Completion of the Offer. During the current financial year which ends on 30 June 2026, there were a number of transactions and events which significantly impacted the financial positions of the Horizon Group and the Cue Group. As a result, the financial performance of the Combined Group (on a pro forma basis) is not included in this Bidder's Statement. The directors of Horizon believe that the inclusion of a pro forma consolidated statement of comprehensive income would not provide a meaningful or accurate reflection of the Combined Group's future performance. Standalone historical consolidated statements of financial performance for both the Horizon Group and the Cue Group are available in this Bidder's Statement (see sections 1.4 and 3.5, respectively).

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(b) **Basis of preparation**

The Pro Forma Financial Information is provided for illustrative purposes only and is prepared in accordance with the recognition and measurement principles of applicable Australian Accounting Standards. It is prepared on the assumption that the Offer was effective on 31 December 2025 (being the assumed effective date of the transaction). The Pro Forma Financial Information is presented in an abbreviated form insofar as it does not include all of the disclosures or comparative information required by Australian Accounting Standards applicable to annual financial reports prepared under the Corporations Act. The accounting policies of the Combined Group are based on those of Horizon and Cue, which are set out in the respective entities audited financial statements for the year ended 30 June 2025 (available on the ASX and each of the respective company's websites). Pro forma adjustments have only been made to reclassify Cue's financial statement captions within their statement of financial position to align with Horizon's. No other accounting policy adjustments have been made. No adjustments have been made in the Pro Forma Financial Information for any expected cost or revenue synergies or for any integration costs that may arise following the implementation of the Offer, nor have any adjustments been made for one-off transaction costs except as explicitly described in the pro forma adjustments.

The Pro Forma Financial Information is presented in Australian dollars (A$), being the presentation currency of this Bidder's Statement. (Horizon's functional currency for financial reporting is US dollars, so certain amounts derived from Horizon's financial statements have been converted to A$ for the purposes of the Pro Forma Financial Information.) Any currency conversions have been made at an appropriate exchange rate as at 31 December 2025, and therefore the pro forma amounts may not directly correspond to the amounts in the published financial statements of the Horizon Group or the Cue Group (which may use different functional currencies or historical exchange rates).

(c) **Accounting under AASB 3 'Business Combinations'**

Under Australian Accounting Standards (including AASB 3 Business Combinations), the combination of Horizon and Cue will be accounted for as a business combination with Horizon identified as the acquiring entity (accounting parent) for consolidation of the Combined Group. Horizon is the legal and accounting acquirer under the Offer – through the acquisition of 100% of Cue and the issue of new Horizon Shares (and payment of the Cash Consideration) to Cue Shareholders, Horizon will obtain control of the Cue Group and consolidate Cue's assets and liabilities. Accordingly, acquisition method accounting will be applied in preparing Horizon's consolidated financial statements, and the purchase price (consideration) paid by Horizon for Cue will be allocated to the identifiable assets, liabilities and contingent liabilities of the Cue Group based on their fair values as at completion of the Offer. The net assets of the Cue Group (the acquiree) will be recognised by Horizon at their provisional fair values, while the existing assets and liabilities of the Horizon Group will continue to be reflected at their pre-transaction carrying values in the Combined Group's accounts.

The acquisition accounting and purchase price allocation for the Offer is being determined on a provisional basis and is subject to finalisation post-transaction (as permitted by AASB 3). The fair value of the Offer Consideration (Scrip Consideration and Cash Consideration) and the preliminary fair values of the Cue Group's identifiable net assets have been determined for the purposes of the Pro Forma Financial Information based on estimates and information currently available. These preliminary estimates will differ from the ultimate values calculated as at the actual completion date of the Offer. In accordance with Australian Accounting Standards, the Combined Group will finalise the acquisition accounting (including a comprehensive assessment of the fair value of Cue's identifiable assets, liabilities and contingent liabilities and associated deferred tax impacts) within 12 months following completion of the Offer.

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(d) **Summary of acquisition**

For the purposes of the Pro Forma Financial Information, a fair value of A$96.7 million has been calculated as the total consideration deemed to be transferred by Horizon to Cue Shareholders in the business combination. This amount represents the market value of Cue's total equity (shares on issue) and is calculated as the aggregate of the following purchase consideration:

- the cash consideration of A$0.115 (subject to adjustments)[39] per Cue Share for the 19.99% interest in Cue acquired from Echelon pursuant to the Pre-bid Agreement;
- the fair value of the 0.5625 Horizon Shares issued to acquire the residual 80.01% of Cue Shares calculated with reference to the closing price of Horizon Shares on the Last Practicable Date; and
- A$0.008 in cash per Cue Share for the residual 80.01% interest in Cue.

The difference between the fair value of the consideration deemed transferred and the provisional fair value of the Cue Group's net assets has been allocated to oil and gas assets in the Pro Forma Financial Information (reflecting the excess purchase price attributable to Cue's oil and gas reserves and resources). After Successful Completion of the Offer, a detailed formal valuation of Cue's identifiable assets, liabilities and contingent liabilities will be undertaken to finalise the allocation of the purchase price. The ultimate fair value of the consideration transferred (and the final allocation thereof) at the actual completion date may differ from the amounts assumed for the purposes of the Pro Forma Financial Information. In particular, the final consideration will be measured based on the market value of Horizon Shares at the date the Offer is implemented, and any material changes in Cue's net assets up to the date of completion will be reflected in the purchase price allocation at that time.

For illustrative purposes, the provisional allocation of the fair value of the purchase consideration as between the identified net assets of the Cue Group is set out below:

	A$ ('000)
Fair value of consideration deemed transferred on consolidation:	96,709
Cue Group's net assets acquired:	
- Existing book value of the Cue Group net assets as at 31 December 2025	59,548
Fair value adjustments:	
- Oil and gas assets	37,161
Total fair value of Cue Group's net assets acquired	96,709

(e) **Pro Forma Consolidated Statement of Financial Position (as at 31 December 2025)**

Set out below is the pro forma consolidated statement of financial position of the Combined Group as at 31 December 2025, reflecting the combination of the Horizon Group and the Cue Group and the pro forma adjustments described in section 7.9(f) below. This statement is intended to illustrate the financial position of the Combined Group immediately following completion of the Offer, as if the transaction had occurred on 31 December 2025. The Pro Forma

[39] If Horizon does not receive the benefit of all rights in relation to the Cue Shares (including any dividends or entitlements declared on or after 25 February 2026 (including the Cue Interim Dividend), or other rights attaching to the Cue Shares at, accruing or arising after, 2 March 2026), the consideration is reduced by the amount of those rights. For full terms and conditions, please refer to the Pre-Bid Agreement annexed to the ASIC Form 603 (Notice of initial substantial holder) lodged by Horizon with the ASX on 2 March 2026.

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Financial Information is presented in a manner consistent with the format of Horizon's financial statements.

All amounts in the table are expressed in A$'000 (thousands), unless otherwise stated. Totals may not add exactly due to rounding.

Combined Group Pro Forma Consolidated Statement of Financial Position (A$'000)	Cue Group (Reviewed Actual 31 December 2025)	Note	Cue Group Pro Forma Adjustments	Cue Group Fair Values	Horizon Group (Reviewed Actual 31 December 2025)	Note	Pro Forma Adjustments	Combined Group Pro Forma Consolidated
Current Assets								
Cash and cash equivalents	11,182	II, f	(1,999)	-	53,199	II, d, e, f, h, j	(31,809)	30,572
Trade and other receivables	13,923		-	-	21,708		-	35,631
Inventories	1,176		-	-	4,671		-	5,847
Derivative financial instruments	-		–	-	541		–	541
Other assets	-		–	-	4,476		–	4,476
Intangible assets	-			-	898		-	898
Total Current Assets	**26,281**		**(1,999)**	**-**	**85,492**		**(31,809)**	**77,965**
Non-Current Assets								
Investments	-		–	-	33,127	a, b, c d, h, j	-	33,127
Deferred tax assets	7,162		–	-	34,645		–	41,807
Property, plant and equipment	25		–	-	587		-	612
Oil and gas assets	-	I, III	74,391	37,161	124,394		-	235,946
Production properties	69,854	I	(69,854)	-	-		–	-
Development assets	4,537	I	(4,537)	-	-		-	-
Advances paid for restoration works	6,311		-	-	-		-	6,311
Right of use assets	203	I	(203)	-	-		-	-
Deposits	425		-	-	-		-	425
Other assets	-	I	203	-	2,180		-	2,383
Total Non-Current Assets	**88,517**		**-**	**37,161**	**194,934**		**-**	**320,611**
Total Assets	**114,798**		**(1,999)**	**37,161**	**280,426**		**(30,809)**	**398,576**
Current Liabilities								
Trade and other payables	3,844	I	70	-	18,906		-	22,820
Current tax payable	-	I	4,840	-	10,784		–	15,624
Lease liabilities	70	I	(70)	-	-		–	-
Tax liabilities	4,840	I	(4,840)	-	-		-	-
Borrowings	-		-	-	17,049	h	4,571	21,620
Provisions	261		-	-	-		-	261

Contract liabilities	113		-	-	-		-	113
Total Current Liabilities	**9,218**		**-**	**-**	**46,740**		**4,571**	**60,439**
Non-Current Liabilities								
Payables	-	I	153	-	4,345		-	4,498
Contract liabilities	3,472		–	-	-		–	3,472
Lease liabilities	153	I	(153)	-	-		-	-
Deferred tax liabilities	12,103		–	-	4,603		-	16,706
Borrowings	-		–	-	48,875	h	9,281	58,156
Provisions	30,394		-	-	98,108		–	128,502
Total Non-Current Liabilities	**46,122**		**-**	**-**	**155,932**		**9,281**	**211,334**
Total Liabilities	**55,250**		**-**	**-**	**202,671**		**13,852**	**271,773**
Net Assets	**59,548**		**(1,999)**	**37,161**	**77,754**		**(45,661)**	**126,802**
Equity								
Contributed equity	152,723		–	-	225,168	a, d, j	(76,611)	301,280
Reserves	37,958	II, III	(1,749)	37,161	12,842	b	(75,119)	11,092
Accumulated losses	(131,133)	f	(250)	-	(233,569)	c, f	130,133	(234,819)
Profit reserve	-		-	-	73,314	II, e	(24,064)	49,250
Total Equity	**59,548**		**(1,999)**	**37,161**	**77,754**		**(45,661)**	**126,802**

(f) **Notes to pro forma adjustments:**

The following pro forma adjustments and assumptions have been made in the compilation of the Pro Forma Financial Information (including acquisition accounting impacts and material post-31 December 2025 transactions or events) to reflect the impact of the Offer and associated transactions on the Combined Group's financial position:

- **Alignment of accounting policies (Note I.)** – Reclassification of certain items in the Cue Group's financial statements to conform with Horizon's accounting policies (for example, reclassification of right of use assets to other assets, production properties and development properties to oil and gas assets, lease liabilities to payables and tax liabilities to current tax payable). No other material differences in the significant accounting policies of the Horizon Group and the Cue Group were identified that require adjustment in the pro forma financial statements.

- **Material transactions/events post 31 December 2025 (Note II.)** – The Cue Group declared a dividend of A$0.0025 per share (totalling approximately A$1.75 million) after 31 December 2025, which has been adjusted in the Pro Forma Financial Information, reducing Cue's cash and equity reserves by approximately A$1.75 million to reflect this distribution. This adjustment also reflects the Horizon Group's receipt of the Cue A$0.0025 interim dividend[40] in connection with its 19.99% Relevant Interest in Cue due to the Pre-bid Agreement.[41] No other material post-31 December 2025 events requiring adjustment were identified for the Cue Group in the preparation of the Pro Forma

[40] As announced to the market on 25 February 2026.

[41] See section 10.3 for further details.

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Financial Information, except as otherwise noted in these adjustments. For the purposes of the pro forma financial information, cashflows from operations post 31 December 2025 have not been estimated and included.

- **Fair value adjustments to Cue's net assets (Note III.)** – An increase of A$37.16 million has been made to the carrying values of oil and gas assets of the Cue Group, to reflect the preliminary estimated fair value uplift to Cue's oil and gas properties upon acquisition by Horizon. This adjustment aligns the book values of Cue's oil and gas assets with their provisional fair values as part of purchase price allocation and brings the total identifiable net assets of the Cue Group (on a fair value basis) to equal the total consideration transferred (see section 7.9(d) above). Any potential deferred tax implications will be assessed following completion of the transaction and have not been considered for the purposes of the pro forma Information.

- **Acquisition accounting and equity adjustments (Notes a, b, c, d.)** – These adjustments represent the provisional purchase accounting entries to reflect the combination of Horizon and Cue under AASB 3: (a) a decrease in contributed equity of A$152,723 to eliminate the Cue Group's pre-acquisition issued capital from the consolidated accounts; (b) a decrease in reserves of A$37,958 to eliminate the Cue Group's pre-acquisition reserves (such as any foreign currency translation reserve); (c) a decrease in accumulated losses of A$131,133 to eliminate the Cue Group's pre-acquisition accumulated profits (or accumulated losses, as applicable); and (d) an increase in Horizon's contributed equity of A$75.59 million to reflect the fair value of the new Horizon Shares deemed to be issued and reduction in cash of A$4.48 million as purchase consideration to Cue Shareholders. As a result of these adjustments, the equity section of the Combined Group effectively reflects Horizon's pre-transaction equity balances and the issuance of new Horizon equity as consideration for Cue. In the case of Horizon's acquisition of Cue, Horizon is both the legal and accounting acquirer, so Horizon's existing contributed equity remains, increased by the value of new shares issued to Cue Shareholders.

- **Material transactions/events post** 31 December 2025 **(Note e.)** The Horizon Group declared a dividend of A$0.015 per share (totalling approximately A$24.41 million) after 31 December 2025, which has been adjusted in the Pro Forma Financial Information, reducing Horizon's cash and profit reserve by A$24.41 million to reflect this distribution. No other material post-31 December 2025 events requiring adjustment were identified for the Horizon Group in the preparation of the Pro Forma Financial Information, except as otherwise noted in these adjustments. For the purposes of the pro forma financial information, cashflows from operations post 31 December 2025 have not been estimated and included.

- **Transaction costs (Note f.)** – Estimated one-off transaction costs associated with the Offer incurred by the Horizon Group (A$1 million) and the Cue Group (A$250,000) (such as advisory fees, legal and accounting fees, and other deal-related expenses) are assumed to be expensed as incurred and therefore reflected in a reduction of retained earnings (accumulated losses) in the pro forma consolidated statement of financial position. (Any directly attributable share issue costs related to the Offer would be applied against *contributed equity*.) There are risks involved with estimating one-off transaction costs associated with the Offer. Please refer to section 8.2(v) for further details regarding acquisition and integration risks, including the risk of unanticipated costs, liabilities, taxes, duties and levies becoming payable.

- **Elimination of intercompany balances (Note g.)** – As Horizon and Cue have historically operated as separate unrelated entities, there are no intercompany balances or transactions between the two companies. Therefore, no adjustment for intercompany eliminations is required in the Pro Forma Financial Information.

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- **Horizon acquisition of 19.99% interest in Cue and debt draw down (Note h.)** – The Horizon Group has drawn down a further A$13.85 million (US$10 million less transaction fees of US$150,000) of debt in order to fund the acquisition of the 19.99% interest in Cue from Echelon, with the residual to be funded from Horizon's cash reserves. This adjustment reflects the cash consideration and additional debt drawn down post 31 December 2025 by Horizon, together with the associated recognition of the 19.99% interest in Cue as an investment in Horizon's statement of financial position.

- **Cue's and Horizon's dividends (Note i.)** – As noted in note II and e above, the Cue Group and Horizon Group declared interim dividends, which once paid, will reduce the cash and equity reserves by A$1.75 million and A$24.41 million in the Cue Group and the Horizon Group, respectively. Aside from these distributions and the 19.99% pre-bid share acquisition by Horizon (Note h) from Cue's largest shareholder, Echelon, no other adjustments have been made to reflect any subsequent changes in the capital structure of Horizon or Cue, and the pro forma assumes the full acquisition of Cue such that any pre-bid ownership interest is subsumed into the 100% consolidated interest in Cue upon Successful Completion of the Offer.

- **Options (Note j.)** – It is assumed that any in-the-money unvested options over Cue Shares will have accelerated vesting as a result of the offer. These options, together with any already vested but unexercised in-the-money options over Cue Shares are assumed to be exercised at the offer price and converted into Cue Shares. It is also assumed that those Cue Shareholders then participate in the offer and this is reflected as a decrease in cash (for the A$0.008 per share cash payment) and increase in contributed equity (for the 0.5625 of a Horizon Share issued for each Cue Share) in the pro forma statement of financial position. It is assumed that no Deferred STI Rights or Share Rights (performance rights) over Horizon Shares will vest as a result of the Offer.

A reconciliation of the aggregate impact of the pro forma adjustments on key balances such as cash and cash equivalents, contributed equity and retained earnings is set out below (showing the net change attributable to each category of adjustment described above):

Pro forma adjustment note reference and description (see above for details)		**Cash and cash equivalents** A$ million	**Contributed equity** A$ million	**Other equity reserves** A$ million
		(33.81)	**(76.61)**	**66.11**
Reconciled as:				
a, b, c & d	Acquisition accounting (Cue equity elimination, new Horizon shares issued)	(4.48)	(77.14)	93.17
e	Horizon post-balance date dividend	(24.41)	-	(24.41)
f	Transaction costs expensed	(1.25)	-	(1.25)
h	Horizon acquisition of 19.99% interest in Cue net of debt drawn down	(2.24)	-	-
j	Exercise of vested Cue Options	(0.03)	0.53	-
II	Cue post-balance date dividend	(1.40)	-	(1.4)
Total net change from pro forma adjustments:		**(33.81)**	**(76.61)**	**66.11**

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(g) **Financing**

The Horizon and Cue Group's existing debt facilities as at the date of this Bidder's Statement are summarised below:

- **Horizon's Debt Facilities**: Horizon has a senior debt facility agreement with Macquarie Bank which is structured as a reserve-based lending facility with semi-annual repayments.[42] Lender security is over Horizon Group's production assets, including security over the shares or membership interests of the subsidiaries holding the producing assets. The security package includes security over the shares in Horizon Australia Energy Limited, Horizon Oil (Beibu) Limited, Horizon Oil International Limited and Horizon's 75% shareholding in MH Energy Thailand LLC (the subsidiary that holds the Sinphuhorm and Nam Phong gas fields). The facility is subject to a minimum facility life coverage ratio of the net present value of estimated future cash flows from the Mereenie oil and gas field, Block 22/12 oil field and Sinphuhorm gas field as against the aggregate principal amount outstanding under the facility. Estimated future cash flows are dependent on, amongst other things, oil and gas prices, reserve estimates, operating and capital cost estimates. Horizon has guaranteed the performance of the subsidiaries which are obligors in relation to the loan facility from Macquarie Bank. Below is a summary of the various tranches contained within the debt facility:

    - Tranche A - Debt drawn down as at the date of this Bidder's Statement is A$50 million. This tranche amortises through to maturity, unless terminated or cancelled early, at 30 June 2029. Interest payable is at BBSW + 5%.

    - Tranche B1 - Debt drawn down as at the date of this Bidder's Statement is US$12 million. This tranche amortises to maturity, unless terminated or cancelled early, at 31 December 2027. Interest payable is at SOFR + 5%.

    - Tranche B2 - Debt drawn down as at the date of this Bidder's Statement is US$10 million. As noted above in section 7.9(f) (note h), US$10 million less transaction fees of US$150,000 was drawn down in order to fund the acquisition of the 19.99% interest in Cue from Echelon. This tranche amortises to maturity, unless terminated or cancelled early, at 31 December 2027. Interest payable is at SOFR + 6%.

  The senior debt facility is subject to a minimum liquidity requirement that the Horizon Group maintains a minimum cash balance of US$10 million. As noted in section 5.3, Horizon will be able to satisfy its obligations to fund the Maximum Cash Offer Amount (and other associated transaction costs) including having regard to this minimum liquidity requirement.

- **Cue's Debt Facilities**: Cue is a debt-free company with no external borrowings as at 31 December 2025. Cue's previous corporate loan facilities (if any) have been fully repaid, and Cue's operations are currently funded through internal cash flows.

Following the implementation of the Offer, the Combined Group will have a larger asset and cash flow base. It is expected that the greater scale and enhanced credit profile of the Combined Group may provide improved access to funding than those currently available to the Horizon Group on a standalone basis.

[42] Cue Group's assets will not become subject to the security interests granted in respect of Horizon's senior debt facility.

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(h) **Contingent assets**

Horizon is not currently aware of any material *contingent assets* (significant potential receivables or inflows dependent on future events) as at 2 March 2026, other than those already disclosed in the half year financial statements of Horizon and Cue for the period ended 31 December 2025. Any contingent asset of the Horizon Group or Cue Group that becomes virtually certain as a result of the combination of Horizon and Cue would be recognised in the ordinary course of business and reflected in the consolidated financial statements of the Combined Group.

(i) **Contingent liabilities**

The Combined Group has certain contingent liabilities as at 31 December 2025 that may become payable in the future. Subject to future events, up to US$6 million (A$9.0 million at 31 December 2025) in contingent consideration may become payable in relation to Horizon's newly acquired Thailand assets. In accordance with normal oil and gas industry practice, Horizon and Cue (and, following the Offer, the Combined Group) have entered into joint venture and farm-in/farm-out agreements for the exploration, development and production of hydrocarbons in various permit areas. Under these joint venture arrangements, if a participant fails to meet its share of expenditure or defaults on its obligations, the remaining joint venture participants may be required to contribute the shortfall in proportion to their participating interests (and, in some cases, the defaulting party's interest may be redistributed among the other participants). In the event of a default by another joint venture partner, a contingent liability could exist whereby the Combined Group may need to fund the obligations of the defaulting participant. *No material losses are anticipated in respect of any such contingent liabilities as at the date of this Bidder's Statement*.

(j) **Exploration and development commitments**

The Combined Group has ongoing capital commitments relating to its interests in various petroleum production, development and exploration projects. These commitments represent the Combined Group's expected future contributions to joint venture expenditures needed to maintain its rights and interests in those assets. The nature, timing and amount of these commitments are subject to change due to approvals by joint venture operating committees (on which the Combined Group will be represented) and other factors. Subject to regulatory and joint venture approvals, some commitments may be modified, deferred or accelerated by mutual agreement of the joint venture participants or the host government (e.g. via permit modifications or extensions). The commitments may also be reduced through future farm-out arrangements or working-interest trades entered into by the Combined Group, which are common in the oil and gas industry.

The following is a summary of the significant exploration and development expenditure commitments of the Combined Group, based on the reviewed half year financial reports for the Cue and Horizon Group's for the period 31 December 2025. These commitments are projected as follows:

	Horizon Group (A$'000)	Cue Group (A$'000)	Combined Group (A$'000)
Not longer than one year	12,873	5,600	18,473
Total	12,873	5,600	18,473

These anticipated expenditure commitments may be revised over time. Factors such as changes in operational plans, regulatory approvals, or the availability of suitable drilling rigs and equipment could delay or alter the timing of expenditure. Additionally, the Combined Group

may consider farm-out transactions or other joint venture arrangements to reduce its share of future exploration or development costs, consistent with normal industry practice.

(k) **Derivatives**

The Horizon Group employs commodity hedging strategies as a risk mitigation measure to protect against adverse movements in oil prices and ensure a stable financial position. As at 2 March 2026, the Horizon Group had approximately 0.24 MMBBL hedged (through Dated Brent oil price swap contracts) at a weighted average price of approximately US$65.76 per barrel covering the period from March to August 2026. The Cue Group had no oil or gas price hedging in place at 31 December 2025.

(l) **Forecast financial information for the Combined Group**

The Horizon Board has carefully considered whether a reasonable basis exists to produce reliable and meaningful forecast financial information for the Combined Group. As at the date of this Bidder's Statement, Horizon has only limited insight into the detailed, non-public financial and operational information of Cue and has not had the opportunity to perform a full review or audit of Cue's internal forecasts. Accordingly, the Horizon Board has concluded that it could be misleading to provide financial forecasts for the Combined Group and that no reasonable basis exists to include sufficiently meaningful and reliable forecast financial information in this Bidder's Statement.

The future financial performance of the Combined Group will be influenced by a range of variables and risk factors outside the control of Horizon, many of which cannot be predicted with certainty at this time. In particular, the Combined Group's results could be materially affected by fluctuations in global oil and gas prices, movements in foreign exchange rates (especially between the US dollar, Thai Baht and Australian dollar), the actual timing and levels of production achieved from the combined asset portfolio, the timing of sales (liftings) of produced hydrocarbons, and the costs and expenditures required for exploration, development and ongoing operations across the Combined Group's assets. In light of these uncertainties and given that Horizon does not have access to sufficiently detailed non-public information to reliably model Cue's future performance, any quantitative forecast of the Combined Group's financial results would be highly speculative and potentially misleading.

Horizon does not have a recent history of providing public financial forecasts due to the inherent volatility of commodity prices and other external factors. Accordingly, no forecast financial statements for the Combined Group are included in this Bidder's Statement.

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8 RISK FACTORS

8.1 OVERVIEW

If the Offer becomes unconditional, Cue Shareholders who accept the Offer (other than Ineligible Foreign Shareholders and Small Parcel Shareholders) will become Horizon Shareholders, and Horizon will acquire an interest in Cue. In that event, Cue Shareholders will continue to be indirectly exposed to the risks associated with having an interest in Cue's assets as well as general economic, share market and industry risks. There are also additional risks relating to the Offer and Horizon and therefore the Combined Group, to which Cue Shareholders will be exposed through their holding of Horizon Shares.

These risks and uncertainties (some of which are specific to Horizon and the Combined Group and some of which are of a more general nature) which, individually or in combination, may affect the future operating and financial performance and prospects of the Combined Group and the value of Horizon Shares.

This section 8 summarises some of the:

- risks that are associated with Horizon's and Cue's existing businesses, which will therefore be risks that affect the Combined Group (refer to section 8.2);
- risks that arise from the Offer and the creation of the Combined Group (refer to section 8.3); and
- general investment risks that relate to the general economy and securities markets (refer to section 8.4).

Horizon recommends that Cue Shareholders familiarise themselves with the risks summarised in this section 8, when deciding whether or not to accept the Offer. However, this section 8 is a summary only and should be read in conjunction with the detailed information appearing elsewhere in this Bidder's Statement and the Bidder's Statement should be read in full. There may be additional risks and uncertainties not currently known to Horizon, that may also adversely affect the operating and financial performance of the Combined Group's business and the value of Horizon's Shares.

The risks identified in this section 8 do not take into account the investment objectives, financial situation, tax position or other circumstances or particular needs of individual Cue Shareholders. Each Cue Shareholder should have regard to their own investment objectives and financial circumstances and seek professional advice from their financial, legal or other independent adviser(s) before determining whether to accept the Offer.

8.2 SPECIFIC RISKS THAT MAY AFFECT THE COMBINED GROUP

(a) Economic conditions and capital market conditions

Economic conditions, both domestic and global, may affect the financial performance of the Combined Group. Adverse changes in macroeconomic conditions, including global oil prices, global and country-by-country economic growth, the costs and general availability of credit, broker analyst recommendations, investor perceptions, the level of inflation, interest rates, exchange rates, government policy (including fiscal, monetary, and regulatory policies), global geopolitical events and hostilities and acts of terrorism, epidemics, pandemics, general consumption and consumer spending, employment rates and industrial disruption, amongst others, are outside the control of the Combined Group and may result in material adverse impacts on the Combined Group's business and its operating results.

(b) Liquidity concerns, credit ratings and future financing

To meet its financial obligations, Horizon is (and the Combined Group will be) required to maintain sufficient cash and available funding through sufficient committed credit facilities.

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Horizon aims to maintain flexibility in funding by keeping committed credit lines available and ensuring there is sufficient liquidity. There is no guarantee that the Combined Group will have sufficient liquidity in the future.

Further exploration and development of the various properties in which the Combined Group holds interests depends upon the Combined Group's ability to obtain financing through joint ventures, debt financing, equity financing or other means. The Combined Group's credit ratings could also be affected by a change in the financial performance, position or financial policies of the Combined Group. An unfavourable change to the Combined Group's credit ratings may have a detrimental effect on its cost of debt and its ability to access credit facilities.

There is no assurance that the Combined Group will be successful in obtaining financing required as and when needed. Volatile markets for commodities may make it difficult or impossible for the Combined Group to obtain further debt financing or equity financing on favourable terms or at all. Failure to obtain additional financing on a timely basis may cause the Combined Group to postpone its development plans, forfeit rights in some or all of its properties or joint ventures or reduce or terminate some or all of its operations.

(c) **Risks associated with the Combined Group's debt obligations**

Horizon currently has debt obligations, which may impact the Combined Group's ability to access capital markets in the future. The Combined Group's liabilities increase the potential impact of an economic downturn, either generally or in the oil industry, on the performance of the Combined Group. Adverse changes in economic conditions, in particular global oil prices, may limit the Combined Group's debt capacity and ability to refinance debt in the future, or increase the Combined Group's cost of capital.

If the Combined Group is unable to refinance its debt, or is unable to do so on favourable terms, this may impact on the Combined Group's ability to fund its operations. The Combined Group's ability to service its debt is dependent on its future financial performance.

(d) **Breach of restrictive covenants**

Horizon has various restrictive covenants in relation to its credit facilities. Restrictive covenants in the agreements the Combined Group has with its financiers might lead to an obligation on the Combined Group to repay the debt immediately if breached. Factors such as increases in base lending rates, increased borrowing amounts, reserves downgrades, movement in commodity prices, foreign exchange rate fluctuations, or poor financial performance, among others, could lead to the Combined Group breaching its debt covenants. If the Combined Group was required to repay any of its debt immediately as a result of a breach of a covenant, there is no guarantee that the Combined Group would be able to secure alternative financing on commercially acceptable terms or at all.

(e) **Interest rate risk**

The Combined Group is exposed to interest rate risks from its borrowings. Horizon's hedging policy permits the use of derivative instruments to hedge its interest rate exposure. Although Horizon attempts to manage its interest rate risk to minimise impacts on cash flow through increased interest rates, the Combined Group may still have residual exposure that may result in an adverse effect on its future financial performance and position. Increases in interest rates, either through increases in base rates or borrowing margins, may reduce the Combined Group's cash flow and profitability.

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(f) **Volatility of commodity prices**

The profitability of the Combined Group's operations is directly related to the market price of commodities, in particular gas and oil. Commodities and other resource prices fluctuate widely and are affected by numerous factors beyond the Combined Group's control, including, but not limited to, global supply and demand, expectations with respect to the rate of inflation, the exchange rates of the US$ to other currencies, interest rates, forward selling by producers, central bank sales and purchases, production and cost levels in major producing regions, global or regional political, economic, financial or conflict situations (including the ongoing conflict in the Middle East) and a number of other factors.

Commodity prices may substantially impact on the economics of projects and, hence, on exploration and development programs. Commodity prices react to the economic climate, market forces of supply and demand, and other factors beyond the Combined Group's control. The aggregate effect of these factors on commodity prices is impossible to predict. Decreases in commodity prices could adversely affect the Combined Group's revenue, cash flows, profitability, ability to finance the development of its projects as well as other results of its operations.

(g) **Dividends**

Horizon's future dividend payments, if any, will be determined by the board of Horizon, based on operating results and the financial position of the Combined Group at the time.[43] There is no guarantee that Horizon will pay dividends at any point in the future and there is a risk that Horizon's dividend policy may change as a result of the acquisition of Cue. If any of the risks mentioned in this section materialise, the Combined Group's business, financial condition and operational results may be adversely affected. In this case, the distributable income of the Combined Group may be lower than expected or zero, with dividends being decreased or reduced to zero.

(h) **Production & operational risk**

Horizon largely currently holds non-operated positions in all its joint ventures, as is largely currently the case for Cue.[44] This means operational control is held by other joint venture partners, with Horizon's ability to influence day to day strategic decisions governed by joint venture agreements and other such agreements applicable to each licence and / or permit.

Ongoing production and commissioning of staged expansions to production may not proceed to plan, with potential for delay in the timing of targeted production and/or a failure to achieve the level of targeted production.

In extreme circumstances, these potential delays or difficulties may necessitate additional funding which could lead to additional equity or debt requirements for the Combined Group. In addition to potential delays, there is a risk that capital and/or operating costs will be higher than expected or there will be other unexpected changes in variables upon which expansion and

[43] On 25 February 2026, Horizon declared an interim unfranked (conduit foreign income) dividend of AUD 1.5 cents per share, with an ex-date of 9 April 2026, a record date of 10 April 2026 and a payment date of 17 April 2026. Due to the date of the Offer, the minimum offer period under the Corporations Act and the earliest possible time that Cue shareholders who accept the Offer will receive their Offer Consideration, no Cue Shareholder is, will be, or can become upon accepting the Offer, entitled to this Horizon dividend. In assessing the dividend payment in future periods, the directors of Horizon may consider a number of factors, including the general business environment, the operating results and financial condition of Horizon, future funding requirements, capital management initiatives, tax considerations (including the level of franking credits available), any contractual, legal or regulatory restrictions on the payment of dividends by Horizon, and any other factors the directors may consider relevant. There is no guarantee that Horizon will issue dividends at the historic average annual dividend yield, or at all, in the future and past performance and distributions should not be relied on as being indicative of future performance and distributions.

[44] In Thailand, Horizon indirectly holds an operated position by virtue of its joint ownership in the operating entity. Based on publicly available information, Cue is the operator of the Hilir PSC which it is in the process of relinquishing.

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commissioning decisions were made. These potential scope changes and/or cost overruns may lead also to additional funding requirements.

The Combined Group's activities may be affected by numerous other factors beyond the Combined Group's control. Mechanical failure of the Combined Group's operating plant and equipment, asset infrastructure integrity issues, process equipment capacity constraints, and general unanticipated operational and technical difficulties, including constrained access to export facilities or changes in export product specifications, may adversely affect the Combined Group's operations. Operating risks beyond the Combined Group's control may expose it to uninsured liabilities. The business of petroleum exploration and development is subject to a variety of risks and hazards. Industry operating risks include failure of ageing infrastructure, (e.g. corroded pipelines), fire, explosions, blow outs, pipe failures, abnormally pressured formations and environmental hazards such as accidental spills or leakage of petroleum liquids, gas leaks, ruptures, or discharge of toxic gases. The occurrence of any of these risks could result in substantial losses to the Combined Group due to injury or loss of life, damage to or destruction of property, natural resources, or equipment, pollution or other environmental damage, clean-up responsibilities, regulatory investigation and penalties or suspension of operations. Damages occurring to third parties as a result of such risks may give rise to claims against the Combined Group. Industrial disputes, work stoppages and occupational safety incidents involving the Combined Group's employees or contractors, or personnel of the appointed joint venture operating company, natural disasters and extreme weather events, inadequate supply chain performance, deliberate acts of destruction, the inherent uncertainty in reserves estimates, failure of IT and other systems, cyber security disruption, environmental impacts, all contribute towards operational risk, which may delay production, increase production costs or result in damage to and destruction of, petroleum properties or production facilities, personal injury, environmental damage and legal liability.

Horizon has insurance to protect itself against certain risks of petroleum operations and processing. However, the Combined Group may become subject to liability for hazards that it cannot insure against or that it may elect not to insure against because of high premium costs or other reasons. The occurrence of an event that is not fully covered, or covered at all, by insurance, could have a material adverse effect on the Combined Group's operations and its financial results.

(i) **Development risk**

The Combined Group's development projects may be delayed or be unsuccessful for many reasons, including unanticipated financial, operational or political events, the failure to receive government approvals, whether a final investment decision is reached, cost overruns, decline in petroleum prices or demand, equipment and labour shortages, technical concerns including with respect to reserves and deliverability difficulties, increases in operational cost structures, contractual issues with securing sales contracts for petroleum products or with engineering procurement and construction contracts, community or industrial actions, changes in construction costs, design requirements and delays in construction or other circumstances which may result in the delay, suspension or termination of the development projects. In addition, the ability of counterparties of the relevant sales contracts to meet their commitments under such arrangements may impact on the Combined Group's investment in these projects. Development projects to which the Combined Group is or may become involved are subject to the abovementioned risks (and the other risks outlined in this Bidder's Statement), and may adversely affect the commerciality and economics of project development.

(j) **Speculative nature of petroleum exploration and development**

Based on publicly available information, while Horizon is unable to fully ascertain the exploration activities, prospects and obligations of Cue, it notes that Cue holds exploration opportunities

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within its Mahato PSC and has disclosed an intention to drill an exploration well on this licence in H1 2026. While Horizon does not currently hold any dedicated exploration properties as at the date of this Bidder's Statement, this is no guarantee that the Combined Group will not decide, or be obliged, to undertake future exploration activities.

Development of any future Combined Group's petroleum exploration properties is contingent upon obtaining satisfactory exploration results, along with technical and economic feasibility of the project. Petroleum exploration and development involves substantial expenses and a high degree of risk, which even a combination of experience, knowledge and careful evaluation may not be able to adequately mitigate. There is no assurance that commercial quantities of petroleum will be discovered on any of the Combined Group's exploration properties or that funds spent on exploration will result in discoveries that will be commercially viable. There is also no assurance that, even if commercial quantities of petroleum are discovered, a particular property will be brought into commercial production. The discovery of resources is dependent upon a number of factors not the least of which is the technical skill of the exploration personnel involved. The commercial viability of a resource, once discovered, is influenced by a number of factors, including the inherent characteristics of the resource. In addition, assuming discovery of a commercial resource, depending on the type of operation involved, several years can elapse from the initial phase of drilling until commercial operations are commenced. Most of the above factors are beyond the control of the Combined Group.

(k) **Reserves and Resources**

Estimates of hydrocarbon reserves and resources are subject to uncertainty and there is no assurance that the quantities estimated will be recovered during production. Actual production may differ from estimates due to a range of factors, including the accuracy of reserve and resource estimates, assumptions regarding recovery rates, reservoir performance, operating conditions and development outcomes.

Reserves and resources estimates are expressions of judgement based on geological, technical and economic information available at the time the estimates are prepared. These estimates are based on limited sampling and interpretation and may change as a result of additional data, further analysis or changes in assumptions. As a result, actual reserves and resources may differ from those estimated, which may have a positive or negative effect on the Combined Group's production, cash flows, financial performance and financial condition.

The classification of reserves and resources also assumes that the Combined Group will continue to hold the necessary production licences and approvals and that production will proceed until the relevant economic limits are reached. If any licences or approvals are not granted, renewed or are cancelled, estimated reserves and resources may be materially reduced.

In addition, changes in commodity prices, increases in operating or development costs, infrastructure integrity issues or lower than expected recovery rates may render some uneconomic, which could result in a revision or write-down of reserves. Short-term operational factors, including development sequencing and the processing of different resource types, may also affect production levels and financial results in individual reporting periods.

(l) **Security of tenure**

All licences (i.e. the licences, concessions, leases and regulatory consents necessary to undertake and maintain the Combined Group's exploration, development and production activities) in which the Combined Group has interests are subject to renewal conditions or are yet to be granted, which will be at the discretion in each country. The maintenance of the licences, obtaining renewals, or getting licences granted, often depends on the Combined Group being successful in obtaining required statutory approvals for proposed activities. There is no

assurance that licence renewals or grants will be given as a matter of course and there is no assurance that new conditions will not be imposed in connection with such grant or renewal.

(m) **Land access**

Land access is critical to the operations of the Combined Group. Immediate and continuing access to land within the Combined Group's licence and permit areas cannot in all cases be guaranteed as the Combined Group may be required to obtain the consent of the owners and occupiers of the relevant land or surrounding land. Compensation may be required to be paid to the owners and occupiers by the Combined Group and joint venture partners in order for the Combined Group to carry out exploration and production activities. Even where land access has been granted, operations may be adversely affected, or additional costs may be incurred, due to restricted access areas, exclusion zones, or other operational constraints.

Various aspects of the Combined Group's future performance and profitability are dependent on access and native title arrangements, future negotiations with governments are expected in respect of licence renewals, developing related infrastructure and work obligations and security for rehabilitation of areas of operation within the Combined Group's tenements.

Potential claims by community members and landowners, who may have concerns over the social or environmental impacts of oil and gas operations or the distribution of oil and gas royalties and access to petroleum-related benefits, have the potential to affect land access or cause community unrest and activism, which may diminish the Combined Group's reputation.

(n) **Uninsurable risks**

The Combined Group may become subject to liability for accidents, pollution and other hazards or commercial risks against which it cannot insure, or against which it may elect not to insure because of premium costs or for other reasons, or in amounts which exceed policy limits. There is no assurance that the Combined Group's insurance coverage will be sufficient to compensate it against all losses it may suffer as a result of an incident or situation affecting its assets. There are certain types of risks that are not covered by insurance because they are either uninsurable or not economically insurable, including acts of war, acts of terrorism, civil unrest, trade disputes, tariffs, economic sanctions and business disruption caused by outbreaks of disease.

The occurrence of an event that is not fully covered, or covered at all, by insurance, could have a material adverse effect on the Combined Group's financial condition and results of operations, given the Combined Group may have to bear the costs of any uninsured risk or uninsured amount.

(o) **Decommissioning risks**

Horizon has established decommissioning funds for some of its licences and permits, with financial securities lodged or in the process of being lodged, to account for decommissioning costs, financial security placements and associated obligations.

Based on publicly available information, Horizon is unable to ascertain whether Cue has appropriately provisioned for decommissioning costs, financial security placements and associated obligations or whether Cue has established decommissioning funds and or lodged financial securities for all of its licences and permits.

There is a risk that the Combined Group has not adequately provisioned for decommissioning costs, financial security placements and associated obligations which could adversely affect the financial performance and prospects of the Combined Group. Further, applicable laws and regulations across the relevant jurisdictions remain subject to change and may result in additional requirements, including increased financial security, higher decommissioning costs, or the earlier-than-anticipated cessation of production and/or commencement of

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decommissioning and well plug and abandonment activities, with the potential for significant adverse financial impact to the Combined Group.

(p) **Political stability**

Horizon's material investments and operations are principally conducted in Australia, New Zealand, China and Thailand, with the Combined Group being exposed to a fifth jurisdiction, Indonesia. The Combined Group's projects may be subject to the effect of economic, political and social instability, civil unrest, the expropriation or nationalisation of assets held in those foreign countries, subsequent legislative or administrative actions, restrictions on repatriating funds from those countries and the dynamics of their particular legal and commercial systems and creation of new laws. These factors (which may include new or modified taxes or other government levies as well as other legislation) may impact on the profitability and viability of the Combined Group's properties. Geopolitical issues associated with the countries where Horizon and Cue's operations and investments are conducted may also lead to sanctions or other political restrictions which may impact on the Combined Group's cashflows.

(q) **Legislative and regulatory risk**

The impact of actions by governments in the countries in which the Combined Group operates may affect the Combined Group's licence to operate, tenure or level of participating interest. The Combined Group will operate in industries that are subject to extensive national and local laws and regulations, controlling not only the commercial exploitation of and exploration for petroleum properties, but also the possible effects of such activities upon the environment and upon interests of private landholders and local communities. Permits from a variety of regulatory authorities are required for many aspects of operations and reclamation.

Non-compliance can lead to regulatory or legal actions and can impact the status of licences or operatorship. Retention of licences can also be impacted when government development expectations are not met. Changes in government policy, the fiscal regime, regulatory regime or the legislative framework could impact the Combined Group's business, results from operations, asset valuation or financial condition and performance, including through changes to taxation laws or fiscal terms such as corporate income tax, petroleum-specific taxes, royalties, production sharing arrangements, withholding taxes, or the introduction of new taxes or levies. The possible extent of such changes that may affect the Combined Group's business activities cannot be predicted with any certainty. The effects of any such actions may result in, amongst other things, delays or the prevention of the Combined Group being able to execute certain activities, increased costs (whether in the nature of capital or operating expenses), increased direct or indirect tax liabilities, domestic market obligations, disputes or legal action. The Combined Group may also be forced to surrender or sell certain of its assets if required to do so by regulatory authorities, whether on a temporary or permanent basis.

Future legislation and regulations could cause additional expense, capital expenditures, restrictions and delays in the development of the Combined Group's properties, the extent of which cannot be predicted. Any failure to comply with applicable laws and regulations, may impact on the profitability and performance of the Combined Group.

(r) **Environmental and health and safety**

In the context of environmental permitting, including the approval of reclamation and/or decommissioning plans, the Combined Group must comply with known standards, existing laws and regulations which may entail greater or lesser costs and delays depending on the nature of the activity to be permitted and how stringently the regulations are implemented by the permitting authority.

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Oil and gas exploration, development and production can be potentially environmentally hazardous giving rise to substantial costs for environmental rehabilitation, damage control, losses and adversely impacting the Combined Group's reputation. The Combined Group's operations will be subject to environmental controls relating to hazardous operations, environmental impact and the discharge of waste. The legal and regulatory framework governing this area varies across jurisdictions and is complex.

There is a risk that environmental legislation and regulation may evolve in a manner which becomes more onerous with stricter standards and enforcement, increased fines and penalties for non- compliance, more stringent environmental assessments of proposed projects and a heightened degree of responsibility for companies and their officers, directors and employees, making the Combined Group's operations more expensive or causing delays. Non-governmental activists' activities may adversely affect oil and gas exploitation activities, whether or not such activities involve fracking, and those activists may successfully lobby for enhanced or altered regulations that impact or prevent exploration or exploitation activities.

There is no assurance that future changes in environmental regulation, if any, will not adversely affect the Combined Group's operations. While it is possible that costs and delays associated with compliance with such laws, regulations and permits could become such that the Combined Group will not proceed with the development or operation of a particular project, Horizon is not aware of any material environmental constraint affecting the Combined Group's proposed development and production activities or exploration properties that would preclude the economic development or operation of any specific operation or property, other than the Maari and Manaia PMP 38160 which is subject to marine consent and marine discharge consent to enable production beyond 2027.

Exploration, production and development of oil and gas, as well as the general activities relating to the operation of the Combined Group may expose staff to potentially dangerous working environments. Occupational health and safety legislation and regulations differ in each jurisdiction. If any of the Combined Group's employees or contractors or joint venture appointed operator personnel suffer injury or death, compensation payments or fines may be payable and such circumstances could result in temporary cessation of operations, regulatory directives, or could result in the loss of a licence or permit required to carry on the business.

Environmental and health and safety issues may lead to increased costs, approval delays or rejections, and other difficulties with compliance for the Combined Group, including loss of tenure in extreme circumstances.

(s) **Taxation matters**

Future earnings, asset values and the relative attractiveness of Horizon Shares may be affected by changes in taxation law and government policy in the jurisdictions in which the Combined Group operates (including stamp duty and goods and services tax). Companies in the energy and industrials sectors may be subject to paying direct and indirect taxes, royalties and other imposts in addition to normal company taxes. The Combined Group's profitability may be affected by changes in government taxation and royalty policies or in the interpretation or application of such policies. Additionally, there is a risk that the creation of the Combined Group as a result of the Offer may attract additional taxes, duties and levies in Australia or in foreign jurisdictions.

In addition to changes in existing tax laws, risk is also embedded in the interpretation or application of existing tax laws, especially where specific guidance is unavailable or has not been tested in the relevant tax jurisdiction. Any change to the current rate of Company income tax or royalties in jurisdictions where the Combined Group operates will impact on the profitability and performance of the Combined Group.

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(t) **Logistics**

Logistical risk relates to long supply lines, and lack of engineering and other support facilities close to the Combined Group's operating sites. In certain countries in which the Combined Group operates, the transhipment of commodities through neighbouring countries for export could be subject to disruptions through transhipment licensing delays, political disputes and natural disasters.

(u) **Failures in the supply chain for specialist equipment and materials**

The Combined Group and its joint ventures operate within a complex supply chain depending on suppliers of raw materials, services, equipment and infrastructure to ensure its exploration, development and production activities can operate, and on providers of logistics to ensure products are delivered. Failure of significant components of this supply chain due to strategic factors such as business failure or serious operational factors, could have an adverse effect on the Combined Group's business and results of operations.

A dispute, or a breakdown in the relationship, between the Combined Group and governments, regulators, joint venturers, suppliers or customers, a failure to reach a suitable arrangement with a particular joint venturer, supplier or customer, the failure of a joint venturer, supplier or customer to pay or otherwise satisfy its contractual obligations, or termination of an existing arrangement by a particular counterparty, could have an adverse effect on the reputation and/or the financial performance of the Combined Group.

The Combined Group may also be adversely affected if a counterparty seeks to amend the terms (including pricing) of an existing contract, whether in anticipation of a potential breach of contract by such counterparty or otherwise. A breakdown in the relationship with a counterparty as a consequence of these or other factors may also adversely affect the Combined Group's future business prospects with that counterparty.

(v) **Failure to make or integrate acquisitions**

The Combined Group may make acquisitions of, or significant investments in, other resource projects or assets, or may increase its interest in its existing projects or assets. While Horizon recognises that benefits may arise from acquisition or investment activities, significant risks exist in both the execution and implementation of such activities.

Business combinations or asset acquisitions (including the creation of the Combined Group as a result of the Offer) entail a number of risks including the effective integration of acquisitions (including the realisation of synergies), significant one time write-offs or restructuring charges, and unanticipated costs and liabilities such as additional taxes, duties and levies becoming payable to Regulatory Authorities either in Australia or in foreign jurisdictions. All of these may be exacerbated by the diversion of management's attention away from other ongoing business concerns. The Combined Group may also be liable for the past acts, omissions or liabilities of companies and businesses or properties it has acquired or disposed of, which may be unforeseen or greater than anticipated.

(w) **Joint ventures and other strategic partnerships may not be successful**

The Combined Group participates in several joint venture arrangements and it may enter into further joint ventures. Although Horizon has sought to protect its interests, existing and future joint ventures necessarily involve special risks. Whether or not the Combined Group holds majority interests or maintains operational control in its joint ventures, its partners may:

- have economic or business interests or goals that are inconsistent with, or opposed to, those of the Combined Group;

- exercise veto rights to block actions that the Combined Group believes are in its or the joint venture's best interests;
- take action contrary to the Combined Group's policies or objectives with respect to its investments; or
- be unable or unwilling to fulfil their obligations under the joint venture or other agreements, such as contributing capital to expansion or maintenance projects.

There is also a risk that the increased joint venture ownership of Horizon in various producing assets as a result of the acquisition of Cue (e.g. the Mereenie field and the Maari/Manaia fields), may impact the Combined Group's relationship with the existing joint venture parties, given the Combined Group's increased influence in the assets.

Where projects and operations are controlled and managed by the Combined Group's partners, the Combined Group may provide expertise and advice but it has limited control with respect to compliance with its standards and objectives. Improper management or ineffective policies, procedures or controls could adversely affect the value of related non managed projects and operations and, by association, damage the Combined Group's reputation thereby harming the Combined Group's other operations and access to new assets.

(x) **Climate change risk**

Increased regulation of greenhouse gas emissions could adversely affect the Combined Group's costs of operations. Regulatory change by governments in response to greenhouse gas emissions may represent increased costs to the Combined Group impacting profitability.

The Combined Group is exposed to a number of climate change related risks. Material climate related risks include: changes in demand for products due to regulatory and technological changes, which may also result in less favourable pricing for the commodities traded by the Combined Group (transitional risk), increases in operating costs of assets due to carbon-pricing policies or other market mechanisms, physical damage to assets or interruption to operations from climatic changes and extreme weather events, restrictions on capital deployment to carbon intensive industries, increased mandatory reporting requirements and reputational damage driven by stakeholder activism and changing societal expectations. The occurrence of any of these risks could result in asset impairment, lost revenue and damage to brand value, amongst other things.

(y) **Foreign operations**

The Combined Group's operations overseas are exposed to various levels of political, economic and other risks and uncertainties associated with operating in a foreign jurisdiction. These risks and uncertainties vary from country to country and include, but are not limited to, currency exchange rate; high rates of inflation; labour unrest; renegotiation or nullification of existing concessions, licences, permits and contracts; changes in taxation policies; restrictions on foreign exchange; restrictions on revenue; changing political conditions; currency controls and governmental regulations that favour or require the awarding of contracts to local contractors or require foreign contractors to employ citizens of, or purchase supplies from, a particular jurisdiction or otherwise benefit residents of that country or region.

Changes, if any, in petroleum exploration and production or investment policies or shifts in political attitude in any of the countries in which it operates may adversely affect the Combined Group's operations or profitability. Operations may be affected in varying degrees by government regulations with respect to, but not limited to, restrictions on production, price controls, export controls, currency remittance, income taxes, foreign investment, maintenance of claims, environmental legislation, land use, land claims of local people, water use,

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employment contractor selection and safety. Failure to comply strictly with applicable laws, regulations and local practices relating to petroleum applications and tenure, could result in loss, reduction or expropriation of entitlements.

The occurrence of these factors adds uncertainties which cannot be accurately predicted and could have an adverse effect on the Combined Group's operations or profitability.

(z) **Reliance on infrastructure**

As is common in the energy and industrial sectors, the Combined Group will rely on access to properly maintained operating infrastructure and shared facilities that may not be directly controlled by the Combined Group. There can be no guarantee that the Combined Group will be able to maintain or obtain access to relevant infrastructure on commercially acceptable terms. Any delay or failure to access or properly maintain operating infrastructure or shared facilities may have a material adverse effect on the operating and financial performance of the Combined Group. Further, infrastructure in some developing countries for utilities such as electricity and water supply is under strain and underdeveloped. A serious failure of basic infrastructure or occurrences of power outages in the regions in which the Combined Group operates could adversely affect production at the Combined Group's operations.

(aa) **Key personnel**

Retaining qualified personnel is critical to the Combined Group's success. The Combined Group may face risks from the loss of key personnel, as it may be difficult to secure and retain candidates with appropriate experience and expertise. In addition, as the Combined Group primarily holds non-operated interests, it is reliant on the personnel, systems and expertise of third-party operators to conduct day-to-day operations, and the loss of key personnel employed by those operators may adversely affect the performance of the relevant assets. There is also a risk that, in the current or future market conditions, the Combined Group may need to pay a higher-than-expected cost to acquire or retain the necessary labour. The Combined Group's operations are subject to labour and employment laws and regulations, and changes to such laws or their interpretation may adversely affect employee relations.

Horizon has implemented incentive plans to assist in the recruitment and retention of talented people needed to achieve its business objectives. Despite this, one or more of the Combined Group's key employees could leave their employment and this may adversely affect the Combined Group's ability to conduct its business and, accordingly, affect the profitability, financial position and performance and prospects of the Combined Group. Similarly, the Combined Group has limited control over the employment arrangements, retention strategies and workforce stability of third-party operators and their contractors.

The Combined Group's success also depends on its ability to identify, attract, motivate and retain potential additional suitably qualified personnel. As the Combined Group's business grows, it may require additional key financial, administrative, technical, and marketing personnel as well as additional staff for operations. In addition, the Combined Group's reliance on non-operated assets means it is dependent on operators maintaining appropriately skilled personnel to safely and efficiently manage operations. Also, given the remote location of various properties, the lack of infrastructure in the nearby surrounding areas, and the shortage of a readily available labour force in the petroleum industry, the Combined Group and its third-party operators may experience difficulties retaining the requisite skilled employees in the region. It is important for the Combined Group's continued success that it attracts, develops, retains and engages the right employees. A limited supply of skilled workers could lead to an increase in labour costs or result in the Combined Group or relevant operators being unable to attract and retain the employees it needs. When new workers are hired, it may take a considerable period of training and time before they are equipped with the requisite skills to work effectively and safely on some of the

inherently dangerous tasks associated with the petroleum industry. The number of persons skilled in the acquisition, exploration, development and operation of petroleum properties is limited and competition for such persons is high. If the Combined Group is unable to access and retain the services of a sufficient number of qualified personnel, either directly or through third part operators, this could be disruptive to the Combined Group's development and may materially adversely affect its profitability, financial position and performance and prospects.

There are no guarantees that the Combined Group will be able to attract and/or retain these employees or that it will be able to prevent them from competing with the Combined Group in the event of their departure.

(bb) **Key contractors**

The Combined Group's business relationships, operations and financial performance may be materially and adversely affected if any of its current and proposed contractors and sub-contractors and sub-contractors or third-party operators' contractors do not perform their contractual obligations. The Combined Group can provide no guarantee that the contractors will fulfil these obligations.

(cc) **Litigation**

The Combined Group is subject to litigation risks. All industries, including the petroleum industry, are subject to legal claims, which claims may be with or without merit. Defence and settlement costs of legal claims can be substantial, even with respect to claims that have no merit. Due to the inherent uncertainty of the litigation process, the resolution of any particular legal proceeding to which the Combined Group is or may become subject could have a material effect on its financial position, results of operations or the Combined Group's exploration and project development operations.

As at the date of this Bidder's Statement, Horizon is not aware of any material disputes or litigation being undertaken in relation to Horizon or Cue. However, it is possible that the Combined Group may be involved in disputes and litigation in the course of its future operations. There is a risk that any material or costly dispute or litigation and compensation or damages could adversely impact the financial position or performance of the Combined Group.

(dd) **Subsidiaries**

Horizon conducts certain of its operations through subsidiaries and holds certain of its assets in such subsidiaries. Accordingly, any limitation on the transfer of cash or other assets between the Combined Group and its subsidiaries could restrict the Combined Group's ability to fund its operations efficiently. Any such limitations, or the perception that such limitations may exist now or in the future, could have an adverse impact on the Combined Group's valuation and stock price.

(ee) **Exploration, drilling and well workovers carry inherent risks**

Drilling operations and well workovers are subject to hazards normally encountered in exploration, development and production. These include unexpected geological conditions, infrastructure failure and other incidents or conditions which could result in harm to personnel, damage to plant or equipment or the environment and which could impact production throughput. Although it is intended to take adequate precautions to minimise risk, there is a possibility of a material adverse impact on the Combined Group's operations and its financial results should any of these hazards be encountered.

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(ff) **Currency risk**

The Combined Group incurs expenditures in the local currencies of various countries from operations and certain other capital and operating costs will primarily be in other than the Combined Group's functional currency, US dollars. As a result of the use of these different currencies, the Combined Group is subject to foreign currency fluctuations which may materially affect its financial position and operating results.

(gg) **Competition**

Competition exists for petroleum acquisition opportunities. As a result of this competition, including competition from other industry participants with greater financial, technical or operational resources, the Combined Group may be unable to acquire rights to exploit additional petroleum properties on commercially acceptable terms.

Accordingly, the Combined Group may not acquire any interest in additional operations that would yield reserves or result in commercial petroleum operations.

(hh) **Hedging risk**

Horizon has implemented a hedging policy incorporating currency, interest rate, and various commodities which establishes limits on the extent and value of hedging entered, with the objective of managing exposure to market risks rather than fully eliminating those risks. The hedging program may include forward exchange contracts (for currency). If the Combined Group fails to deliver the required amount of currency on the maturity date of each committed contract, then it will need to renegotiate or close out and settle the relevant forward contract. This will result in either a cash gain or loss to the Combined Group depending upon the market exchange rate at that point in time. Other permitted products under Horizon's hedging policy include USD denominated Brent Crude Oil Swaps, put options, call options, swaps or a combination of the above, subject to the limits and parameters set under that policy. Although the risk is managed by Horizon, Horizon cannot guarantee the effectiveness of its hedging policies. Although hedging activities may protect the Combined Group in certain instances, hedging products may also limit upside where the market price of the hedged item exceeds the hedge contract and may not fully offset adverse movements in commodity prices, interest rates or foreign exchange rates.

(ii) **Estimates and assumptions are used in preparing consolidated financial statements**

Preparation of the consolidated financial statements requires the Combined Group to use estimates and assumptions. Accounting for estimates requires the Combined Group to use its judgement to determine the amount to be recorded on its financial statements in connection with these estimates. The Combined Group's estimates and assumptions are used in the valuation of a range of assets, including work-in-progress inventories, property, plant and equipment, and exploration and evaluation assets. These estimates and assumptions include, among other things, estimates of petroleum expected to be recovered, forecast commodity prices, operating and capital costs, discount rates and the timing of future cash flows. If these estimates and assumptions are inaccurate, the Combined Group may be required to revise the carrying values of its assets, including through impairment charges or write-downs. On an ongoing basis, Horizon re-evaluates its estimates and assumptions. However, the actual amounts could differ from those based on estimates and assumptions.

(jj) **Ability to manage growth**

Future operating results depend to a large extent on management's ability to successfully manage growth. This necessarily requires the effective management on coordination of all

aspects of the business operations, such as the development of operations, revenue forecasting, an effective marketing strategy, addressing new markets, controlling expenses, implementing infrastructure and systems and managing its assets and contractors.

As the Combined Group holds interests in a number of non-operated joint ventures, its ability to manage growth is also dependent on the performance, decisions and priorities of joint venture operators and partners. Growth initiatives may be subject to joint venture approval processes, differing commercial objectives, timing constraints and governance arrangements, which may limit the Combined Group's ability to implement strategies or execute growth initiatives in the manner or timeframe it would otherwise prefer.

The inability to control the costs and organisational impacts of business growth, or to effectively coordinate growth within joint venture arrangements, an unpredicted decline in the growth rate of revenues without a corresponding and timely reduction in expenses or a failure to manage other issues arising from growth can have a material adverse effect on the Combined Group's operating results.

(kk) **Cybersecurity Risks**

The integrity, availability and reliability of data within the Combined Group's information technology systems may be subject to intentional or unintentional disruption. Given the increasing level of sophistication and scope for potential cyber-attacks, these attacks may lead to significant breaches of security that could jeopardise the sensitive information and financial transactions of the Combined Group (from a cyber perspective) and property and environmental damage (from a physical perspective). Disruptions to the information technology systems of the Combined Group's third-party operators or other third parties could have a similar adverse effect on the Combined Group's operating results.

(ll) **Other risks**

Additional risks and uncertainties not currently known may also have an adverse effect on the Combined Group and the value of Horizon's Shares. The information set out in this section 8.2 does not purport to be, nor should it be construed as representing, an exhaustive summary of the risks that may affect the performance of the Combined Group and Horizon's Shares.

8.3 RISKS RELATING TO THE OFFER

(a) **Horizon Shares as consideration**

Cue Shareholders (other than Ineligible Foreign Shareholders and Small Parcel Shareholders) are being offered a specified number of Horizon Shares as consideration under the Offer, rather than a number of Horizon Shares with a specified market value. As a result, the value of the Offer Consideration will fluctuate depending on the market value of the Horizon Shares. The past performance of Horizon Shares cannot be taken to be an indicator of likely future performance. Horizon is under no obligation (subject to applicable laws) to adjust the Offer Consideration payable to accepting Cue Shareholders if the value of the Horizon Shares changes during the Offer Period.

Further, under the Offer, Horizon will issue a significant number of Horizon Shares. Some Cue Shareholders that receive Horizon Shares as consideration under the Offer may not intend to continue to hold Horizon Shares and may wish to sell them on ASX. There is a risk that if a significant number of Cue Shareholders (or current Horizon Shareholders) seek to sell their Horizon Shares at or around the same time, this may adversely impact the price of Horizon Shares.

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A nominee appointed by Horizon (and approved by ASIC) (**Nominee**) will be issued with any Horizon Shares attributable under the Offer to Ineligible Foreign Shareholders and Small Parcel Shareholders and will sell them in accordance with the terms of the Offer. If there is a significant number of Horizon Shares held by Ineligible Foreign Shareholders or Small Parcel Shareholders (resulting in a significant number of Horizon Shares being sold by the Nominee), the price at which Horizon Shares are traded on the ASX may be adversely affected.

(b) **Integration risks**

Horizon and Cue have previously operated independently. There are risks that the integration between the businesses may take longer than expected and unexpected issues or complications may arise during the process of integration, including due to aspects of the geographically dispersed portfolio of operations.

There is a risk that the Combined Group may face unanticipated liabilities and costs, operational disruption and the possible loss of key employees, customers or market share if integration is not achieved in a timely and orderly manner or the integration adversely affects the performance levels of the Combined Group. There is also a risk that the expected benefits of the creation of the Combined Group, including the Expected Cost Synergies, may not be achieved in a timely manner, at all or to the extent expected by Horizon (as set out in this Bidder's Statement) and/or that the costs incurred in achieving them are materially higher than expected.

Potential issues and complications include (but are not limited to):

- difficulties integrating IT platforms, financial and accounting systems, support functions and other systems, including across various jurisdictions;
- inability to achieve the expected synergy benefits and intended cost savings;
- differences in merging the management styles and culture of Horizon and Cue;
- difficulties in the transition of the Cue Board, particularly integrating leadership and governance styles if certain Cue directors and senior management were to be retained;
- misalignment in joint venture governance or technical approaches to shared assets;
- difficulties integrating the operational structures of Horizon and Cue, including employee agreements and other contractual arrangements of the personnel of the Combined Group;
- unintended loss of key personnel and employees; and
- changes in market conditions or the regulatory environment which may impact the ability of the Combined Group to leverage its increased scale and presence.

Any failure to achieve the expected benefits of the Offer could impact the financial performance and position of the Combined Group.

(c) **Approvals**

There is a risk that the regulatory approvals required to satisfy one or more of the Conditions may not be obtained, or may be obtained subject to conditions which adversely affect the Combined Group. In particular, it is currently Horizon's intention to seek Ministerial approval or consent in accordance with the *Petroleum Act 1984* (NT) or the *Petroleum (Prospecting and Mining) Act 1980* (NT) (as applicable) and consent under the *Crown Minerals Act 1991* (NZ) before the end of the Offer Period.

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There is a risk that the relevant Ministers and regulatory bodies will refuse to grant their consents and/or approvals, will not issue their consents and/or approvals by that time, or that they will grant consents and/or approvals subject to conditions. Any such conditions could have an adverse effect on the Combined Group, including, but not limited to, by adversely affecting the ability of the Combined Group to achieve the Expected Cost Synergies.

Unless you are able to withdraw your acceptance in the circumstances set out in clause 7.1 of **Appendix** 1 of the Bidder's Statement, if you accept the Offer before the Conditions are satisfied or waived, you will be unable to accept into a competing proposal for Cue (if one arises) or otherwise deal with Your Cue Shares.

Any delays or extended approval processes in obtaining the necessary regulatory approvals could adversely affect the operational performance of Horizon and Cue, including the ability of the two businesses to attract and retain key personnel.

(d) **Limited access to Cue information**

Horizon has not had access to comprehensive non-public information in relation to Cue (including financial, tax, business, operational and legal information) and has only had access to information available in the public domain and limited operational information to which Horizon has access through its ongoing joint venture interests with Cue in the Mereenie and Maari fields.

As stated in this Bidder's Statement, all information relating to Cue that has been included in (or omitted from) this Bidder's Statement (including all financial information in relation to Cue), has been based on publicly available information. Any information obtained through joint venture arrangements has been limited in scope and does not constitute full access to Cue's internal information. There is a risk that Horizon may not have conducted due diligence on all material information in relation to Cue (because that information was not publicly available) and that any assumptions made by Horizon in relation to Cue and/or the Combined Group (that relies on publicly available information relating to Cue) may prove to be false or incorrect.

This may impact, among other things, on the Combined Group's ability to achieve or realise the Expected Cost Synergies and other potential benefits described in sub-section 5 of '*Why you should accept this Offer*' in this Bidder's Statement and further in section 7.3.

Therefore, there remains uncertainty associated with the information disclosed in this Bidder's Statement relating to Cue and, to the extent that information disclosed in this Bidder's Statement relates to the Combined Group and is based or derived from publicly available information relating to Cue, (including, but not limited to, the Combined Group Pro Forma Historical Financial Information set out in section 7.9), that information may be incomplete or inaccurate. Horizon does not, except as required by law, make any representation or warranty, express or implied, as to the accuracy or completeness of this information. Any inaccuracy or omission in Cue's publicly available information may also adversely affect the performance or operations of the Combined Group (including financial, operational, tax and legal information).

(e) **Termination of contracts and potential inability to obtain third party consents**

A change in control of Cue may occur as a result of the Offer. It is possible that material contracts to which Cue (or any other member of the Cue Group) is a party (including Cue's joint venture agreements) may be subject to review or termination by the relevant counterparty (including under change of control (or similar) provisions) as a result of completion of, or otherwise in connection with, the Offer.

Accordingly, there is a risk that the consent of one or more counterparties under these contracts will be required in connection with the Offer and that such consent cannot be obtained or, if it

can be obtained, it may not be obtained on reasonable terms and conditions and/or within a reasonable timeframe.

In relation to material contracts that will require the applicable counterparty's consent in connection with the Offer under a provision of the kind described above, Horizon has had no access to information in relation to Cue's contracts, other than that which is available in the public domain. Accordingly, during the Offer Period, it will not be possible for Horizon to determine whether any of the contracts to which Cue Group Members are parties, including the joint venture arrangements of the Cue Group, contain change of control (or similar) provisions that will be triggered in connection with the Offer unless the relevant information is disclosed to Horizon.

While Horizon is not aware of any counterparty that may wish to terminate a material contract to which a Cue Group Member is a party, should any such contracts be terminated, the Combined Group would lose the benefit of the contract and may not be able to obtain similarly favourable terms upon entry into replacement arrangements (should replacement arrangements be available).

(f) **Retention of minority stake in Cue**

There are risks associated with the Offer for Cue Shareholders who do not accept the Offer and remain Cue Shareholders.

If, in connection with or following the Offer, Horizon acquires at least 90% of Cue Shares, Horizon may be entitled to compulsorily acquire the remaining shares of the Cue Shareholders and apply to remove Cue from the official list of the ASX.

If, in connection with the Offer, Horizon acquires more than 50% but less than 90% of the Cue Shares, Horizon will hold a controlling interest in Cue but it will not be a wholly owned subsidiary of Horizon and Horizon's ability to deal with the assets of Cue will be constrained. In that circumstance, the remaining Cue Shareholders will be in a minority position in a company with a large controlling shareholder (Horizon) whose objectives for the company may differ from their own. Those Cue Shareholders could also encounter a lower level of liquidity in Cue Shares than exists today, which could result in a lower price for those Cue Shares should they wish to sell them in future. In certain circumstances, Horizon may also be entitled to apply for the removal of Cue from the official list of the ASX.

If Horizon does not acquire a Relevant Interest in at least 50.1% of the Cue Shares under the Offer and chooses to waive the 50.1% Minimum Acceptance Condition, this may result in Horizon holding a non-controlling interest in Cue. If this occurred, it is possible that Horizon and Echelon or another Cue substantial shareholder could each hold large minority interests in Cue. In such a situation, any commercial misalignment between large minority shareholders could impact on the efficient and effective governance of Cue and could adversely affect its ongoing performance.

(g) **Pro-forma financial information may not be indicative of actual financial condition of the Combined Group**

The Combined Group Pro Forma Historical Financial Information contained in this Bidder's Statement is presented for illustrative purposes only and may not be indicative of the Combined Group's financial condition or results of operations following the Offer for a number of reasons. The Pro Forma Historical Financial Information of the Combined Group has been derived from the historical financial statements of Horizon and Cue and certain adjustments and assumptions have been made regarding Horizon following the Offer. The information that forms the basis of these adjustments and assumptions is preliminary, and these kinds of adjustments and assumptions are difficult to make with complete accuracy.

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Further, the Combined Group Pro Forma Historical Financial Information does not include all of the costs that are expected to be incurred by Horizon in connection with the Offer. For example, the impact of any incremental costs that are incurred in relation to the integration of Horizon and Cue is not reflected in the Pro Forma Historical Financial Information of the Combined Group.

(h) **Potential unavailability of CGT roll-over relief**

The availability of CGT roll-over relief for Australian tax residents on the disposal of Cue Shares is only available to Cue Shareholders where Horizon acquires 80% or more of the Cue Shares. If this does not occur and the Offer is declared unconditional, Cue Shareholders who accept the Offer and receive Horizon Shares may have a CGT liability but may not be able to defer any capital gains they realise on the disposal of their Cue Shares. Any capital gains will therefore be subject to tax in the income year in which the disposal takes place. Further requirements apply to non-Australian tax residents for them to obtain CGT roll-over relief. Horizon recommends that non-Australian tax residents obtain their own advice as to whether CGT roll-over relief may apply.

A general summary of the likely Australian taxation implications of accepting the Offer are summarised in greater detail in section 9.

Cue Shareholders are encouraged to seek their own independent tax advice regarding their specific consequences of the Offer, including the application and effect income tax and other tax laws to their particular circumstances.

8.4 GENERAL INVESTMENT RISKS

(a) **Share market conditions**

There are general risks associated with any investment in securities, including the Horizon Shares to be issued as part of the Offer Consideration.

The trading price of the Horizon Shares may fluctuate with movements in equity capital markets in Australia and internationally. Publicly listed securities have experienced extreme price and volume fluctuations that have often been unrelated to the operating performances of such companies. This may result in the market price for the Horizon Shares being less or more than the price of the Horizon Shares on the date of the Offer. Some of the factors which may affect the market price of shares include:

- general movements in Australian and international stock markets;
- investor sentiment, including in relation to the oil and gas sector;
- Australian and international economic conditions and outlook;
- operating results that do not meet the expectations of securities analysts and investors or changes in expectations as to the Combined Group's future financial performance by securities analysts and investors;
- variations in commodity prices;
- the operating and trading price performance of other comparable listed entities;
- changes in interest rates and the rate of inflation;
- changes in government regulation and policies, including changes in interpretation or application of existing laws;

- the development or announcement of new technologies;
- pandemics and natural disasters; and
- geo-political stability, including international hostilities, war and acts of terrorism.

These factors may cause the Horizon Shares to trade at prices below the price at the date of the Offer and there is a risk that shareholders may lose all or part of their investment. In addition, the stock market can experience price and volume fluctuations that may be unrelated or disproportionate to the operating performance of the Combined Group. No assurances can be given that the Horizon Shares will trade at or above the price of Horizon Shares as at the date of the Offer. None of Horizon, the Horizon Board or any other person guarantees the market performance of the Horizon Shares.

(b) **Equity dilution**

Horizon may elect to issue Horizon Shares or other securities in Horizon in the future. The increase in the number of Horizon Shares issued and the possibility of sales of such Horizon Shares may have a depressive effect on the price of Horizon Shares already on issue.

While Horizon will be subject to the constraints of the Listing Rules regarding the percentage of capital that it is able to issue within a 12-month period (other than where exceptions apply), the increase in the number of securities issued and the possible sale of these securities may have the effect of decreasing the price of Horizon securities already on issue.

No prediction can be made regarding the effect (if any) such future issue of securities by Horizon may have on the market price or liquidity of the Horizon Shares to be issued.

(c) **Changes in government policy or taxation rules**

Changes in tax laws or changes in the way tax laws are interpreted in Australia and other jurisdictions in which Horizon and Cue have business activities and investment interests, may impact the Combined Group's tax liabilities or the tax treatment of Horizon securities or the holdings/disposal of those securities. The tax consequences for each investor in Horizon will depend on the circumstances of the investor. Each Cue Shareholder is encouraged to obtain independent taxation advice in connection with the Offer with respect to their position.

(d) **Economic conditions**

The operating and financial performance of the Combined Group will be impacted by a variety of general economic, political, social, and other business conditions, including the level of inflation, interest rates, exchange rates, changes in commodity prices, access to funding, and government fiscal, monetary and regulation policies. Changes to these general economic conditions may be due to government policy, international and domestic economic conditions, war, natural disasters, pandemics and other general economic factors. Deterioration in any of these factors could have an adverse impact on the Combined Group's operating industry and financial performance and financial position.

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9 AUSTRALIAN TAX CONSIDERATIONS

9.1 INTRODUCTION

The following is a general outline of the principal Australian income tax, goods and services (**GST**) and stamp duty consequences applicable to a Cue Shareholder who accepts the Offer and disposes of their Cue Shares under the Offer.

This outline reflects the current provisions of the *Income Tax Assessment Act 1936* (Cth) and the *Income Tax Assessment Act 1997* (Cth), other applicable Acts and the regulations made under those Acts, taking into account Horizon's understanding of the current administrative practices of the Australian Taxation Office. The outline does not otherwise take into account or anticipate changes in the law, whether by way of judicial decision or legislative action, nor does it take into account tax legislation of countries apart from Australia.

The following outline is not exhaustive of all possible Australian income tax considerations that could apply to Cue Shareholders. In particular, the summary is only relevant to those Cue Shareholders who hold their shares on capital account for Australian income tax purposes. The summary does not consider the Australian tax considerations that may be relevant for Cue Shareholders:

- that may be subject to special tax rules, such as banks, insurance companies, tax exempt organisations, superannuation funds, dealers in securities;
- who do not hold the Cue Shares on capital account;
- who hold the Cue Shares on behalf of another person; or
- who acquired their Cue Shares as part of an employee share scheme or who hold performance rights.

For Cue Shareholders who are non-residents of Australia for tax purposes, it is assumed that the Cue Shares are not held and have never been held, as an asset of a permanent establishment of that Cue Shareholder in Australia. This outline does not constitute tax advice, is not intended to and should not be used or relied upon by anyone, and the Horizon Group accepts no duty of care to any other person or entity. Each Cue Shareholder should consult their own tax adviser regarding the consequences of acquiring, holding or disposing of their Cue Shares.

9.2 TAXATION ON DISPOSAL OF CUE SHARES

If you accept the Offer, the Offer becomes unconditional and you are not a Small Parcel Shareholder or an Ineligible Foreign Shareholder, you will be treated as having disposed of Your Cue Shares for Australian income tax purposes. The disposal of a Cue Share will constitute a capital gains tax (**CGT**) event A1.

9.3 AUSTRALIAN RESIDENT CUE SHAREHOLDERS

You will realise a capital gain in connection with the disposal of a Cue Share to the extent that the amount you receive (or will receive) for the disposal of that Cue Share as determined in accordance with the tax law is more than the CGT cost base of that Cue Share. You will realise a capital loss to the extent that the amount you receive (or will receive) is less than the CGT reduced cost base of the Cue Share. Capital losses can usually only be offset against capital gains you realise in the same income year or in later income years.

The time of the CGT event will be the later of:

- the date the Cue Shareholder accepts the Offer; and
- the date the Offer becomes unconditional.

The capital proceeds that you receive for the disposal of Your Cue Shares should be the Cash Consideration (A$0.008 per Cue Share) plus the value of the Scrip Consideration (0.5625 Horizon Shares per Cue Share).

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Generally, the cost base of a Cue Share should be the total amount you paid for the Cue Share, your acquisition costs and other costs relating to the holding and disposal of the Your Cue Shares, to the extent to which you have not claimed an income tax deduction for such costs. The reduced cost base of a Cue Share is usually determined in a similar, but not identical, manner.

There are a number of circumstances which may result in your cost base or reduced cost base being calculated in a different manner to that outlined above. It is recommended that you consult your tax adviser to confirm the cost base or reduced cost base of Your Cue Shares.

Any net capital gain should be included in your assessable income for that income year. Broadly, your net capital gain in respect of an income year will be calculated by aggregating all of your capital gains realised in that income year and reducing that amount by your capital losses realised in that income year and any available net capital losses from prior years.

Cue Shareholders who are individuals, trusts or complying superannuation funds may be eligible for discount capital gains treatment in respect of a Cue Share if they have held that Cue Share for at least 12 months. Companies are not eligible for discount capital gains treatment.

9.4 PARTIAL CGT ROLL-OVER RELIEF

CGT roll-over relief may be available for Cue Shareholders who are Australian tax residents and where, as a result of the Offer, Horizon acquires 80% or more of the original voting shares in Cue and the relevant Cue Shareholder:

- exchanges their Cue Shares for Horizon Shares in accordance with the Offer;
- acquired their Cue Shares on or after 20 September 1985 and, but for the roll-over, would have realised a capital gain in connection with the exchange (see section 9.3 above); and
- chooses that the CGT roll-over applies.

If the CGT roll-over is available and chosen, then any capital gain resulting from the disposal by Cue Shareholders of Cue Shares pursuant to the Offer will be disregarded. Any CGT implications are effectively deferred either until the relevant Cue Shareholders dispose of the Horizon Shares acquired pursuant to the Offer or upon the happening of another taxable event in respect of the Horizon Shares.

The cost base of the Horizon Shares acquired pursuant to the Offer should be equal to the cost base of the Cue Shares for which they were exchanged plus any other incidental costs that can be included in the cost base.

To choose CGT roll-over relief, a Cue Shareholder must make a choice before lodging an income tax return for the tax year in which the Offer is accepted. The manner in which the Cue Shareholder prepares the income tax return will be evidence of the choice (i.e. no separate notice is required to be lodged with the Australian Taxation Office).

All Cue Shareholders, and particularly those not covered by this outline as noted above, should obtain their own independent professional tax advice as to whether and how a CGT roll-over election could apply and should be made. Horizon will not make a choice under subsection 124-795(4) of the *Income Tax Assessment Act 1997* (Cth) to deny scrip for scrip rollover relief for Cue Shareholders if qualified.

No CGT roll-over relief is available for any cash component paid as part of the Offer Consideration.

9.5 NON-RESIDENT CUE SHAREHOLDERS

If you are not a resident of Australia for income tax purposes, you will generally not have to pay Australian tax on any capital gain when you dispose of Your Cue Shares, unless both of the following requirements are satisfied:

- you hold a 'non-portfolio interest' in Cue; and
- the Cue Shares are 'taxable Australian property'.

If either element is absent, any capital gain made on the disposal of Your Cue Shares should not be subject to income tax in Australia.

You will hold a 'non-portfolio interest' in Cue if you (together with your Associates) own at the time of disposal, or have owned, throughout a 12-month period during the two years preceding the sale of Your Cue Shares, 10% or more of (broadly) all of the shares in Cue.

Broadly, the Cue Shares would constitute 'taxable Australian property' (as defined in the income tax legislation) if the market value of Cue's direct and indirect interests in Australian land (including leases) is more than the market value of its other assets (including direct and indirect interests in overseas assets) at the time you accept the Offer. Detailed calculations are necessary to determine whether shares are 'taxable Australian property'.

If you hold a 'non-portfolio interest' in Cue, you should contact Cue to determine if the Cue Shares would be considered 'taxable Australian property'.

The above comments will not apply to you if you do not hold Your Cue Shares on capital account. It is recommended that those Cue Shareholders seek their own independent professional tax advice.

You should seek advice from your tax adviser as to the taxation implications of accepting the Offer in your country of residence.

9.6 FOREIGN RESIDENT CGT WITHHOLDING TAX

Australia's foreign resident CGT withholding tax regime applies to transactions involving the acquisition of certain indirect interests in Australian property from relevant foreign residents. Under the foreign resident CGT regime, a purchaser of shares may have an obligation to withhold and pay to the Australian Taxation Office an amount equal to 15% of the purchase price for each share under section 14-200 of Schedule 1 of the *Taxation Administration Act 1953* (Cth).

A 'relevant foreign resident' for these purposes is any Cue Shareholder who:

(a) Horizon knows or reasonably believes their Cue Shares to constitute 'indirect Australian property interests' (see section 9.5); and

(b) Horizon:

  (i) knows is a foreign resident for Australian tax purposes;

  (ii) reasonably believes is a foreign resident for Australian tax purposes;

  (iii) does not reasonably believe is an Australian resident, and either has an address outside Australia or Horizon is authorised to provide a financial benefit relating to the transaction to a place outside Australia; or

  (iv) is aware that the Cue Shareholder has a connection outside Australia of a kind specified in the tax regulations.

Based on the information as at the date of the Bidder's Statement, Horizon does not anticipate having to withhold any amounts under these provisions. However, Horizon may seek a declaration as to Australian tax residency or that the Cue Shares are not 'indirect Australian property interests' from certain Cue Shareholders to ensure that an amount is not required to be withheld and remitted to the ATO.

Cue Shareholders who have an amount withheld should generally be entitled to a credit for the amount withheld upon lodging an Australian income tax return.

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9.7 STAMP DUTY

No stamp duty should be payable by the Cue Shareholders on the acquisition by Horizon of their Cue Shares under the Offer or on the receipt by Cue Shareholders of Horizon Shares as part of the Offer Consideration, provided Horizon is listed on the ASX and its shares quoted at the time of the issue of the Horizon Shares, Cue Shareholders in aggregate acquire less than a 90% interest in Horizon and no Cue Shareholder, or an associate inclusive basis, obtains an interest of 90% or more in Horizon.

9.8 GST

The provision, acquisition or disposal of shares for non-monetary consideration will not be subject to GST. Accordingly, no GST should be payable on:

- the disposal of the Cue Shares to Horizon;
- the receipt of Horizon Shares pursuant to the Offer; or
- the future disposal of Horizon Shares.

The ability to claim input tax credits on related acquisitions (if any) may be restricted. This is a complex area of the GST law and GST registered entities should seek their own professional tax advice in this regard.

9.9 OBTAIN YOUR OWN TAXATION ADVICE

Do not rely on the comments or the statements contained in the Bidder's Statement as advice about your own affairs. The taxation laws are complex and there could be implications in addition to those generally described in the Bidder's Statement.

Accordingly, consult your own tax advisers for advice applicable to your individual needs and circumstances. To the extent permitted by law, none of the Horizon nor its Related Entities accepts any responsibility for tax implications for individual Cue Shareholders.

Horizon is not a registered tax agent under *the Tax Agent Services Act 2009* (Cth) and cannot provide tax advice to specific Cue Shareholders. Cue Shareholders should obtain their own tax advice that has regard to their own personal circumstances from a registered tax agent on the consequences of accepting the Offer.

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10 ADDITIONAL INFORMATION

10.1 STATUS OF CONDITIONS

The Offer is subject to a number of Conditions set out in **Appendix 2**. Horizon will provide updates on any material developments relating to the status of these Conditions through announcements to the ASX.

As at the date of this Bidder's Statement, Horizon has engaged with New Zealand Petroleum & Minerals and the Department of Mining and Energy in the Northern Territory in relation to the relevant Regulatory Approval Conditions, and submitted its application for the necessary New Zealand related approval under the *Crown Minerals Act 1991* (NZ) on 13 March 2026. Horizon expects to submit its application for the necessary Northern Territory related approvals under the *Petroleum Act 1984* (NT) and the *Petroleum (Prospecting and Mining) Act 1980* (NT) in the week commencing 16 March 2026. Horizon will provide updates on any material developments relating to the status of the Regulatory Approval Conditions through announcements to the ASX.

The date for giving the notice on the status of the Conditions required by section 630(1) of the Corporations Act is 29 May 2026 (subject to extension in accordance with section 630(2) of the Corporations Act if the Offer Period is extended).

As at the date of this Bidder's Statement, Horizon is not aware of any events or circumstances which would result in the non-fulfilment of any of the Conditions.

Any or some of the Conditions may be waived by Horizon (other than the Regulatory Approval Conditions). If Horizon decides to waive a Condition, it will announce that decision to ASX in accordance with section 650F of the Corporations Act.

If, at the end of the Offer Period (or in the case of the No Prescribed Occurrences Condition, at the end of the third Business Day after the end of the Offer Period), the Conditions have not been fulfilled and Horizon has not declared the Offer (or it has not become) free from those Conditions, all contracts resulting from the acceptance of the Offer will be automatically void.

10.2 DATE FOR DETERMINING HOLDERS OF CUE SHARES

For the purposes of section 633 of the Corporations Act, the date for determining the people to whom information is to be sent under items 6 and 12 of section 633(1) is the Register Date.

10.3 PRE-BID AGREEMENT

As announced on 2 March 2026, Horizon entered into an agreement with Cue's major shareholder, Echelon, in respect of 139,885,879 Cue Shares (representing 19.99% of all Cue Shares on issue as at the date of this Bidder's Statement and the date of the Offer) (**Pre-bid Agreement**). A summary of the key terms of the Pre-bid Agreement is set out below. This summary does not purport to be exhaustive or constitute a definitive statement of the rights and liability of each of Horizon and Echelon under the Pre-bid Agreement. The full terms and conditions of the Pre-bid Agreement are annexed to the ASIC Form 603 (Notice of initial substantial holder) lodged by Horizon with the ASX on 2 March 2026.

(a) **Consideration**

Pursuant to the Pre-bid Agreement, Echelon has agreed to sell 139,885,879 Cue Shares (**Pre-bid Sale Securities**) to Horizon for consideration of A$0.115 per share, subject to adjustments.

If Horizon does not receive the benefit of all rights in relation to the Cue Shares (including any dividends or entitlements declared on or after 25 February 2026 (including the Cue Interim Dividend), or other rights attaching to the Cue Shares at, accruing or arising after, 2 March 2026), the consideration is reduced by the amount of those rights.

(b) **Completion and conditionality**

Completion of the sale and purchase of the Pre-bid Sale Securities is scheduled to occur on the date that is 5 Business Days after the end of the Offer. Completion is conditional upon any required Ministerial consent or approval under the *Petroleum (Prospecting and Mining) Act 1980* (NT) in connection with the transfer of the Pre-bid Sale Securities being obtained prior to the end of the Offer Period. Such consent or approval (if required) must be unconditional or subject to conditions acceptable to Horizon.

(c) **Obligations of Echelon and Horizon**

Horizon has agreed to use reasonable endeavours to procure that the conditions under the Offer are satisfied as expeditiously as possible. While the Pre-bid Agreement remains in force, Echelon agrees that it will not dispose of, grant any interest (including a security, derivative or other economic interest) in, or otherwise deal with the Pre-bid Sale Securities, and agrees to exercise any voting rights attached to the Pre-bid Sale Securities, and otherwise exercise all rights attaching to the Pre-bid Sale Securities, as directed by Horizon.

10.4 CONSENTS

(a) **Consents to be named**

Each of the following parties has given and has not, before the date of this Bidder's Statement withdrawn its consent to be named in this Bidder's Statement in the form and context in which it is named:

(i) King & Wood Mallesons as Australian legal adviser to Horizon; and

(ii) Computershare Investor Services Pty Limited as share registry.

(b) **Consents given**

Each person named in this section 10.4 of the Bidder's Statement as having given its consent to be named or to the inclusion of a statement in this Bidder's Statement:

(i) has not authorised or caused the issue of the Bidder's Statement;

(ii) does not make, nor does it purport to make, any statement in the Bidder's Statement or any statement on which a statement in the Bidder's Statement is based; and

(iii) to the maximum extent permitted by law, expressly disclaims all liability in respect of, makes no representation regarding, and takes no responsibility for, any part of the Bidder's Statement including any statements or material in or omissions from the Bidder's Statement.

10.5 ASIC MODIFICATIONS AND RELIEF

(a) **General**

ASIC has published various legislative class order instruments providing for modifications and exemptions that apply generally to all persons, including Horizon, in relation to the operation of Chapter 6 of the Corporations Act. Horizon may rely on this class order relief.

(b) **ASIC Corporations (Takeover Bids) Instrument 2023/683**

Section 617(2) (as modified by paragraph 5(a) of *ASIC Corporations (Takeover Bids) Instrument 2023/683*) (**ASIC Instrument 2023/683**) of the Corporations Act permits the Offer to extend to

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Cue Shares that come to be in the bid class during the period from the Register Date and the end of the Offer Period due to the conversion or exercise of rights attached to other securities, where those securities exist or will exist as at the Register Date. Horizon has relied on this modification to section 617(2) of the Corporations Act to extend the Offer to Cue Shares that are issued during the period from the Register Date and the end of the Offer Period as a result of the exercise of Cue Options.

Amongst others, Horizon has also relied on the modification to section 636(3) of the Corporations Act set out in paragraph 6(e) of ASIC Instrument 2023/683 to include references to certain statements which are made or based on statements made in documents lodged with ASIC or ASX. Under the terms of ASIC Instrument 2023/683, the parties making those statements are not required to consent to, and have not consented to, inclusion of those statements in this Bidder's Statement.

Horizon will make available within 2 Business Days of the request, a copy of these documents (or relevant extracts of these documents), free of charge, to Cue Shareholders who request them during the Offer Period. To obtain a copy of these documents (or the relevant extracts), Cue Shareholders may telephone the Horizon Offer Information Line on 1300 124 496 from within Australia or +61 3 9415 4393 from outside Australia, between 8:30am and 5:00pm (Sydney time), Monday to Friday.

Horizon has also relied on the modification to section 619(3) of the Corporations Act as modified by paragraph 5(c) of ASIC Instrument 2023/683, in relation to the appointment of a nominee in respect of the Ineligible Foreign Shareholders and the Small Parcel Shareholders. Horizon will cause an entity to be appointed either before or after the date of this Bidder's Statement, to act as the Nominee appointed by Horizon in relation to the Offer for the sales referred to in clause 8.4 of **Appendix 1**.

(c) **ASIC Corporations (Minimum Bid Price) Instrument 2015/1068**

Horizon may rely on the provisions of *ASIC Corporations (Minimum Bid Price) Instrument* 2015/1068 (**ASIC Instrument 2015/1068**), which provides relief from the requirement in section 621(3) of the Corporations Act and allows a bidder up to five Business Days before the date of the takeover bid to value the quoted securities being offered as consideration under the takeover bid, for the purposes of determining whether the value of its bid consideration at least equals the maximum value of consideration paid by the bidder for bid class securities in the four months prior to the date of the offer.

Relying on that relief, Horizon may value the Horizon Shares to be provided under the Offer at the Valuation Date. The valuation is determined by calculating the VWAP of the Horizon Shares in the ordinary course of trading on ASX and during two full trading days before the Valuation Date.

Under section 621(4A) of the Corporations Act (as inserted into the Corporations Act by the ASIC Instrument 2015/1068) the following information is provided:

- the value of Horizon Shares under section 621(4A): A$0.2695 per Horizon Share;
- the Valuation Date: 16 March 2026 (as at 7:00pm (Sydney time)); and
- the trading days on which the valuation is based: 13 March 2026 and 16 March 2026.

The value of the Offer per Cue Share for the purpose of section 621 of the Corporations Act, using the methodology prescribed by the ASIC Instrument, is therefore A$0.1596 (comprising A$0.1516 plus the cash component of A$0.008). This value exceeds the maximum value of consideration paid by Horizon and its Associates for Cue Shares in the four months prior to the date of the Offer.

As Horizon Shares are listed on the ASX, the market price of Horizon Shares can fall as well as rise and may be subject to varied and unpredictable influences. Accordingly, as Cue Shareholders will receive a specified number of Horizon Shares, the implied value of the Offer may fluctuate depending on the market value of Horizon Shares.

(d) **ASIC Corporations (Consents to Statements) Instrument 2016/72**

As permitted by *ASIC Corporations (Consents to Statements) Instrument 2016/72* (**ASIC Instrument 2016/72**), this Bidder's Statement may include or be accompanied by certain statements:

(i) which fairly represent what purports to be a statement by an official person; or

(ii) which are a correct and fair copy of, or extract from, what purports to be a public official document; or

(iii) which are a correct and fair copy of, or extract from, a statement which has already been published in a book, journal or comparable publication.

In addition, as permitted by ASIC Instrument 2016/72, this Bidder's Statement contains share price trading data sourced from Bloomberg and the ASX**.**

10.6 ASX CONFIRMATION

Under Listing Rule 11.1, if an ASX-listed entity proposes to make a significant change to the nature or scale of its activities, it must provide full details to the ASX as soon as practicable. Under Listing Rule 11.1.2, the ASX may require the entity to obtain the approval of its shareholders before making that change, and, under Listing Rule 11.1.3, ASX may require the entity to re-comply with the ASX admission requirements in Chapters 1 and 2 of the Listing Rules.

Before the date of this Bidder's Statement, Horizon notified the ASX of the proposed Offer, including that the Offer could result in a significant change in the scale of Horizon's activities. On 13 February 2026, ASX confirmed, in accordance with ASX's policy, that, based on information provided to it by Horizon, Listing Rules 11.1.2 and 11.1.3 do not apply to the Offer. As such, it is not expected that ASX will:

(i) exercise its discretion under Listing Rule 11.1.2 to require Horizon to obtain shareholder approval for the potential change in scale of its activities as a result of the Offer; or

(ii) exercise its discretion under Listing Rule 11.1.3 to require Horizon to comply with the requirements of Chapters 1 and 2 of the Listing Rules if the Offer results in a significant change in the scale of its activities.

10.7 INELIGIBLE FOREIGN SHAREHOLDERS AND SMALL PARCEL SHAREHOLDERS

(a) **Cue Shareholders based outside Australia**

This Bidder's Statement does not constitute an offer of Cue Shares in any jurisdiction in which it would be unlawful. In particular, this Bidder's Statement may not be distributed to any person, and the Cue Shares may not be offered or issued in exchange for shares of Horizon, in any country outside Australia except to Cue Shareholders to the extent permitted below.

(i) **New Zealand**

This Bidder's Statement is not a New Zealand disclosure document and has not been registered, filed with or approved by any New Zealand regulatory authority under or in accordance with the Financial Markets Conduct Act 2013 or any other New Zealand law.

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The offer of Horizon Shares is being made to existing Cue Shareholders in reliance upon the Financial Markets Conduct (Incidental Offers) Exemption Notice 2021 and, accordingly, this Bidder's Statement may not contain all the information that a disclosure document is required to contain under New Zealand law.

(ii) **Singapore**

The Offer is made pursuant to the exemption under section 273(1)(b) of the Securities and Futures Act 2001 (**SFA**). This Bidder's Statement and any document or material in connection with the offer or sale, or invitation for subscription or purchase of Horizon Shares are not a prospectus as defined in the SFA and, therefore, have not been and will not be lodged or registered as a prospectus with the Monetary Authority of Singapore (**MAS**). Accordingly, statutory liability under the SFA in relation to the content of prospectuses will not apply. MAS assumes no responsibility for the contents of this Bidder's Statement. MAS has not in any way considered the merits of the Horizon Shares being offered pursuant to the Offer as described in this Bidder's Statement. You should consider carefully whether this Offer is suitable for you.

This Bidder's Statement and any other document or material in connection with the offer or sale, or invitation for subscription or purchase of Horizon Shares may not be circulated or distributed, whether directly or indirectly, nor may Horizon Shares be offered or sold, or be made the subject of an invitation for subscription or purchase, whether directly or indirectly, to any person in Singapore except pursuant to and in accordance with the exemption set out in section 273(1)(b) of the SFA or otherwise in accordance with any other relevant exemption under the SFA.

Any offer of Horizon Shares is personal to you, as a Cue Shareholder, and is not made to you with a view to the securities being subsequently offered for sale to any other party. You are advised to acquaint yourself with the SFA provisions relating to on-sale restrictions in Singapore and comply accordingly.

(b) **Small Parcel Shareholders**

A Cue Shareholder is a Small Parcel Shareholder if the total number of Horizon Shares they are entitled to receive as the Scrip Consideration under the Offer is a Small Parcel.

(c) **Ineligible Foreign Shareholders and Small Parcel Shareholders**

The Horizon Shares which would otherwise have been issued to Ineligible Foreign Shareholders and Small Parcel Shareholders will instead be issued to a nominee approved by ASIC, who will sell these shares on the ASX. The net proceeds of the sale of such shares will then be remitted to the relevant Ineligible Foreign Shareholders and Small Parcel Shareholders. See clause 8.4 of **Appendix 1** for further details.

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10.8 DISCLOSURE OF INTERESTS AND BENEFITS

(a) Interests in Horizon Shares

As at the date of this Bidder's Statement, the following directors and key management personnel of Horizon have direct or indirect interests in the following Horizon Shares:

NAME	ORDINARY SHARES		
DIRECTOR			
	DIRECT	INDIRECT	TOTAL
Bruce Frederick William Clement	-	-	-
Richard Beament	7,433,286	6,186,000	13,619,286
Catherine Mary Costello	-	-	-
Gregory John Bittar	1,000,000	-	1,000,000
Nigel Graham Burgess[45]	-	314,232,423	314,232,423
Peter Allan Goode	-	-	-
KEY MANAGEMENT PERSONNEL (EXECUTIVES)			
Gavin Douglas	-	6,966,748	6,966,748
Kyle Keen	5,058,261	-	5,058,261

(b) Interests in Cue securities held by Horizon and directors of Horizon

As at the date of this Bidder's Statement:

- Horizon's voting power in Cue is 19.99%; and
- Horizon and its Associates have Relevant Interests in 139,885,879 Cue Shares.

As at the date of this Bidder's Statement, none of the directors of Horizon has a Relevant Interest in, or voting power in relation to, Cue Shares.

(c) Interested Person

For the purposes of this section 10.8 an "**Interested Person**" is:

(i) a director or proposed director of Horizon;

[45] Mr Burgess is a director of Samuel Terry Asset Management Pty Limited, the trustee and investment manager of Samuel Terry Absolute Return Fund, which holds the 314,232,423 Horizon Shares.

(ii) a person named in this Bidder's Statement as performing a function in a professional, advisory or other capacity in connection with preparing or distributing this Bidder's Statement;

(iii) a promoter of Horizon; or

(iv) a broker or underwriter to the issue of Horizon Shares.

(d) **Interests**

Except as disclosed below or elsewhere in this Bidder's Statement, no Interested Person holds or held at any time during the two years before the date of this Bidder's Statement any interest in:

(i) forming or promoting Horizon;

(ii) property acquired or proposed to be acquired by Horizon in connection with:

(A) forming or promoting Horizon; or

(B) the offer of Horizon Shares, or

(iii) the offer of new Horizon Shares.

(e) **Benefits**

Except as disclosed in this Bidder's Statement, no amounts have been paid or agreed to be paid and no benefits have been given or agreed to be given to:

(i) a director or proposed director of Horizon to induce that person to become or to qualify as a director of Horizon; or

(ii) any Interested Person for services provided by that person in connection with:

(A) forming or promoting Horizon; or

(B) the offer of Horizon Shares under the Offer.

King & Wood Mallesons has acted as Australian legal adviser to Horizon in relation to the Offer. Horizon has paid or agreed to pay approximately A$600,000 for these services to the date of the Original Bidder's Statement. Horizon may also pay, or agree to pay King & Wood Mallesons additional fees (based on agreed hourly rates) for legal services provided in connection with the Offer after the date of the Original Bidder's Statement.

Computershare Investor Services Pty Limited is Horizon's share registry and has been engaged by Horizon to assist with certain aspects of the Offer, including facilitating the despatch of this Bidder's Statement. Computershare Investor Services Pty Limited is entitled to receive fees for these services as well as fees for its services as Horizon's share registry.

The fees paid in connection with the preparation and distribution of this Bidder's Statement and for services provided in connection with the Offer (on the basis that the Offer achieves Successful Offer Completion), including legal, accounting, taxation and registry fees total approximately A$1 million.

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10.9 INDEMNITY AND INSURANCE

The Horizon constitution provides that subject to the Corporations Act, every officer or auditor of Horizon shall be indemnified out of the assets of Horizon against all costs, losses, expenses or liabilities incurred or suffered by them in their capacity as an officer or auditor of Horizon or in relation thereto, by reason of any contract entered into or any act or thing done or omitted to be done by them in such capacity or any way in the discharge of their duties or by reason of or relating to their status as an officer or auditor of Horizon, but excluding any liability arising out of conduct involving a lack of good faith or any liability to Horizon or any Related Bodies Corporate of Horizon. This extends to former officers and auditors whilst acting in their capacity as officer or auditor of Horizon.

Horizon has entered into deeds of indemnity and access with all current directors. This indemnity is against liability to third parties by such officers unless excluded by law. The indemnity also covers costs or expenses incurred by an officer in defence proceedings relating to that person's position. Horizon maintains an insurance policy in respect of certain present and future officers against certain liability incurred in that capacity.

10.10 EXPIRY DATE

No Horizon securities will be issued on the basis of the Offer contained in this Bidder's Statement after the date that is 13 months after the date of this Bidder's Statement.

10.11 NO OTHER MATERIAL INFORMATION

Except as disclosed in this Bidder's Statement, there is no information known to Horizon that is material to the making of the decision by a Cue Shareholder whether or not to accept the Offer which has not been previously disclosed to Cue Shareholders.

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11 DEFINED TERMS AND INTERPRETATION

11.1 DEFINED TERMS (GLOSSARY)

1H25 means the financial half year to 31 December 2024.

1H26 means the financial half year to 31 December 2025.

2C means Best Estimate of Contingent Resources.

2P or **2P Reserves** means the sum of Proved Reserves and Probable Reserves. It denotes the Best Estimate scenario of Reserves.

3P means the sum of Proved Reserves, Probable Reserves and Possible Reserves. It denotes the High Estimate scenario of Reserves.

50.1% Minimum Acceptance Condition means the Condition at paragraph (a) of **Appendix 2** of this Bidder's Statement.

AAPG means American Association of Petroleum Geologists.

AASB means the Australian Accounting Standards Board.

Acceptance Form means the form of acceptance and transfer accompanying the Offer or any replacement or substitute acceptance form provided by or on behalf of Horizon.

ASIC means the Australian Securities and Investments Commission.

ASIC Instrument 2015/1068 means *ASIC Corporations (Minimum Bid Price) Instrument 2015/1068.*

ASIC Instrument 2016/72 means *ASIC Corporations (Consents to Statements) Instrument 2016/72*.

ASIC Instrument 2023/683 means *ASIC Corporations (Takeover Bids) Instrument 2023/683.*

ASIC Instrument 2023/688 means *ASIC Corporations (Replacement Bidder's and Target's Statements) Instrument 2023/688*.

Associate has the meaning given in section 12 of the Corporations Act.

ASX means ASX Limited (ABN 98 008 624 691) or the securities exchange it operates (the Australian Securities Exchange).

ASX Settlement means ASX Settlement Pty Ltd (ABN 49 008 504 532), which administers CHESS.

ASX Settlement Operating Rules means the rules of ASX Settlement that govern CHESS.

Best Estimate means the best estimate of the quantity that will actually be recovered from accumulation of an oil and gas project. It is the most realistic assessment of recoverable quantities if only a single result were reported. When probabilistic methods are used, there should be at least a 50% probability (P50) that the quantities actually recovered will equal or exceed the best estimate.

Bidder's Statement means this document (including all annexures), being the replacement statement of Horizon under Part 6.5 Division 2 of the Corporations Act (as modified by ASIC Instrument 2023/688) relating to the Offer.

BOE means US barrels of oil equivalent.

BOE/D means US barrels of oil equivalent per day.

BOPD means US barrels of oil per day inclusive of natural gas liquid(s).

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Business Day has the same meaning as in the Listing Rules (generally, a day on which banks are open in Sydney and ASX is trading).

Cash Consideration has the meaning given in section 5.1**.**

Central Petroleum means Central Petroleum Limited (ACN 083 254 308).

CEO means Chief Executive Officer.

CFO means Chief Financial Officer.

CGT means capital gains tax.

CHESS means the Clearing House Electronic Subregister System, which facilitates electronic transfer of securities as administered by ASX Settlement.

CHESS Holding means a holding of Cue Shares on the CHESS Subregister of Cue (electronically sponsored by a broker or other participant). Such holdings have a HIN.

CHESS Subregister has the meaning given in the ASX Settlement Operating Rules.

Combined Group means the Horizon Group following the acquisition of at least 50.1% of Cue Shares on issue under the Offer, on the assumption that at this level of ownership Horizon will have the capacity to control Cue.

Condition means each and all of the conditions to the Offer which are set out in **Appendix 2** of this Bidder's Statement.

Contingent Resources means those quantities of petroleum estimated, as of a given date, to be potentially recoverable from known accumulations by application of development oil and gas projects but which are not currently considered to be commercially recoverable due to one or more contingencies.

Controlling Participant in relation to Your Cue Shares, has the same meaning as in the ASX Settlement Operating Rules. Usually your Controlling Participant is a person, such as a broker, with whom you have a sponsorship agreement (as that term is defined in the ASX Settlement Operating Rules).

Corporations Act means the Corporations Act 2001 (Cth).

Cue or **Cue Energy** means Cue Energy Resources Limited (ABN 45 066 383 971).

Cue Board means the board of directors of Cue.

Cue Group means Cue and each of its subsidiaries.

Cue Group Member means each of Cue and its subsidiaries (as the context requires).

Cue Interim Dividend means Cue's unfranked dividend of $0.0025 per Cue Share as announced by Cue on 25 February 2026 and with a record date of 12 March 2026.

Cue Options means an option to acquire a Cue Share for the relevant tranche exercise price and upon exercise or achievement of the applicable milestone under the ESOP rules.

Cue Register means the Cue share register.

Cue Share means a fully paid ordinary share in Cue.

Cue Shareholder means a person who is registered in the register of Cue Shares as the holder of one or more Cue Shares.

Deferred STI Right has the meaning given in section 2.7(b).

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Disclosed means in any announcement made by Cue on ASX prior to the date of the Original Bidder's Statement and disclosed in sufficient detail so as to enable a reasonable and sophisticated person to identify the nature and scope of the relevant matter, event or circumstance.

EBITDAX means earnings before interest, tax, depreciation, amortisation and exploration expenses.

Echelon means Echelon Offshore Limited (NZBN 9429033675251).

Encumbrance means any:

(a) security for the payment of money or performance of obligations, including a mortgage, charge, lien, pledge, trust, option, right of pre-emption, power, title retention, or flawed deposit arrangement; or

(b) right, interest or arrangement which has the effect of giving another person a preference, priority or advantage over creditors including any right of set-off; or

(c) right that a person (other than the owner) has to remove something from land (known as a profit à prendre), easement, public right of way, restrictive or positive covenant, lease, or licence to use or occupy; or

(d) third-party right or interest or any right arising as a consequence of the enforcement of a judgment; or

(e) any agreement to create any of them or allow them to exist.

ESOP means the Cue Employee Share Option Plan approved by Cue Shareholders at Cue's annual general meeting held on 22 October 2025.

Expected Cost Synergies has the meaning given in sub-section 5 of '*Why you should accept this Offer*' in this Bidder's Statement.

Foreign Resident CGT Payment Amount has the meaning given in section 8.5(a).

FY24 means the financial year ended 30 June 2024.

FY25 means the financial year ended 30 June 2025.

GST means goods and services tax (imposed under *A New Tax System (Goods and Services Tax) Act* 1999 (Cth)).

High Estimate means an optimistic estimate of the quantity that will actually be recovered from an accumulation by an oil and gas project. When probabilistic methods are used, there should be at least a 10% probability (P10) that the quantities actually recovered will equal or exceed the high estimate.

Historical Financial Information has the meaning given in section 7.9(a).

Holder Identification Number or **HIN** has the same meaning as in the ASX Settlement Operating Rules.

Horizon or **Horizon Oil** means Horizon Oil Limited (ABN 51 009 799 455).

Horizon Board means the board of directors of Horizon.

Horizon Group means Horizon and each of its Related Bodies Corporate.

Horizon LTI Plan means the Horizon Performance Rights Plan Rules adopted on 15 June 2022.

Horizon NED Right has the meaning given in section 2.7(c).

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Horizon NED Salary Sacrifice Plan means the Horizon Oil Limited Non-Executive Director Fee Sacrifice Rights Acquisition Plan Rules.

Horizon Share means a fully paid ordinary share in Horizon.

Horizon Share Right means the right to be allocated a Horizon Share issued by Horizon under, and governed by, the Horizon LTI Plan or the Horizon STI Plan (as applicable).

Horizon Shareholder means a person who is registered in the register of Horizon Shares as the holder of one or more Horizon Shares from time to time.

Horizon STI Plan means the Horizon Oil Limited STI Plan Framework adopted on 15 June 2022.

Ineligible Foreign Shareholder means a Cue Shareholder:

(a) who is (or is acting on behalf of) a citizen or resident of a jurisdiction other than Australia and its external territories, New Zealand or Singapore; or

(b) whose address shown in the Cue Register is a place outside Australia and its external territories, New Zealand or Singapore or who is acting on behalf of such a person,

unless Horizon determines that:

(c) it is lawful and not unduly onerous or unduly impracticable to issue that Cue Shareholder with Horizon Shares on completion of the Offer; and

(d) it is lawful for that Cue Shareholder to participate in the Offer by the law of the relevant place outside Australia and its external territories.

Issuer Sponsored Holding means a holding of Cue Shares on Cue's Issuer Sponsored Subregister.

Issuer Sponsored Subregister has the meaning given in the ASX Settlement Operating Rules.

Key Tenements means Operating Licence 3 (OL3), Operating Licence 4 (OL4), Operating Licence 5 (OL5), Production Licence 7 (L7), PMP 38160, Mahato PSC and Sampang PSC.

Last Practicable Date means the last practicable trading date on the ASX prior to the date of the Original Bidder's Statement, being 27 February 2026.

Listing Rules means the official listing rules of ASX.

Maximum Cash Offer Amount has the meaning given in section 5.3.

Minimum Bid Price Condition means the Condition at paragraph (f) of **Appendix 2** of this Bidder's Statement.

MMBBL means million barrels.

MMBOE means million barrels of oil equivalent.

MMCFD means million cubic feet per day.

No Prescribed Occurrences Condition means the Condition at paragraph (b) of **Appendix 2** of this Bidder's Statement.

Nominee means the nominee appointed by Horizon and approved by ASIC.

Nominee Shares has the meaning given in clause 8.4(a)(i) of **Appendix 1**.

Offer means the offer by Horizon to acquire Cue Shares on the terms and conditions set out in **Appendix 1** and **Appendix 2** of this Bidder's Statement, as varied in accordance with the Corporations Act.

Offer Consideration has the meaning given in section 5.1**.**

Offer Period means the period during which the Offer is open for acceptance, as set out in clause 3 of **Appendix 1** of this Bidder's Statement (i.e. 19 March 2026 to 5 June 2026, unless extended or withdrawn).

Offer Terms means the terms of the Offer set out in **Appendix 1**.

OGOG means O.G. Oil & Gas (Singapore) Pte. Ltd.

Original Bidder's Statement means Horizon's original bidder's statement lodged with ASIC on 2 March 2026.

Participant means an entity admitted to participate in the CHESS System under Rules 4.3.1 and 4.4.1 of the ASX Settlement Operating Rules.

PJ means petajoules.

PMP means petroleum mining permit.

Possible Reserves means those additional Reserves which analysis of geoscience and engineering data indicate are less likely to be recoverable than Probable Reserves. The total quantities ultimately recovered from the project have a low probability to exceed the sum of Proved Reserves plus Probable Reserves plus Possible Reserves (3P). When probabilistic methods are used, there should be at least a 10% probability that the actual quantities recovered will equal or exceed the 3P estimate.

Pre-bid Agreement means the agreement entered into between Horizon and Echelon in respect of 139,885,879 Cue Shares (representing 19.99% of all Cue Shares on issue as at the date of this Bidder's Statement), dated 2 March 2026.[46]

Pre-bid Sale Securities has the meaning given in section 10.3(a).

Pro Forma Financial Information has the meaning given in section 7.9(a).

Probable Reserves means those additional Reserves which analysis of geoscience and engineering data indicate are less likely to be recoverable than Proved Reserves but more certain to be recovered than Possible Reserves. It is equally likely that actual remaining quantities ultimately recovered from the project will be greater than or less than the sum of the estimated Proved Reserves plus Probable Reserves (2P). When probabilistic methods are used, there should be at least a 50% probability that the actual quantities recovered will equal or exceed the 2P estimate.

Proved Reserves means those quantities of Reserves, which by analysis of geoscience and engineering data, can be estimated with reasonable certainty to be commercially recoverable from a given date forward, from known reservoirs and under defined economic conditions, operating methods, and government regulations. If deterministic methods are used, the term reasonable certainty is intended to express a high degree of confidence that the quantities will be recovered. When probabilistic methods are used, there should be at least a 90% probability that the actual quantities recovered will equal or exceed the estimate.

PSC means Production Sharing Contract.

Public Authority means any governmental, semi-governmental, administrative, fiscal, judicial or quasi-judicial body, department, commission, authority, tribunal, agency or entity.

PWC means the Northern Territory's Power and Water Corporation.

[46] For full terms and conditions, please refer to the Pre-Bid Agreement annexed to the ASIC Form 603 (Notice of initial substantial holder) lodged by Horizon with the ASX on 2 March 2026.

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Register Date means 3 March 2026, being the date set (under section 633(2) of the Corporations Act) for determining the Cue Shareholders to whom the Offer is sent.

Regulatory Approval Conditions means the Conditions at paragraphs (d) and (e) of **Appendix 2** of this Bidder's Statement.

Regulatory Authority includes:

(a) ASX and ASIC;

(b) a government or governmental, semi-governmental or judicial entity or authority;

(c) a minister, department, office, commission, delegate, instrumentality, agency, board, authority or organisation of any government; and

(d) any regulatory organisation established under statute.

Related Bodies Corporate has the meaning given in the Corporations Act.

Related Entity in relation to a party, means any entity that is related to that party within the meaning of section 9 of the Corporations Act.

Relevant Interest has the meaning given to that term in sections 608 and 609 of the Corporations Act.

Reserves means those quantities of petroleum anticipated to be commercially recoverable by application of development projects to known accumulations from a given date forward under defined conditions. Reserves must further satisfy four criteria: they must be discovered, recoverable, commercial and remaining (as of a given date) based on the development project(s) applied.

Rights means all accretions, rights or benefits of whatever kind attaching to or arising from Cue Shares directly or indirectly after the date of the Original Bidder's Statement, including, but not limited to, all dividends or other distributions and all rights to receive any dividends or other distributions, or to receive or subscribe for shares, stock units, notes, bonds, options or other securities, declared, paid or made by Cue or any of its subsidiaries, but excluding the Cue Interim Dividend.

Scrip Consideration has the meaning given in section 5.1**.**

Security Interest has the meaning given in the Corporations Act.

Securityholder Reference Number or **SRN** has the same meaning as in the ASX Settlement Operating Rules.

Share Registry means Computershare Investor Services Pty Limited (ACN 078 279 277).

Small Parcel means a parcel of Horizon Shares having a value of less than A$500 based on the highest closing price of Horizon Shares on the ASX during the period from the date of this Bidder's Statement until the earlier of the end of the Offer Period and five ASX trading days before the first day on which Horizon must provide the Offer Consideration under the Offer.

Small Parcel Shareholder means a Cue Shareholder (other than an Ineligible Foreign Shareholder) who, based on their holding of Cue Shares, would, on acceptance of the Offer be entitled to receive a total number of Horizon Shares as consideration under the Offer which constitute a Small Parcel.

SPE means the Society of Petroleum Engineers.

Successful Offer Completion means completion of the acquisition by Horizon of all of the Cue Shares on issue that Horizon does not already have a relevant interest in (and the issue of Horizon Shares to all eligible Cue Shareholders) under the Offer and, if applicable, compulsory acquisition, such that Cue has become a wholly-owned subsidiary of Horizon.

Takeover Transferee Holding has the same meaning as in the ASX Settlement Operating Rules.

Target's Statement means the target's statement that Cue is required to issue in response to the Offer under Part 6.5 of the Corporations Act.

TJ/D means terajoules per day.

Valuation Date means 16 March 2026 (as at 7:00pm (Sydney time)).

VWAP means volume weighted average price.

Your Cue Shares means, subject to clauses 1(e) and 1(f) of the Offer Terms in **Appendix 1**, the Cue Shares:

(a) in respect of which you are registered, or entitled to be registered, as holder in the register of shareholders of Cue on the Register Date; or

(b) to which you are able to give good title at the time you accept this Offer during the Offer Period.

11.2 INTERPRETATION

In this Bidder's Statement, unless the context otherwise requires: (a) words importing the singular include the plural and vice versa; (b) a gender includes all genders; (c) if a word or phrase is defined, its other grammatical forms have a corresponding meaning; (d) a reference to dollars, '$', 'cents', 'A$', or AUD is to Australian currency, unless otherwise stated; (e) a reference to 'US$', USD and 'US cents' is to the lawful currency of the United States of America, unless otherwise stated; (f) a reference to time is to Sydney, Australia time; (g) headings are for convenience and do not affect interpretation; (h) a reference to a statute or regulation includes any amendments or re-enactments thereof; (i) a reference to a person includes an individual, a body corporate, a partnership, trust, and any governmental agency; (j) where a term is defined in the Corporations Act or Listing Rules, it has that meaning in this document; and (k) annexures form part of this Bidder's Statement.

11.3 HEADINGS

Headings and subheadings are inserted for ease of navigation only and do not affect the interpretation or meaning of the provisions of this Bidder's Statement.

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12 APPROVAL OF BIDDER'S STATEMENT

This Bidder's Statement has been approved by a unanimous resolution passed by all of the Horizon directors.

SIGNED for and on behalf of Horizon Oil Limited by:

Richard Beament
Managing Director, Chief Executive Officer
Horizon Oil Limited

Date: 19 March 2026

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APPENDIX 1 – OFFER TERMS

1. OFFER

(a) Horizon offers to acquire all of Your Cue Shares, together with all Rights attaching to them, on and subject to the terms and Conditions set out in **Appendix 1** and **Appendix 2**.

(b) If, at the time this Offer is made to you, you are an Ineligible Foreign Shareholder or a Small Parcel Shareholder, despite any other provision of this Offer, you will not receive Horizon Shares as part of the Offer Consideration. Instead, if you accept the Offer, you will receive:

(i) the Cash Consideration; and

(ii) the net proceeds from the sale of the Horizon Shares to which you would have otherwise been entitled, determined in accordance with clause 8.4.

(c) By accepting this Offer, you undertake to transfer to Horizon not only the Cue Shares to which this Offer relates but also all Rights attached to those Cue Shares (see clauses 8.6 and 8.7).

(d) This Offer relates to Cue Shares that exist or will exist on the Register Date. It also extends to:

(i) holders of securities (including Cue Options and other securities convertible into Cue Shares) that come to be Cue Shares during the period from the Register Date to the end of the Offer Period due to the conversion of, or exercise of rights conferred by, such securities and which are on issue as at the Register Date; and

(ii) any person who becomes registered, or entitled to be registered, as the holder of Your Cue Shares during the Offer Period.

(e) If, at the time the Offer is made to you, or at any time during the Offer Period, another person is, or is entitled to be, registered as the holder of some or all of Your Cue Shares, then:

(i) a corresponding offer on the same terms and conditions as this Offer will be deemed to have been made to that other person in respect of those Cue Shares;

(ii) a corresponding offer on the same terms and conditions as this Offer will be deemed to have been made to you in respect of any other of Your Cue Shares; and

(iii) this Offer will be deemed to have been withdrawn immediately at that time.

(f) If, at any time during the Offer Period, you are registered or entitled to be registered as the holder of one or more parcels of Cue Shares as trustee or nominee for, or otherwise on account of, another person, you may accept this Offer as if a separate and distinct offer on the same terms and conditions as this Offer had been made in relation to each of those parcels and any parcel you hold in your own right. To validly accept the Offer for each parcel, you must comply with the procedure in section 653B(3) of the Corporations Act. If, for the purposes of complying with that procedure, you require additional copies of this Bidder's Statement and/or the Acceptance Form, please call the Horizon Offer Information Line on 1300 124 496 from within Australia or +61 3 9415 4393 from outside Australia, between 8:30am and 5:00pm (Sydney time), Monday to Friday.

(g) If Your Cue Shares are registered in the name of a broker, investment dealer, bank, trust company or other nominee you should contact that nominee for assistance in accepting the Offer.

(h) If, at any time during the Offer Period, some of Your Cue Shares are subject to transfer restrictions imposed by Cue (for example, because you hold some or all Your Cue Shares under an employee incentive plan or escrow arrangement), then you may accept this Offer only after such transfer restrictions are released or otherwise cease. Otherwise, any acceptance of the Offer for the balance of Your Cue Shares (that are not subject to such transfer restrictions) is ineffective.

(i) Offers on terms and conditions identical to those contained in this Offer have been dispatched or will be dispatched to all holders of Cue Shares registered as such in the Cue Register on the Register Date.

(j) The Offer is dated 19 March 2026.

2. CONDITIONS TO THE OFFER

The Offer and any contract that results from an acceptance of the Offer is subject to the Conditions of the Offer (see **Appendix 2**).

3. OFFER PERIOD

(a) This Offer will, unless withdrawn (in accordance with the requirements of the Corporations Act), remain open for acceptance during the period commencing on the date of this Offer, being 19 March 2026, and ending at 7:00pm (Sydney time) on the later of:

(i) 5 June 2026; or

(ii) any date to which the period of this Offer is extended in accordance with the Corporations Act.

(b) Horizon reserves the right, exercisable in its sole discretion, to extend the Offer Period in accordance with the Corporations Act.

(c) If, within the last seven days of the Offer Period, either of the following events occurs:

(i) the Offer is varied to improve the consideration offered; or

(ii) Horizon's voting power in Cue increases to more than 50%,

then the Offer Period will be automatically extended so that it ends 14 days after the relevant event in accordance with section 624(2) of the Corporations Act (as modified by ASIC Instrument 2023/683).

4. CONSIDERATION

(a) Subject to the terms of this Offer, the consideration offered is A$0.008 in cash and 0.5625 Horizon Shares for each Cue Share (**Offer Consideration**).

(b) If at the time this Offer is made to you, you are an Ineligible Foreign Shareholder or Small Parcel Shareholder, you are not entitled to be offered or to receive Horizon Shares as consideration under the Offer. You will be entitled to receive:

(i) the Cash Consideration; and

(ii) the net proceeds from the sale of the Horizon Shares to which you would have otherwise been entitled, determined in accordance with clause 8.4.

(c) If the number of new Horizon Shares you become entitled to is not a whole number, that fraction shall be rounded:

(i) up to the nearest whole number of Horizon Shares, if equal to a fraction of 0.5 or greater;

(ii) down to the nearest whole number of Horizon Shares, if equal to a fraction of less than 0.5.

(d) If Horizon reasonably believes that a Cue Shareholder's holdings have been manipulated to take advantage of this rounding up, then any fractional entitlement will be rounded down.

(e) The Horizon Shares to be issued as part of the Offer Consideration:

(i) are ordinary shares in Horizon;

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(ii) will be credited as fully paid;

(iii) will have the rights summarised in section 2.5 of this Bidder's Statement;

(iv) will rank equally in all respects with all existing Horizon Shares; and

(v) will be free from any Encumbrance.

5. OFFICIAL QUOTATION OF HORIZON SHARES

(a) Horizon has been admitted to the official list of ASX. Securities of the same class as those to be issued as Offer Consideration have been granted official quotation by ASX.

(b) This Offer and any contract that results from your acceptance of this Offer are subject to a condition that:

(i) Horizon applies to ASX within seven days after the Original Bidder's Statement is given to Cue, for the admission of the Horizon Shares to be issued pursuant to the Offer to official quotation; and

(ii) permission for admission to official quotation by ASX of the Horizon Shares to be issued under the Offers which are accepted, is granted no later than seven days after the end of the Offer Period.

(c) The condition in clause 5(b) is required by section 625(3) of the Corporations Act, is not a defeating condition for the purposes of the Corporations Act, and is not of the same nature as the Conditions set out in **Appendix 2** of this Bidder's Statement. Section 625(3) of the Corporations Act provides that this Offer cannot be freed of the condition prescribed in that section, and consequently no statement made by Horizon can be taken to be a waiver of that condition. If this condition is not fulfilled all contracts resulting from acceptance of the Offer will be void automatically.

(d) Official quotation of securities by the ASX is not granted automatically on application. However, Horizon has no reason to believe that the Horizon Shares to be issued under the Offer will not be admitted to quotation by the ASX.

6. HOW TO ACCEPT THIS OFFER

6.1 GENERAL

(a) Subject to clauses 1(e) and 1(f), you may only accept this Offer for all of Your Cue Shares.

(b) You may accept this Offer at any time during the Offer Period, subject to the terms and Conditions of this Offer.

6.2 ACCEPTANCE PROCEDURE FOR CUE SHAREHOLDERS

How you accept this Offer depends on whether Your Cue Shares are held in a CHESS Holding or an Issuer Sponsored Holding (the Acceptance Form outlines which type of holding you have).

CHESS Holdings

(a) If you hold Your Cue Shares in a CHESS Holding (your Holder Identification Number starts with an "X") you must comply with the ASX Settlement Operating Rules. If you hold Your Cue Shares in a CHESS Holding, you may accept the Offer online, by instructing your Controlling Participant or by using a physical Acceptance Form as set out in clauses 6.2(b), 6.2(c) and 6.2(d) below.

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(b) **Online acceptance**

(i) If you are not a Participant, to accept the Offer online, you must:

(A) log in to www.horizonoffer.com.au and follow the instructions. You will need your Holder Identification Number and the postcode or country of residence (if your holding of Cue Shares is registered outside Australia) associated with Your Cue Shares to log in; and

(B) follow the instructions and select the "Accept" option and submit your acceptance of the Offer. You will receive on-screen confirmation of submission of your acceptance of the Offer, and a further confirmation via email to the email address you provided after you logged in. This will authorise Horizon and the Share Registry to request your Controlling Participant to initiate acceptance of the Offer on your behalf.

(ii) Your online acceptance of the Offer must be received before the end of the Offer Period. If you are a CHESS holder, Horizon strongly recommends that you submit your online acceptance of this Offer by no later than 5:00pm (Sydney time) on the last day of the Offer Period. This is because the Share Registry will need to confirm any online submission of your acceptance of the Offer with your Controlling Participant before it can be taken as validly submitted. There may not be sufficient time to do so for any online acceptance submitted by CHESS holders after 5:00pm (Sydney time) on the last day of the Offer Period. Your online acceptance is not a valid acceptance until your Controlling Participant confirms acceptance.

(iii) Where Your Cue Shares are held in more than one name, a holder must have the authority of all other joint holders to act on their behalf to submit an online acceptance of the Offer in respect of the jointly held Cue Shares.

(iv) If you do not receive a confirmation message after attempting to accept the Offer online, please contact the Horizon Offer Information Line on 1300 124 496 from within Australia or +61 3 9415 4393 from outside Australia between 8:30am and 5:00pm (Sydney time), Monday to Friday.

(c) **Controlling Participant**

(i) If you are not a Participant, instruct your Controlling Participant (usually your broker) to initiate acceptance of this Offer on your behalf in accordance with Rule 14.14 of the ASX Settlement Operating Rules in sufficient time for this Offer to be accepted before the end of the Offer Period. Neither Horizon nor the Share Registry will be responsible if your Controlling Participant does not acknowledge and confirm your acceptance in sufficient time.

(d) **Physical Acceptance Form**

(i) To accept the Offer using a physical Acceptance Form, you must:

(A) complete and sign your personalised Acceptance Form and send the completed Acceptance Form (together with all other documents required by the terms of this Offer and the instructions on the form) directly to your Controlling Participant (usually your broker) in sufficient time for this Offer to be accepted before the end of the Offer Period with instructions to initiate acceptance of this Offer on your behalf in accordance with Rule 14.14 of the ASX Settlement Operating Rules before the end of the Offer Period; or

(B) complete and sign your personalised Acceptance Form and lodge it (together with all other documents required by the terms of this Offer and the instructions on the form) by returning it to the postal or email address indicated under clause 6.2(k) so that your acceptance is received before 7.00pm (Sydney time) on the second last Business Day of the Offer Period. This will authorise Horizon and the Share Registry to request your Controlling

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Participant (usually your broker) to initiate acceptance of this Offer on your behalf.

Issuer Sponsored Holding

(e) If you hold Your Cue Shares in an Issuer Sponsored Holding (your Securityholder Reference Number starts with an "I"), you may accept the Offer online or by using a physical Acceptance Form as set out in clauses 6.2(f) and 6.2(g) below.

(f) **Online acceptance**

(i) To accept the Offer online:

(A) log in to www.horizonoffer.com.au and follow the instructions. You will need your Securityholder Reference Number and the postcode or country of residence (if your holding of Cue Shares is registered outside Australia) associated with Your Cue Shares to log in; and

(B) follow the instructions and select the "Accept" option, and submit your acceptance of the Offer. You will receive on-screen confirmation of submission of your acceptance of the Offer, and a further confirmation via email to the email address you provided after you logged in.

(ii) Where Your Cue Shares are held in more than one name, a holder must have the authority of all other joint holders to act on their behalf to submit an online acceptance of the Offer in respect of the jointly held Cue Shares.

(iii) Your online acceptance of the Offer must be received before the end of the Offer Period.

(iv) If you do not receive a confirmation message after attempting to accept the Offer online, please contact the Horizon Offer Information Line on 1300 124 496 from within Australia or +61 3 9415 4393 from outside Australia between 8:30am and 5:00pm (Sydney time), Monday to Friday.

(g) **Physical Acceptance Form**

(i) To accept the Offer using a physical Acceptance Form, you must:

(A) complete and sign your personalised Acceptance Form in accordance with the terms of this Offer and instructions on it; and

(B) lodge it by returning it (together with all other documents required by the terms of this Offer and by the instructions on the Acceptance Form) to the postal or email address indicated under clause 6.2(k) so that your acceptance is received before the end of the Offer Period.

(h) **Cue Shares of which you are entitled to be registered as holder**

To accept this Offer for Cue Shares which are not held in your name, but of which you are entitled to be registered as holder, you must either:

(i) contact the Horizon Offer Information Line on 1300 124 496 from within Australia or +61 3 9415 4393 from outside Australia between 8:30am and 5:00pm (Sydney time), Monday to Friday to obtain an Acceptance Form, then:

(A) complete and sign the Acceptance Form in accordance with the terms of this Offer and the instructions on the Acceptance Form; and

(B) ensure that the Acceptance Form (including any documents required by the terms of this Offer and the instructions on the Acceptance Form) is received before the end of the Offer Period at one of the addresses shown on the Acceptance Form; or

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(ii) accept online using the instructions set out above in clause 6.2(b) or 6.2(f) and ensure you submit your acceptance of the Offer before the Offer closes.

Acceptance will be deemed to have been effected when, subject to this **Appendix 1**, the duly completed Acceptance Form and all required documents has been received at one of the addresses given on the Acceptance Form.

If the Offer becomes unconditional, then notwithstanding anything else in this Bidder's Statement, Horizon's obligation to provide the Offer Consideration in respect of Your Cue Shares as described in this clause 6.2(h) will be subject to you becoming the registered holder of Your Cue Shares.

(i) **If some of Your Cue Shares are held in a number of forms**

If some of Your Cue Shares are in different holdings your acceptance of this Offer may require action under clauses 6.2(a), 6.2(e) and 6.2(h) (in relation to the separate portions of Your Cue Shares).

(j) **If you are a broker or a Participant**, to accept this Offer you must initiate acceptance in accordance with the requirements of the ASX Settlement Operating Rules before the end of the Offer Period.

(k) **Postal or email address**

Completed Acceptance Forms should be sent to:

(i) **By mail:**
Computershare Investor Services Pty Limited
GPO Box 52
Melbourne VIC 3001
Australia

A reply paid envelope (not able to be used by Cue Shareholders outside Australia) is enclosed for your convenience.

(ii) **By email**:

corpactprocessing@computershare.com.au

(l) **Acceptance Form**

(i) The Acceptance Form which accompanies this Offer forms part of it. Subject to clause 6.4, the requirements on the Acceptance Form must be observed in accepting this Offer in respect of Your Cue Shares.

(ii) If your Acceptance Form (including any documents required by the terms of this Offer and the instructions on the Acceptance Form) is returned by post or email, for your acceptance to be valid you must ensure that they are posted or delivered in sufficient time for them to be received by Horizon at the postal or email address indicated in clause 6.2(k) before the end of the Offer Period.

(iii) When using the Acceptance Form to accept this Offer in respect of Cue Shares in a CHESS Holding, you must ensure that the Acceptance Form (and any documents required by the terms of this Offer and the instruction on the Acceptance Form) are received by Horizon in time for Horizon to instruct your Controlling Participant to initiate acceptance of this Offer on your behalf in accordance with Rule 14.14 of the ASX Settlement Operating Rules before the end of the Offer Period.

(iv) The postage and transmission of the Acceptance Form and other documents is at your own risk. No acknowledgement of receipt of any such documents will be given to you by or on behalf of Horizon.

(m) **Online acceptances**

(i) When using the online facility available at www.horizonoffer.com.au to accept this Offer, for your acceptance to be valid you must ensure that your acceptance is submitted before the end of the Offer Period. Neither Horizon nor the Share Registry accepts any responsibility or liability for any website downtime, delays or access failure that may occur due to circumstances beyond its reasonable control, and which may delay or impede your ability to access www.horizonoffer.com.au or submit an acceptance online.

(ii) When using the online facility available at www.horizonoffer.com.au to accept this Offer in respect of Cue Shares in a CHESS Holding, you must ensure that the acceptance is submitted in time for Horizon to instruct your Controlling Participant to initiate acceptance of this Offer on your behalf in accordance with Rule 14.14 of the ASX Settlement Operating Rules before the end of the Offer Period. There may not be sufficient time to do so for any online acceptances submitted by you if you accept online too close to the end of the Offer Period.

(iii) The use of www.horizonoffer.com.au to accept this Offer is at your own risk.

(n) **Beneficial owners**

Beneficial owners whose Cue Shares are registered in the name of a broker, investment dealer, bank, trust company or other nominee should contact that nominee for assistance in accepting this Offer.

6.3 POWER OF ATTORNEY, DECEASED ESTATE

When accepting this Offer, you should also forward for inspection:

(a) if the Acceptance Form is executed by an attorney, a certified copy of the power of attorney; and

(b) if the Acceptance Form is executed by the executor of a will or the administrator of the estate of a deceased Cue Shareholder, a certified copy of the relevant grant of probate or letters of administration.

6.4 VALIDITY OF ACCEPTANCES

(a) Subject to this clause 6.4, your acceptance of the Offer will not be valid unless it is made in accordance with the procedures set out in clause 6.

(b) Horizon will determine, in its sole discretion, all questions as to the form of documents, eligibility to accept the Offer and time of receipt of an acceptance of the Offer. Horizon is not required to communicate with you prior to or after making this determination. The determination of Horizon will be final and binding on all parties.

(c) Notwithstanding clause 6.2, Horizon may, in its sole discretion, at any time and without further communication to you, waive any or all of those requirements at any time (including but not limited to requirements in relation to the manner or method of acceptance, or the deadline for receipt of acceptances specified under clause 6.2) and deem any Acceptance Form or online acceptance it receives to be a valid acceptance in respect of Your Cue Shares, but the payment of the Offer Consideration in accordance with the Offer may be delayed until any irregularity has been resolved or waived and any other documents required to procure registration have been received by Horizon.

(d) Where you have satisfied the requirements for acceptance in respect of some but not all of Your Cue Shares, Horizon may, in its sole discretion, at any time and without further communication to you, deem your acceptance of this Offer complete in respect of those Cue Shares for which the requirements have been complied with but not in respect of the remainder (unless Horizon waives those requirements in accordance with clause 6.4(c)).

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(e) Horizon will provide the consideration to you in accordance with clause 8, in respect of any part of an acceptance determined by Horizon to be valid.

7. EFFECT OF ACCEPTANCE

7.1 REVOCATION OF ACCEPTANCE

Once you have accepted this Offer, you will be unable to revoke your acceptance and the contract resulting from your acceptance will be binding on you. You will be unable to withdraw your acceptance of this Offer or otherwise dispose of Your Cue Shares, except as follows:

(a) if, by the times specified in clause 7.2, the Conditions in **Appendix 2** have not all been fulfilled or waived, then this Offer will automatically terminate and Your Cue Shares will be returned to you; or

(b) if the Offer Period is varied in a way that postpones for more than one month the time when Horizon has to meet its obligations under the Offer and, at that time, this Offer is subject to one or more of the Conditions in **Appendix 2**, then you may be able to withdraw your acceptance in accordance with section 650E of the Corporations Act.

7.2 TIMES

The relevant times for the purposes of clause 7.1(a) are:

(a) in the case of the defeating Conditions referred to in paragraph (b) of **Appendix 2** - three Business Days after the end of the Offer Period; and

(b) in the case of all other defeating Conditions in **Appendix 2** - the end of the Offer Period.

7.3 YOUR AGREEMENT

By accepting the Offer (including by signing and returning the Acceptance Form, submitting an acceptance online at www.horizonoffer.com.au or otherwise accepting this Offer pursuant to clause 6), you will be deemed to have:

(a) irrevocably accepted this Offer (and any variation of it) in respect of, and, subject to all of the Conditions to this Offer being fulfilled or waived, agreed to transfer (or consented to the transfer in accordance with the ASX Settlement Operating Rules) to Horizon all Your Cue Shares despite any difference between that number and the number of Cue Shares specified on the Acceptance Form or online acceptance, subject to clauses 1(e) and 1(f);

(b) represented and warranted to Horizon, as a fundamental condition which goes to the root of the contract resulting from your acceptance of this Offer, that at the time of acceptance and at the time the transfer of Your Cue Shares (including any Rights) to Horizon is registered:

(i) you have paid to Cue all amounts which are due for payment in respect of Your Cue Shares; and

(ii) all of Your Cue Shares are fully paid and free from all Encumbrances and restrictions on transfer of any nature (whether legal or otherwise); and

(iii) Horizon will acquire good title to them and full beneficial ownership of them; and

(iv) you have full power and capacity accept this Offer and to sell and transfer those Cue Shares (including any Rights);

(c) irrevocably authorised Horizon (and any director, secretary, nominee or agent of Horizon) to:

(i) alter the Acceptance Form or online acceptance submitted at www.horizonoffer.com.au on your behalf by:

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(A) inserting correct details of Your Cue Shares (including details of a parcel of Cue Shares required by clause 1(f));

(B) filling in any blanks remaining on the Acceptance Form or online acceptance;

(C) rectifying any errors in, and omissions from, the Acceptance Form or online acceptance; and

(ii) rectify any errors or omissions in connection with any step taken or other process to accept this Offer,

as may be considered necessary by Horizon to make the Acceptance Form or online acceptance a valid acceptance of this Offer and to enable registration of the transfer of Your Cue Shares to Horizon (including with respect to any withholding required by law as further outlined in clause 8.5), and agreed to provide any document reasonably requested by Horizon to make the Acceptance Form a valid acceptance of this Offer or to otherwise give better effect to your acceptance;

(d) if any of Your Cue Shares are in a CHESS Holding, irrevocably authorised Horizon (or any director, secretary, nominee or agent of Horizon) to:

(i) initiate, or instruct your Controlling Participant to initiate, acceptance of this Offer in respect of all such Cue Shares in accordance with Rule 14.14 of the ASX Settlement Operating Rules;

(ii) give any other instructions in relation to those Cue Shares to your Controlling Participant on your behalf under the sponsorship agreement (within the meaning of the ASX Settlement Operating Rules) between you and the Controlling Participant; and

(iii) give any other instructions in relation to Your Cue Shares to your Controlling Participant, as determined by Horizon acting in its own interests as a beneficial owner and intended registered holder of those Cue Shares,

and acknowledge that:

(iv) with respect to sub-paragraph 7.3(d)(i) above, Horizon (or its agents or nominees) will merely forward your Acceptance Form or online acceptance to your Controlling Participant (being the only person who can accept this Offer on your behalf) and that it is your responsibility to allow sufficient time for your Controlling Participant to initiate acceptance of this Offer;

(v) Horizon (or its agents or nominees) is not responsible for any delays incurred by the process described in sub-paragraphs 7.3(d)(ii) or 7.3(d)(iii) above or any losses whatsoever you incur by the fact that your acceptance is not processed before the end of the Offer Period; and

(vi) you must promptly give any further instructions to your Controlling Participant or take any further actions necessary concerning Your Cue Shares to initiate acceptance of this Offer on your behalf in accordance with Rule 14.14 of the ASX Settlement Operating Rules prior to the end of the Offer Period;

(e) agreed to indemnify Horizon in respect of any claim or action against it or any loss, damage or liability whatsoever incurred by it as a result of you not producing your Holder Identification Number or Securityholder Reference Number or in consequence of the transfer of Your Cue Shares to Horizon being registered by Cue without production of your Holder Identification Number or Securityholder Reference Number;

(f) on this Offer, or any contract resulting from acceptance of this Offer, becoming unconditional:

(i) irrevocably appointed Horizon and each of its directors, secretaries, nominees or agents severally from time to time as your agent and attorney to exercise all your powers and rights on your behalf in relation to Your Cue Shares, including (without limitation) to:

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(A) attend and vote in respect of Your Cue Shares at all general meetings of Cue;

(B) receive from Cue or any other party, and retain, any share certificates which were held by Cue, or any other party, whether pursuant to the terms of any employee incentive scheme or otherwise; and

(C) sign all documents (including an instrument appointing one of Horizon's directors as a proxy in respect of any or all of Your Cue Shares and any application to Cue for a replacement certificate in respect of any share certificate which has been lost or destroyed) and resolutions relating to Your Cue Shares, and generally to exercise all powers and rights which you may have as a Cue Shareholder and perform such actions as may be appropriate in order to vest good title in Your Cue Shares in Horizon, and to have agreed that, in exercising such powers, any such director is entitled to act in Horizon's interests as the beneficial owner and intended registered holder of Your Cue Shares.

Such appointment will terminate on the earlier of the withdrawal of your acceptance of this Offer (either in accordance with its terms or under section 650E of the Corporations Act) and the end of the Offer Period or, if all Conditions of the Offer have been fulfilled or waived, the registration of Horizon as the holder of those Cue Shares;

(ii) agreed not to vote in person at any general meeting of Cue or to exercise (or purport to exercise) in person, by proxy or otherwise, any of the powers conferred on the Horizon Board by clause 7.3(f)(i);

(iii) agreed that in exercising the powers and rights conferred by clause 7.3(f)(i), any attorney will be entitled to act in the interests of Horizon as the beneficial owner and intended registered holder of Your Cue Shares;

(iv) agreed to do all such acts, matters and things that Horizon may require to give effect to the matters the subject of this clause 7.3(f) (including the execution of a written form of proxy to the same effect as this clause 7.3(f) which complies in all respects with the requirements of the constitution of Cue) if requested by Horizon;

(v) unless you are an Ineligible Foreign Shareholder or a Small Parcel Shareholder, irrevocably authorised Horizon to apply for the issue to your account of that number of new Horizon Shares corresponding to your entitlement under this Offer at the date of the application;

(vi) unless you are an Ineligible Foreign Shareholder or a Small Parcel Shareholder, agreed to accept the new Horizon Shares to which you have become entitled by acceptance of this Offer subject to the terms of this Offer and the Horizon constitution, agreed that you will be bound by the Horizon constitution, and authorised Horizon to place your name on its share register in respect of those new Horizon Shares;

(vii) irrevocably authorised and directed Horizon to direct Cue to pay to Horizon, or to account to Horizon for, all Rights in respect of Your Cue Shares, subject to Horizon accounting to you for any such Rights received by Horizon if this Offer is withdrawn or any contract resulting from your acceptance to this Offer is rescinded or rendered void;

(viii) except where Rights have been paid or accounted for under, and without limiting, clause 7.3(f)(vii), irrevocably authorised Horizon to reduce the number of new Horizon Shares you are entitled to by a value, as reasonably assessed by Horizon of all Rights in respect of Your Cue Shares in accordance with clause 8.7;

(ix) irrevocably authorised Horizon to notify Cue on your behalf that your place of address for the purposes of serving notices upon you in respect of Your Cue Shares is the address specified by Horizon in the notification;

(x) acknowledged and agreed that, except as permitted by and in accordance with applicable law, you will not knowingly offer or resell in, or to persons in, the United States of America, any new Horizon Shares which you acquire at any time;

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(xi) represented and warranted to Horizon that you are not, and are not acting on behalf of, an Ineligible Foreign Shareholder, unless otherwise indicated on the Acceptance Form;

(xii) represented and warranted to Horizon that, unless you have notified Horizon in accordance with clause 1(f), Your Cue Shares do not consist of separate parcels of Cue Shares;

(xiii) acknowledged and agreed that if you are unable to make the representation in clause 7.3(f)(xi) above or if Horizon believes that you are or are acting on behalf of an Ineligible Foreign Shareholder, the Nominee will sell the new Horizon Shares which would otherwise be issued to you, in accordance with clause 8.4;

(xiv) if you are an Ineligible Foreign Shareholder or a Small Parcel Shareholder:

(A) acknowledged and agreed to Horizon undertaking the process set out in clause 8.4 in respect of any new Horizon Shares which you would have otherwise become entitled to receive under clause 4; and

(B) irrevocably authorised Horizon to apply for the issue to the account of the Nominee of that number of new Horizon Shares which you would have otherwise become entitled to receive under clause 4; and

(xv) where, at that time, you have a right to be registered as a holder of the Cue Shares the subject of your acceptance as the result of an on-market purchase (but are not a Cue Shareholder):

(A) agreed to use best endeavours to procure the delivery of the Cue Shares the subject of your acceptance to Horizon in accordance with your acceptance (including giving Horizon all documents necessary to vest those Cue Shares in Horizon or otherwise to give Horizon the benefit or value of those Cue Shares);

(B) agreed not do or omit to do anything which may frustrate your acceptance of this Offer, or otherwise obstruct registration of the transfer of the Cue Shares the subject of your acceptance to Horizon;

(C) irrevocably assigned to Horizon all contractual rights and recourse against the vendor in respect of your on-market purchase which contractual rights and recourse may arise by reason of that person's failure to complete that trade;

(D) agreed to assign to Horizon (without any further action being required) all rights in respect of your on-market purchase immediately on any failure by you to complete that trade, including irrevocably assigning to Horizon the right to (at Horizon's ultimate discretion) complete that trade on your behalf, and agreed that Horizon may deduct from the consideration otherwise payable to you (pursuant to a valid acceptance of this Offer and the delivery of the Cue Shares the subject of that acceptance) any amount paid by Horizon in order to settle that on-market purchase on your behalf; and

(E) agreed that if you are unable to assign to Horizon any of the rights and recourse specified under clauses 7.3(f)(xv)(C) and 7.3(f)(xv)(D), you will assign such rights and recourse as soon as you are legally able to;

(g) authorised, with effect from the date that this Offer or any contract resulting from acceptance of this Offer is declared free from all its Conditions or those Conditions are satisfied, Horizon to cause a message to be transmitted to ASX Settlement in accordance with Rule 14.17.1 of the ASX Settlement Operating Rules so as to transfer all of Your Cue Shares to Horizon's Takeover Transferee Holding. Horizon will be so authorised even though at the time of such transfer it has not provided the Offer Consideration due to you under this Offer;

(h) agreed, subject to the Conditions of this Offer in **Appendix 2** being fulfilled or waived, to execute all such documents, transfers and assurances, and to do all such acts, matters and things that Horizon may consider necessary or desirable to convey Your Cue Shares registered in your name (including any Rights) to Horizon; and

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(i) agreed to accept the Horizon Shares to which you have become entitled by acceptance of this Offer subject to the constitution of Horizon and have authorised Horizon to place your name on its register of shareholders in respect of those Horizon Shares.

By accepting this Offer you will be deemed to have agreed to the matters set out in clauses 7.3(a) to 7.3(i) above, notwithstanding where this Offer has been caused to be accepted in accordance with the ASX Settlement Operating Rules. The undertakings, agreements, representations, warranties, indemnities and authorities referred to in clause 7.3 will remain in force after you receive the consideration for Your Cue Shares and after Horizon becomes registered as the holder of Your Cue Shares.

8. PAYMENT OF CONSIDERATION

8.1 WHEN YOU WILL GENERALLY RECEIVE THE CONSIDERATION

Subject to this clause 8, and the Corporations Act, if the contract resulting from your acceptance of this Offer becomes unconditional, Horizon will provide the Offer Consideration to which you are entitled on acceptance of this Offer, on or before the earlier of:

(a) one month after the date this Offer is validly accepted by you or, if this Offer is subject to a defeating condition when accepted, within one month after this Offer or the contract resulting from your acceptance of this Offer becomes unconditional; and

(b) 21 days after the end of the Offer Period.

8.2 CONSIDERATION WHERE ADDITIONAL DOCUMENTS REQUIRED

(a) Where the Acceptance Form or any subsequent request from Horizon requires additional documents to be given with your acceptance (such as a certified copy of a power of attorney, grant of probate or letters of administration, or any other document reasonably requested by Horizon to give better effect to your acceptance):

(i) if the documents are given with your acceptance, Horizon will provide the Offer Consideration in accordance with clause 8.1; or

(ii) if the documents are given after acceptance and before the end of the Offer Period and this Offer is subject to a defeating condition at the time that Horizon is given the documents, Horizon will provide the Offer Consideration by the end of whichever of the following periods ends earlier:

(A) one month after this Offer or the contract resulting from your acceptance of this Offer becomes unconditional; and

(B) 21 days after the end of the Offer Period; or

(iii) if the documents are given after acceptance and before the end of the Offer Period and this Offer is unconditional at the time that Horizon is given the documents, Horizon will provide the Offer Consideration by the end of whichever of the following periods ends earlier:

(A) one month after Horizon is given the documents; and

(B) 21 days after the end of the Offer Period; or

(iv) if the documents are given after acceptance and after the end of the Offer Period and this Offer is unconditional at the time that Horizon is given the documents, Horizon will provide the Offer Consideration within 21 days after the documents are given; but if at the time Horizon is given the documents, the contract resulting from your acceptance of this Offer is still subject to one or more of the conditions referred to in paragraph (b) of **Appendix 2**, Horizon will provide the consideration within 21 days after that contract becomes unconditional.

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(b) If you do not provide Horizon with the required additional documents within one month after the end of the Offer Period, Horizon may, in its sole discretion, rescind the contract resulting from your acceptance of this Offer.

(c) Where the Acceptance Form requires an additional document to be delivered with the Acceptance Form, you will not be able to submit an acceptance of the Offer online and you must use a physical Acceptance Form to accept the Offer.

8.3 HOW YOU WILL RECEIVE THE CONSIDERATION

(a) **Cash Consideration**

Payment of any cash amount to which you are entitled as Cash Consideration under the Offer will be paid by cheque drawn in Australian currency in your favour. The cheque will be sent to you, at your risk, by ordinary mail (or, in the case of Cue Shareholders with addresses outside Australia, by airmail) to your address shown on the Acceptance Form or as recorded in the Cue Register on the Register Date. Payment will be deemed to have been made at the time the cheque is delivered to Australia Post for delivery or placed in an Australia Post postal box. If Your Cue Shares are held in a joint name, any cheque issued will be in the name of the joint holders and forwarded to the address that appears first in the Cue Register.

(b) **Scrip Consideration**

Subject to clause 8.3(c), the obligation of Horizon to issue and allot any new Horizon Shares to which you are entitled as Offer Consideration under the Offer will be satisfied by Horizon:

(i) entering, or procuring the entry of, your name in the Horizon share register; and

(ii) dispatching or procuring the dispatch to you an uncertificated holding statement in your name (for Issuer Sponsored Holdings) or a confirmation of issue (for CHESS Holdings) by pre-paid ordinary mail or, in the case of addresses outside Australia, by pre-paid airmail, to your address as shown on the Cue Register (or such other address as you may notify in writing to Horizon).

(iii) If Your Cue Shares are held in a joint name, an uncertificated holding statement or a confirmation of issue will be issued in the name of the joint holders and forwarded to the address that appears first in the Cue Register.

(c) **Ineligible Foreign Shareholder and Small Parcel Shareholders**

If you have accepted the Offer and you are an Ineligible Foreign Shareholder or a Small Parcel Shareholder, you will receive your share of the net proceeds from the sale of the Horizon Shares in accordance with clause 8.4.

8.4 PAYMENTS TO INELIGIBLE FOREIGN SHAREHOLDERS AND SMALL PARCEL SHAREHOLDERS

(a) If you accept the Offer and you are an Ineligible Foreign Shareholder or a Small Parcel Shareholder, you will not be entitled to receive Horizon Shares as the consideration for Your Cue Shares as a result of accepting the Offer, and Horizon will:

(i) arrange for the issue to the Nominee of the number of Horizon Shares to which you and all other Ineligible Foreign Shareholders and Small Parcel Shareholders would, but for clause 1(b), have otherwise been entitled to receive as part of the Offer Consideration as a result of acceptance of the Offer (**Nominee Shares**);

(ii) cause the Nominee to offer for sale on ASX the Nominee Shares as soon as practicable or otherwise in such manner, at such price and on such other terms and conditions as are determined by the Nominee (at the risk of the Ineligible Foreign Shareholders and Small Parcel Shareholders);

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(iii) cause the Nominee to pay to you the amount calculated in accordance with the following formula (for the avoidance of doubt, subject to adjustment under clause 8.5, if applicable):

$$\frac{\text{Net Proceeds of Sale} \times \text{Your New Horizon Shares}}{\text{Total Nominee Shares}}$$

Where:

"**Net Proceeds of Sale**" is the amount the Nominee receives on sale of all Nominee Shares less brokerage and other sale expenses;

"**Your New Horizon Shares**" is the number of Horizon Shares which Horizon would, but for clause 1(b), otherwise be required to issue to you as part of the Offer Consideration; and

"**Total Nominee Shares**" is the total number of Nominee Shares issued to the Nominee under clause 8.4.

(b) Payment will be made by cheque drawn on an Australian branch of an Australian deposit taking institution and payable in Australian dollars. The cheque will be posted to you at your risk by pre-paid airmail to your address as shown on the Cue Register as soon as practicable and in any event within the period required by the Corporations Act.

(c) If Your Cue Shares are held in a joint name, the cheque will be issued in the name of the joint holders and forwarded to the address that appears first in the Cue Register. The payment will be considered paid at the time when the cheque is posted (or when the payment is otherwise processed) by Computershare or Horizon.

(d) You will receive your share of the proceeds of the sale of Horizon Shares by the Nominee, calculated in accordance with clause 8.4(a), in Australian currency.

(e) Under no circumstances will interest be paid on your share of the proceeds of the sale of the Nominee Shares, regardless of any delay in remitting these proceeds to you.

(f) The Nominee may sell the Nominee Shares in such manner, at such price or prices, and on such terms as the Nominee determines, and at the risk of the Ineligible Foreign Shareholders and Small Parcel Shareholders. The Nominee will sell the Nominee Shares on the ASX following the issue of those shares to it.

(g) As the market price of Nominee Shares will be subject to change from time to time, the sale price of the Nominee Shares sold by the Nominee and the proceeds of those sales cannot be guaranteed. Neither Horizon nor the Nominee gives any assurance as to the price that will be achieved for the sale of the Nominee Shares by the Nominee.

(h) The Nominee will be appointed by, and will provide the Nominee services to, Horizon. In acting as Nominee, the Nominee will not be acting as agent or sub-agent of any Ineligible Foreign Shareholder or Small Parcel Shareholder, does not have duties or obligations (fiduciary or otherwise) to any Ineligible Foreign Shareholder or Small Parcel Shareholder and does not underwrite the sale of the Horizon Shares.

(i) As Ineligible Foreign Shareholders and Small Parcel Shareholders will not receive Horizon Shares under the Offer, they will not receive (or participate in) any of the expected or potential benefits of being a Horizon Shareholder described in this Bidder's Statement after completion of the Offer, including (but not limited to) the Expected Cost Synergies, the potential operational improvements and the potential benefits of investing in a larger company in the same industry which may benefit from greater diversification.

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Residents of certain places are not entitled to receive their share of the Net Proceeds of Sale unless and until all requisite authorities or clearances have been obtained from the Reserve Bank of Australia and/or the Australian Taxation Office. Refer to clause 8.8 for further information.

Notwithstanding anything else in the Bidder's Statement, Horizon is under no obligation to spend any money, or undertake any action, in order to satisfy itself that a person is not an Ineligible Foreign Shareholder or a Small Parcel Shareholder and is therefore eligible to receive Horizon Shares under the Offer or their share of the Net Proceeds of Sale as set out in this clause 8.4.

8.5 FOREIGN RESIDENT CGT PAYMENT AMOUNT

If, in the circumstances described in section 9.6 of this Bidder's Statement, Horizon determines, acting reasonably and in good faith, that it is liable to pay an amount of foreign resident CGT withholding tax to the Commissioner of Taxation pursuant to Subdivision 14-D of Schedule 1 to the TAA with respect to the acquisition of Cue Shares from a Cue Shareholder, Horizon will, for any such Cue Shareholder:

(a) determine the amount required to be paid to the Commissioner of Taxation being 15% or such lesser amount approved by the Commissioner of Taxation (**Foreign Resident CGT Payment Amount**);

(b) determine the number of Horizon Shares as necessary in the reasonable opinion of Horizon to account for the relevant Foreign Resident CGT Payment Amount (taking into account reasonable fluctuations in share prices) that would otherwise have been issued to the Cue Shareholder will be issued to the Nominee;

(c) instruct the Nominee to sell the Horizon Shares withheld under clause 8.5(b) and return to Horizon the relevant sale proceeds, after deducting any reasonable and applicable fees, brokerage, taxes and charges, and transfer to the Cue Shareholder any surplus number of Horizon Shares (if any);

(d) remit the Foreign Resident CGT Payment Amount to the Commissioner of Taxation (or retain the sale proceeds as a reimbursement where the Foreign Resident CGT Payment Amount has already been paid by Horizon to the Commissioner of Taxation); and

(e) after the deduction of the Foreign Resident CGT Payment Amount, provide the net proceeds in cash (and, where applicable, the requisite net number of Horizon Shares after an adjustment in respect of the deduction on account of the Foreign Resident CGT Payment Amount to reduce the number of Horizon Shares provided) to that Cue Shareholder.

For the avoidance of doubt, where the conditions in this clause 8.5 are satisfied, Horizon will, for the purposes of this Offer, be deemed to have satisfied its obligations to provide the Offer Consideration to a Cue Shareholder if the amount or value of the net proceeds provided to the Cue Shareholder under paragraph (e) above are equal to the amount or value of the Offer Consideration that would have otherwise been provided to the Cue Shareholder pursuant to the Offer, less the Foreign Resident CGT Payment Amount in respect of that Cue Shareholder.

8.6 WHERE HORIZON IS ENTITLED TO ANY RIGHTS

If Horizon becomes entitled to any Rights as a result of your acceptance of this Offer, it may require you to give Horizon all documents necessary to vest those Rights in Horizon or otherwise to give Horizon the benefit or value of those Rights. If you do not give those documents to Horizon, or if you have received the benefit of those Rights, then Horizon may deduct from the consideration otherwise due to you the amount (or value, as reasonably assessed by Horizon) of those Rights in accordance with clause 8.7.

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8.7 RIGHTS GENERALLY

If:

(a) you have (or any previous holder of Your Cue Shares has) received the benefit of any Rights (whether in respect of non-cash benefits or otherwise); or

(b) you are (or any previous holder of Your Cue Shares is) entitled to receive the benefit of any Rights under the terms that provide for or otherwise apply to those Rights (for example, if the Right is to receive a dividend, if you are (or any previous holder of Your Cue Shares is) the registered holder of the share at the specified time for determining those entitled to the dividend); or

(c) Your Cue Shares were issued (or otherwise came into existence) on or after the specified time for determining entitlements in respect of any Rights to Cue Shareholders,

then Horizon may deduct the value (as reasonably assessed by Horizon) of such Rights from any Offer Consideration otherwise payable to you. This may involve a reduction in the number of Horizon Shares due to you under the Offer.

If Horizon does not, or cannot, make such a deduction, you must pay such value or amount to Horizon, except to the extent that Horizon elects to waive its entitlement to those Rights.

8.8 CLEARANCES FOR CERTAIN CUE SHAREHOLDERS

If, at the time of acceptance of this Offer, any consent, authority or clearance of the Reserve Bank of Australia, the Australian Taxation Office or any other government authority is required for you to receive any consideration under this Offer or you are resident in or a resident of a place to which, or you are a person to whom:

(a) the *Autonomous Sanctions Act 2011* (Cth) and the *Autonomous Sanctions Regulation 2011* (Cth);

(b) Part 4 of the *Charter of the United Nations Act 1945* (Cth);

(c) the *Charter of the United Nations (Dealing with Assets) Regulations 2008* (Cth);

(d) Part 9 of the *Anti-Money Laundering And Counter-Terrorism Financing Act 2006* (Cth);

(e) any other regulations made under Part 4 of the *Charter of the United Nations Act 1945* (Cth); and

(f) any other law of Australia that would make it unlawful for Horizon to provide the Offer Consideration for Your Cue Shares,

applies, then acceptance of this Offer will not create or transfer to you any right (contractual or contingent) to receive (and you will not be entitled to receive) the Offer Consideration under this Offer unless and until all requisite consents, authorities or clearances have been obtained by Horizon.

If Horizon is required by law to retain or withhold (and pay to a Public Authority) any amount of the Offer Consideration you are entitled to under this Offer, the retention or payment by Horizon of that amount in conjunction with providing the remaining Offer Consideration to be provided to you in accordance with clause 8 will constitute full and proper provision of the Offer Consideration to you under this Offer.

9. CONDITIONS OF THE OFFER

9.1 CONDITIONS

This Offer and the contract that results from acceptance of this Offer are subject to fulfilment of the Conditions set out in **Appendix 2**.

9.2 NATURE OF CONDITIONS

Each of the Conditions:

(a) constitutes and will be construed as a separate, several and distinct condition;

(b) is a condition subsequent; and

(c) until the expiration of the Offer Period (or in the case of the Conditions referred to in paragraph (b) of **Appendix 2**, until three Business Days after the end of the Offer Period) will be for the benefit of Horizon alone and may be relied upon only by Horizon.

9.3 BENEFIT OF CONDITIONS OF THE OFFER

Subject to the Corporations Act, Horizon alone is entitled to the benefit of the Conditions and any breach or non-fulfilment of any of the Conditions may only be relied upon by Horizon. Horizon may at any time and from time to time waive (generally, or in respect of a particular event) the breach or non-fulfilment of any such Condition or any part of such Condition (except for the Regulatory Approval Conditions).

9.4 EFFECT OF BREACH OR NON-FULFILMENT

The breach or non-fulfilment of any of the Conditions does not, until the end of the Offer Period, prevent a contract arising to acquire Your Cue Shares resulting from your acceptance of this Offer but, if at the end of the Offer Period (or, in the case of the Conditions in paragraph (b) of **Appendix 2** at the end of three Business Days after the end of the Offer Period), in respect of any Condition:

(a) Horizon has not declared this Offer (and it has not become) free from that Condition; and

(b) that Condition has not been fulfilled,

all contracts resulting from the acceptance of the Offer and all acceptances that have not resulted in binding contracts are void. In such a case, Horizon will notify ASX Settlement of the lapse of the Offer in accordance with Rule 14.19 of the ASX Settlement Operating Rules.

9.5 HORIZON MAY DECIDE THE OFFER IS FREE FROM ALL OR ANY OF THE CONDITIONS

(a) Horizon may at any time at its sole discretion, but in compliance with the Corporations Act, declare the Offer free from all or any of the Conditions by notice in writing to Cue and to ASX, in accordance with section 650F of the Corporations Act. This notice may be given:

(i) in the case of the Conditions referred to in paragraph (b) of **Appendix 2** - not later than three Business Days after the end of the Offer Period; or

(ii) in any other case - not later than seven days before the end of the Offer Period.

(b) Horizon may choose to waive certain Conditions in accordance with the terms of the Offer, but Horizon may only do so to the extent permitted by law. In particular, Horizon cannot waive the Regulatory Approval Conditions. If the Regulatory Approval Conditions are not satisfied, the Offer will not become unconditional, and Your Cue Shares will not be acquired by Horizon.

9.6 DATE FOR GIVING NOTICE ON STATUS OF CONDITIONS

The date for giving a notice on the status of the Conditions as required by section 630(1) of the Corporations Act is 29 May 2026, subject to variation in accordance with section 630(2) of the Corporations Act in the event that the Offer Period is extended.

10. WITHDRAWAL

(a) Horizon may withdraw unaccepted Offers at any time with the written consent of ASIC and subject to the conditions (if any) specified in such consent.

(b) If, at the time this Offer is withdrawn, all the Conditions in **Appendix 2** have been freed, all contracts arising from acceptance of the Offer before it was withdrawn will remain enforceable.

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(c) If, at the time this Offer is withdrawn, the Offer remains subject to one or more of the Conditions in **Appendix 2**, all contracts arising from its acceptance will become void (whether or not the events referred to in the relevant Conditions have occurred).

(d) A withdrawal pursuant this clause 10 will be deemed to take effect:

(i) if the withdrawal is not subject to conditions imposed by ASIC, on the date after the date on which that consent in writing is given by ASIC; or

(ii) if the withdrawal is subject to conditions imposed by ASIC, on the date after the date on which those conditions are satisfied.

11. VARIATION

Horizon may vary this Offer in accordance with the Corporations Act.

12. OTHER MATTERS

12.1 NOTICES AND OTHER COMMUNICATIONS

Subject to the Corporations Act, a notice or other communication given by Horizon to you in connection with this Offer shall be deemed to be duly given if it is in writing and:

(a) is delivered at your address (including the electronic address, if you have elected to receive communications in electronic form under section 110E of the Corporations Act and have not withdrawn such election) as recorded on the Cue Register or the address shown in the Acceptance Form; or

(b) is sent by pre-paid ordinary mail, or in the case of an address outside Australia by pre-paid airmail, to you at either of those addresses.

12.2 RETURN OF DOCUMENTS

If:

(a) this Offer is withdrawn after your Acceptance Form has been sent to Horizon, but before it has been received; or

(b) for any other reason Horizon does not acquire the Cue Shares to which your Acceptance Form relates,

you may request Horizon by notice in writing to return to you all physical documents (other than the Acceptance Forms) to such address as you nominate. Where such address is inside Australia, those documents will be sent to you by pre-paid ordinary mail. Where such address is outside Australia, those documents will be sent to you by pre-paid airmail. Horizon intends to destroy the Acceptance Forms in the above circumstances.

12.3 COSTS AND EXPENSES

All costs and expenses of the preparation, despatch and circulation of the Bidder's Statement and this Offer and all stamp duty payable in respect of a transfer of Cue Shares in respect of which Offers are accepted, will be paid by Horizon.

12.4 BROKERAGE

(a) If Your Cue Shares are registered in an Issuer Sponsored Holding in your name and you deliver them directly to Horizon, you will not incur any brokerage on acceptance of the Offer.

(b) If Your Cue Shares are registered in a CHESS Holding or you hold Your Cue Shares through a bank, custodian or other nominee, you should ask your Controlling Participant (usually your broker),

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or the bank, custodian or other nominee whether it will charge any transaction fees or service charges in connection with your acceptance of the Offer.

12.5 FOREIGN LAWS

This Offer is not registered in any jurisdiction outside Australia (unless an applicable foreign law treats it as registered as a result of the Bidder's Statement being lodged with ASIC). It is your sole responsibility to satisfy yourself that you are permitted by any foreign law applicable to you to accept this Offer and to receive new Horizon Shares (if any) as Offer Consideration.

12.6 GOVERNING LAW

This Offer and any contract resulting from acceptance of it is governed by the law in force in New South Wales. In relation to them and related non-contractual matters, each party irrevocably submits to the non-exclusive jurisdiction of courts with jurisdiction in New South Wales, and waives any right to object to the venue on any ground.

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APPENDIX 2 – CONDITIONS OF THE OFFER

The Offer and any contract resulting from acceptance of the Offer is subject to fulfilment of the following conditions:

(a) (**minimum acceptance**) – during or at the end of the Offer Period, the Horizon Group together has received acceptances under the Offer which give the Horizon Group a Relevant Interest in such number of Cue Shares which represents at least 50.1% by number of all of the Cue Shares on issue (on a fully diluted basis);

(b) (**no prescribed occurrences**) – between the date of the Original Bidder's Statement and the date 3 Business Days after the end of the Offer Period, none of the following prescribed occurrences (being the occurrences listed in section 652C of the Corporations Act) occur:

(i) Cue converting all or any of its shares into a larger or smaller number of shares under section 254H of the Corporations Act;

(ii) any Cue Group Member resolving to reduce its share capital in any way;

(iii) any Cue Group Member entering into a buy-back agreement or resolving to approve the terms of such an agreement under sections 257C(1) or 257D(1) of the Corporations Act;

(iv) any Cue Group Member making an issue of shares or granting an option over its shares or agreeing to make such an issue or grant such an option;

(v) any Cue Group Member issuing, or agreeing to issue, convertible notes;

(vi) any Cue Group Member disposing or agreeing to dispose of the whole, or a substantial part, of its business or property;

(vii) any Cue Group Member granting, or agreeing to grant, a Security Interest in the whole, or a substantial part, of its business or property;

(viii) any Cue Group Member resolving that it be wound up;

(ix) the appointment of a liquidator or provisional liquidator of any Cue Group Member;

(x) the making of an order by a court for the winding up of any Cue Group Member;

(xi) an administrator of any Cue Group Member being appointed under sections 436A, 436B or 436C of the Corporations Act;

(xii) any Cue Group Member executing a deed of company arrangement;

(xiii) the appointment of a receiver, receiver and manager, other controller (as defined in the Corporations Act) or similar official in relation to the whole, or a substantial part, of the property of any Cue Group Member.

(c) (**no material adverse change**) – between the date of the Original Bidder's Statement and the end of the Offer Period (each inclusive), no event or circumstance occurring, or being discovered or becoming public which has or could reasonably be expected to have, either individually or when aggregated with any events of a similar kind or category, the effect of:

(i) a diminution in the consolidated net assets of the Cue Group (taken as a whole) by A$10 million or more compared to the consolidated net assets of the Cue Group as at 31 December 2025; or

(ii) reducing the consolidated annual net profit after tax of the Cue Group for the financial year ending 30 June 2026 by an amount equal to A$10 million or more as compared to what it could have reasonably expected to have been but for the occurrence of the specified event, matter or circumstance,

but does not include an event, matter or change in circumstance:

(iii) that relates to any change in taxation, interest rates or general economic conditions which impact on Horizon and Cue in a similar manner;

(iv) in or relating to any change in accounting policy required by law;

(v) occurring directly or indirectly as a result of any matter, event or circumstance with the prior written consent of Horizon;

(vi) that has been Disclosed by Cue;

(vii) occurring directly or indirectly as a result of any adoption, implementation or change in applicable law or any interpretation of applicable law by a Regulatory Authority;

(viii) occurring directly or indirectly as a result of any act of God, lightning, storm, flood, earthquake, cyclone, tidal wave or landslide; or

(ix) in respect of which a Cue Group Member is entitled to recover under any applicable insurance contract.

(d) (**NZ Crown Minerals**) – prior to the end of the Offer Period, any required consent under the *Crown Minerals Act 1991* (NZ) to the change of control of Cue's interests in the Maari and Manaia Petroleum Mining Permit (PMP) 38160 is obtained, such consent being unconditional or subject to conditions acceptable to Horizon;

(e) (**NT Petroleum Act**) – prior to the end of the Offer Period, any required Ministerial consent or approval under the *Petroleum Act 1984* (NT) or the *Petroleum (Prospecting and Mining) Act 1980* (NT) (as applicable) in relation to or arising out of the change of control of Cue's interests in each of the Mereenie gas and oil field (OL4 and OL5 Production Licences), Palm Valley gas field (OL3 Production Licence) and Dingo gas field (L7 Production Licence) is obtained, such consent being unconditional or subject to conditions acceptable to Horizon;

(f) (**minimum bid price**) – no requirement arises under section 621(3) of the Corporations Act (as modified by ASIC Instrument 2015/1068) to increase the Offer Consideration as a result of a fall in value of a Horizon Share after the date of the Original Bidder's Statement;

(g) (**no persons entitled to exercise rights under certain agreements or instruments**) – between the date of the Original Bidder's Statement and the end of the Offer Period (each inclusive), there is no person entitled to exercise, exercising or purporting to exercise, stating an intention to exercise (whether or not that intention is stated to be a final or determined decision of that person), or asserting a right to exercise, any rights under any provision of any joint venture agreement, material agreement or other instrument to which Cue or any Cue Group Member is a party, or by or to which Cue or any Cue Group Member or any of its assets or businesses may be bound or be subject, which results, or could result, to an extent to which is material in the context of the Cue Group taken as a whole, in:

(i) any moneys borrowed by Cue or any Cue Group Member being or becoming repayable or being capable of being declared repayable immediately or earlier than the repayment date stated in such agreement or other instrument;

(ii) any such agreement or other such instrument being terminated or modified, or any action being taken or arising thereunder;

(iii) the interests of Cue or any Cue Group Member in any firm, joint venture, trust, corporation or other entity (or any arrangements relating to such interest) being terminated or modified;

(iv) the assets or interests of Cue or any Cue Group Member being sold, transferred or offered for sale or transfer, including any of the Cue Group's joint venture interests under any pre-emptive rights or similar provisions in any joint venture agreement or otherwise; or

(v) the business of Cue or any Cue Group Member with any other person being adversely affected;

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(h) (**petroleum tenements**) – between the date of the Original Bidder's Statement and the end of the Offer Period (each inclusive), no Cue Group Member does any of the following in respect of any Key Tenement which any Cue Group Member holds or has any right, title or interest in:

(i) relinquishes, sells or disposes of any interest or creates any Encumbrance over any of the Key Tenements;

(ii) takes any action or omits to take any action that results in or may reasonably be expected to result in a breach of the terms of any of the Key Tenements or any environmental authority relating to any of the Key Tenements; or

(iii) takes any action or omits to take any action that results in or may reasonably be expected to result in the surrender of any of the Key Tenements or any environmental authority relating to any of the Key Tenements;

(i) (**no material acquisitions, disposals or new commitments**) – except for any proposed transaction publicly announced by Cue before the date of the Original Bidder's Statement or directly or indirectly as a result of any matter, event or circumstance with the prior written consent of Horizon, none of the following events occurs during the period from the date of the Original Bidder's Statement to the end of the Offer Period (each inclusive):

(i) a Cue Group Member acquires, offers to acquire or agrees to acquire one or more companies, businesses or assets (or any interest in one or more companies, businesses or assets) for an amount in aggregate greater than A$10 million or makes an announcement in relation to such an acquisition, offer or agreement;

(ii) a Cue Group Member disposes of, offers to dispose of or agrees to dispose of one or more companies, businesses or assets (or any interest in one or more companies, businesses or assets) for an amount, or in respect of which the book value is, in aggregate, greater than A$10 million or makes an announcement in relation to such a disposition, offer or agreement; or

(iii) a Cue Group Member enters into, or offers to enter into or agrees to enter into, any agreement, joint venture, partnership, management agreement or commitment which would require expenditure, or the foregoing of revenue, by a Cue Group Member of an amount which is, in aggregate, more than A$10 million, other than in the ordinary course of business, or makes an announcement in relation to such an entry, offer or agreement;

(j) (**no capital expenditures**) – between the date of the Original Bidder's Statement and the end of the Offer Period (each inclusive), Cue does not:

(i) incur, commit to incur or announce a requirement to incur an amount of capital expenditure in excess of A$10 million; or

(ii) announce the happening of an event that would require an amount of capital expenditure in excess of A$10 million to remedy the effects of such event, other than:

(A) capital expenditure that has been announced by Cue before the date of the Original Bidder's Statement as intended to be incurred or committed; or

(B) capital expenditure in the day-to-day operating activities of the business of the Cue Group conducted in the same manner as before the date of the Original Bidder's Statement;

(k) (**no financial accommodation**) - between the date of the Original Bidder's Statement and the end of the Offer Period (each inclusive), no Cue Group Member:

(i) incurs, increases or guarantees any financial indebtedness of any kind (including any debt), other than incurring or increasing any financial indebtedness to Cue or to a Cue Group Member that is directly or indirectly wholly-owned by Cue; or

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(ii) provides any financial accommodation to any entity other than Cue or to a Cue Group Member that is directly or indirectly wholly-owned by Cue,

in either case, of an amount in excess of A$10 million;

(l) (**no distributions**) – between the date of the Original Bidder's Statement and the end of the Offer Period (each inclusive), Cue does not announce, make, declare or pay any distribution (whether by way of dividend, capital reduction or otherwise and whether in cash or in specie), except for any distribution which has been publicly announced by Cue on ASX before the date of the Original Bidder's Statement;

(m) (**no regulatory action**) – between the date of the Original Bidder's Statement and the end of the Offer Period (each inclusive*)*:

(i) there is not in effect any preliminary or final decision, order or decree issued by any Regulatory Authority; and

(ii) no application is made to any Regulatory Authority (other than by a member of the Horizon Group), or action or investigation is announced, threatened or commenced by a Regulatory Authority,

in consequence of, or in connection with, the Offer (other than a determination by ASIC or the Takeovers Panel in exercise of the powers and discretions conferred by the Corporations Act), which:

(iii) restrains, prohibits or impedes (or if granted could restrain, prohibit or impede), or otherwise materially adversely impacts on, the making of the Offer or the completion of any transaction contemplated by the Bidder's Statement (including, without limitation, full, lawful and effectual implementation of the intentions set out in the Bidder's Statement), whether subject to conditions or not, or the rights of Horizon in respect of Cue and the Cue Shares to be acquired under the Offer; or

(iv) requires the divestiture by Horizon of any Cue Shares, or the divestiture of any assets of the Cue Group, the Horizon Group, or otherwise;

(n) (**no litigation**) – between the date of the Original Bidder's Statement and the end of the Offer Period (each inclusive), no litigation against any Cue Group Member which may reasonably result in a judgement of A$5 million or more is commenced, is threatened to be commenced, is announced, or is made known to Horizon (whether or not becoming public) or Cue, other than that which is in the public domain as at the date of the Original Bidder's Statement; and

(o) (**Cue Options**) – that before the end of the Offer Period, all Cue Options have either been exercised, cancelled for nil consideration, lapsed or are the subject of cancellation agreements entered into between Horizon and the relevant Cue Option holder, or otherwise will automatically lapse at the end of the Offer Period.

The above conditions are conditions subsequent and do not prevent a contract resulting from acceptance of the Offer from coming into effect but any breach or non-fulfilment of them entitles Horizon to rescind any contracts resulting from acceptance of the Offer.

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ANNEXURE A – ASX ANNOUNCEMENTS BY HORIZON SINCE 28 AUGUST 2025

The table below contains a list of all ASX announcements released by Horizon during the period after lodgement of Horizon's annual financial report for the financial year ended 30 June 2025 on 28 August 2025 and before the issue of this Bidder's Statement:

DATE	DESCRIPTION
29 August 2025	Board Changes – Sandra Birkensleigh Retires from the Board
29 August 2025	Final directors interest notice – Sandra Birkensleigh
1 September 2025	Application for Quotation of Securities
1 September 2025	Notification of Cessation of Securities
1 September 2025	Notification regarding unquoted securities
1 September 2025	Change in Directors Interest Notice – Richard Beament
10 September 2025	RIU- Good Oil & Gas Energy Conference Presentation
13 October 2025	Notice of Annual General Meeting / Proxy Form
21 October 2025	Mereenie JV signs GSA with McArthur River Mine
24 October 2025	Notification regarding unquoted securities
24 October 2025	Notification regarding unquoted securities
24 October 2025	Change of Director's interest Notice – Richard Beament
30 October 2025	Quarterly Activities Report
17 November 2025	2025 Horizon Oil AGM Webcast Details
19 November 2025	AGM – Chairman & CEO's address and presentation
19 November 2025	Results of 2025 Annual General Meeting
24 November 2025	Notification regarding unquoted securities
24 November 2025	Change in Director's Interest Notice – Richard Beament
15 December 2025	Mereenie - LOI for Long Term GSA supported by two new wells
13 January 2026	FID Approved for Nam Phong Booster Compressor Project
29 January 2026	Quarterly Activities Report
20 February 2026	Mereenie Letter of Intent Gas Sales Agreement Update
24 February 2026	FY26 Half Year Results Webcast Details
25 February 2026	FY26 Half Year Report and Accounts
25 February 2026	Dividend/Distribution – HZN
25 February 2026	FY26 Half Year Results Presentation
27 February 2026	Ceasing to be a substantial shareholder
2 March 2026	Horizon Takeover offer for Cue Energy Resources Ltd (CUE)

2 March 2026	Becoming a substantial holder for CUE
2 March 2026	Proposed issue of securities - HZN
2 March 2026	Bidder's Statement
3 March 2026	Mereenie - LOI Gas Sales Agreement Extension

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Corporate Directory

Horizon Oil Limited

ABN 51 009 799 455

ASX: HZN

A public company limited by shares incorporated in Australia.

DIRECTORS

Bruce Clement	Non-executive Chairman
Richard Beament	Managing Director & CEO
Catherine Costello	Non-executive Director
Dr Peter Allan Goode	Non-executive Director
Greg Bittar	Non-executive Director
Nigel Burgess	Non-executive Director

COMPANY SECRETARY

Vasilios Margiankakos

REGISTERED OFFICE

Level 4
360 Kent St
Sydney NSW 2000
Australia
Telephone: +61 2 9332 5000

Email: info@horizonoil.com.au
Website: www.horizonoil.com.au

AUSTRALIAN LEGAL ADVISER

King & Wood Mallesons
Level 33, One Eagle Waterfront
Brisbane
1 Eagle St
Brisbane QLD 4000
Australia
www.kwm.com

SHARE REGISTRY

Computershare Investor Services Pty Limited
Level 4, 44 Martin Place
Sydney NSW 2000
Australia

HORIZON OFFER INFORMATION LINE

1300 124 496 from within Australia

+61 3 9415 4393 from outside Australia

The Horizon Offer Information Line opens between 8:30am and 5:00pm (Sydney time), Monday to Friday.

This line will only be open from the date the Offer opens until one week after it closes.

ANNEXURE B – ACCEPTANCE FORM

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HORIZON

ABN: 51 009 799 455

CUETKO

SAMPLE SAMPLE PTY LTD
<SAMPLE A/C>
LEVEL 9 / SAMPLE APARTMENTS
87 SAMPLE ST
SAMPLE CITY NSW 2100

Accept the Offer:

Online:
www.horizonoffer.com.au

To Your Controlling Participant:
Return this form directly to your stockbroker

By Mail:
Computershare Investor Services Pty Limited
GPO Box 52
Melbourne Victoria 3001
Australia

By Email:
corpactprocessing@computershare.com.au

For all enquiries:

Phone:
1300 124 496 (within Australia)
+61 3 9415 4393 (outside Australia)

Takeover Acceptance Form

CHESS

Your form must be received with sufficient time to allow processing prior to the end of the Offer Period.

This form and the Bidder's Statement are important documents that require your immediate attention. This form relates to an offer (**Offer**) by Horizon Oil Limited (**Horizon**) ACN 009 799 455 to acquire all of Your Cue Shares in Cue Energy Resources Limited (**Cue**) (ACN 066 383 971) the terms of which are set out in the replacement Bidder's Statement from Horizon, dated 19 March 2026 as may be replaced or supplemented (the **Bidder's Statement**). Capitalised terms used in this form have the same meaning as in the Bidder's Statement, unless otherwise defined.

If you are in doubt about how to deal with this Offer, please contact your financial, legal or other professional advisor.
Note this form can only be used in relation to the securityholding represented by the details printed above and overleaf.

Step 1: Registration Name & Offer Details

Your Offer Consideration will be issued to the name(s) as they appear on the latest copy of the Cue Register, as provided to Horizon.
The current address recorded by Horizon is printed above and overleaf. If you have recently bought or sold Cue Shares your holding may differ from that shown. If you have already sold all Your Cue Shares, do not complete or return this form.

Step 2: Accept the Offer

Only sign and return this form if you wish to accept the Offer for ALL of Your Cue Shares.
As Your Cue Shares are in a CHESS Holding, you may contact your Controlling Participant directly (normally your stockbroker) with instructions to accept the Offer. If you do this, your Controlling Participant will provide you with details as to what they require in order to accept the Offer on your behalf. If you want Horizon to contact your Controlling Participant on your behalf, sign and return this form to the address above so that it is received in sufficient time to allow your instruction to be acted upon by the close of the Offer Period. This will authorise Horizon and Computershare Investor Services Pty Limited (**CIS**) to request your Controlling Participant to initiate acceptance of the Offer on your behalf.
By signing this form, you warrant to Horizon (and authorise Horizon to warrant on your behalf) that you have full legal and beneficial ownership of the Cue Shares to which this form relates and that all of Your Cue Shares are fully paid and free from all Encumbrances and restrictions on transfer of any nature (whether legal or otherwise). You should allow sufficient time for your Controlling Participant or Horizon to initiate the acceptance of Horizon's Offer on your behalf. Neither Horizon or CIS will be responsible for any delays incurred by the process of requesting your Controlling Participant to accept the Offer.

Step 3: Foreign Resident Capital Gains Tax Withholding - Foreign Withholding Declaration

Please refer to section 9.6 of the Bidder's Statement for further details before completing and signing the Acceptance Form. To make a valid declaration, you must tick only one box in Step 3: Foreign Resident Capital Gains Tax Withholding (**FRCGTW**) Declaration. If you make a valid interest declaration, 15% FRCGTW will apply if you are a non-resident Cue Shareholder for Australian income tax purposes, you are not an Australian tax resident and you have held 10% or more of the Cue Shares at the time of accepting the Offer for a continuous 12 month period during the two years preceding that time. If you make a valid residency declaration, FRCGTW will not apply.

Step 4: Signing Instructions

Individual: Where the holding is in one name, the securityholder must sign.
Joint Holding: Where the holding is in more than one name, all of the securityholders must sign.
Power of Attorney: Where signing as Power of Attorney (**POA**), you must attach an original certified copy of the POA to this form.
Companies: Where the holding is in the name of a company, this form must be signed in accordance with the Corporations Act 2001 (Cth), either as:

- a Sole Director and Sole Company Secretary **OR** a Sole Director (if no Company Secretary exists), **OR**
- two Directors, **OR**
- a Director and Secretary.

Overseas Companies: Where the holding is in the name of an overseas company (companies incorporated outside Australia) the form must be signed as above, or documentation must be provided showing that the company can sign in an alternate manner.
Deceased Estate: All executors must sign and a certified copy of probate or letters of administration must accompany this form.

Entering contact details is not compulsory, but will assist us if we need to contact you.

Turn over to complete the form ➔

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Takeover Acceptance Form

For your security keep your SRN/ HIN confidential.

STEP 1 Registration Name & Offer Details

Registration Name: SAMPLE SAMPLE PTY LTD
<SAMPLE A/C>
LEVEL 9 / SAMPLE APARTMENTS
87 SAMPLE ST
SAMPLE CITY NSW 2100

Controlling Participant Identifier: 1227

Offer Details: Securityholding as at Register Date: **614738**

By accepting the Offer, you are accepting the Offer for ALL the Cue Shares registered in your holding at the time of your acceptance (even if different to the number stated above).

STEP 2 Accept the Offer

Only sign and return this form if you wish to accept the Offer for ALL of Your Cue Shares. The consideration applicable is set out in the terms of Horizon's Offer.
If you are an Ineligible Foreign Shareholder or a Small Parcel Shareholder, you will not be entitled to receive Horizon Shares and will be provided with the net proceeds of the sale to which you are entitled under the Offer at a different time as per clause 8.4 of Appendix 1 of the Bidder's Statement.

STEP 3 Foreign Resident Capital Gains Tax Withholding - Foreign Withholding Declaration

Please refer to section 9.6 of the Bidder's Statement for further details before completing the below section.

☐ By marking this box, I/we declare that:
- I/we am/are an Australian tax resident(s) (residency declaration); or
- I/we am/are not Australian tax resident(s) and the Cue Shares I/we, together with my/our 'associates', hold are 'membership interests' but not 'indirect Australian real property interests' (as those terms are defined in the Income Tax Assessment Act 1936 (Cth) and the Income Tax Assessment Act 1997 (Cth),as relevant).

☐ By marking this box, I/we declare that:
- I/we am/are a foreign tax resident Cue Shareholder; and
- I/we am/are not an Australian tax resident and I/we together with my/our associates, have held 10% or more of the Cue Shares at the time of accepting the Offer or for a continuous 12 month period during the two years preceding that time.
- If you mark this box, Horizon may withhold a sufficient portion of the Offer Consideration otherwise payable to you to enable the payment of 15% Foreign Resident Capital Gains Tax Withholding to the Australian Taxation Office.

STEP 4 Signature of Securityholder(s) *This section must be completed.*

I/We accept the Offer made by Horizon for my/our Cue Shares and I/we agree to be bound by the terms and conditions of the Offer and transfer ALL of my/our Cue Shares as per the above instruction.

Individual or Securityholder 1	Securityholder 2	Securityholder 3
Sole Director and Sole Company Secretary/ Sole Director (cross out titles as applicable)	**Director**	**Director/Company Secretary (cross out titles as applicable)**

Contact Name _____ **Contact Daytime Telephone** _____ **Date** / /

Privacy Notice

The personal information you provide on this form is collected by Computershare Investor Services Pty Limited (**CIS**) for the purpose of maintaining registers of securityholders, facilitating distribution payments and other corporate actions and communications. We may also use your personal information to send you marketing material approved by Horizon Oil Limited. You may elect not to receive marketing material by contacting CIS using the details provided on the front of this form or by emailing privacy@computershare.com.au. We may be required to collect your personal information under the Corporations Act 2001 (Cth) and ASX Settlement Operating Rules. We may disclose your personal information to our related bodies corporate and to other individuals or companies who assist us in supplying our services or who perform functions on our behalf, to Horizon Oil Limited or to third parties upon direction by Horizon Oil Limited where related to the administration of your securityholding or as otherwise required or permitted by law. Some of these recipients may be located outside Australia, including in the following countries: Canada, India, New Zealand, the Philippines, the United Kingdom and the United States of America. For further details, including how to access and correct your personal information, and information on our privacy complaints handling procedure, please contact our Privacy Officer at privacy@computershare.com.au or see our Privacy Policy at http://www.computershare.com/au.

For personal use only

HORIZON

ABN: 51 009 799 455

Accept the Offer:

Online:
www.horizonoffer.com.au

By Mail:
Computershare Investor Services Pty Limited
GPO Box 52
Melbourne Victoria 3001
Australia

By Email:
corpactprocessing@computershare.com.au

For all enquiries:

Phone:
1300 124 496 (within Australia)
+61 3 9415 4393 (outside Australia)

CUETKO

SAMPLE FAMILY PTY LTD
PO BOX 495
SAMPLE CITY NSW 2100

Takeover Acceptance Form

ISSUER

Your form must be received by the end of the Offer Period.

This form and the Bidder's Statement are important documents that require your immediate attention. This form relates to an offer (**Offer**) by Horizon Oil Limited (**Horizon**) ACN 009 799 455 to acquire all of Your Cue Shares in Cue Energy Resources Limited (**Cue**) (ACN 066 383 971) the terms of which are set out in the replacement Bidder's Statement from Horizon, dated 19 March 2026 as may be replaced or supplemented (the **Bidder's Statement**). Capitalised terms used in this form have the same meaning as in the Bidder's Statement, unless otherwise defined.

If you are in doubt about how to deal with this Offer, please contact your financial, legal or other professional advisor.
Note this form can only be used in relation to the securityholding represented by the details printed above and overleaf.

Step 1: Registration Name & Offer Details

Your Offer Consideration will be issued to the name(s) as they appear on the latest copy of the Cue Register, as provided to Horizon. The current address recorded by Horizon is printed above and overleaf. If you have recently bought or sold Cue Shares your holding may differ from that shown. If you have already sold all Your Cue Shares, do not complete or return this form.

Step 2: Accept the Offer

Only sign and return this form if you wish to accept the Offer for ALL of Your Cue Shares.

By signing this form, you represent and warrant to Horizon, as a fundamental condition of the contract resulting from your acceptance, that both at the time of acceptance of the Offer and at the time of the transfer of Your Cue Shares (including any Rights) is registered to Horizon, that you have full legal and beneficial ownership of the Cue Shares to which this form relates and that all of Your Cue Shares are fully paid and free from all Encumbrances and restrictions on transfer of any nature (whether legal or otherwise).

Step 3: Foreign Resident Capital Gains Tax Withholding - Foreign Withholding Declaration

Please refer to section 9.6 of the Bidder's Statement for further details before completing and signing the Acceptance Form. To make a valid declaration, you must tick only one box in Step 3: Foreign Resident Capital Gains Tax Withholding (**FRCGTW**) Declaration. If you make a valid interest declaration, 15% FRCGTW will apply if you are a non-resident Cue Shareholder for Australian income tax purposes, you are not an Australian tax resident and you have held 10% or more of the Cue Shares at the time of accepting the Offer for a continuous 12 month period during the two years preceding that time. If you make a valid residency declaration, FRCGTW will not apply.

Step 4: Signing Instructions

Individual: Where the holding is in one name, the securityholder must sign.
Joint Holding: Where the holding is in more than one name, all of the securityholders must sign.
Power of Attorney: Where signing as Power of Attorney (**POA**), you must attach an original certified copy of the POA to this form.
Companies: Where the holding is in the name of a company, this form must be signed in accordance with the Corporations Act 2001 (Cth), either as:

- a Sole Director and Sole Company Secretary **OR** a Sole Director (if no Company Secretary exists), **OR**
- two Directors, **OR**
- a Director and Secretary.

Overseas Companies: Where the holding is in the name of an overseas company (companies incorporated outside Australia) the form must be signed as above, or documentation must be provided showing that the company can sign in an alternate manner.
Deceased Estate: All executors must sign and a certified copy of probate or letters of administration must accompany this form.

Entering contact details is not compulsory, but will assist us if we need to contact you.

Turn over to complete the form ➔

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Takeover Acceptance Form

For your security keep your SRN/ HIN confidential.

STEP 1 Registration Name & Offer Details

Registration Name: SAMPLE FAMILY PTY LTD
PO BOX 495
SAMPLE CITY NSW 2100

Offer Details: Securityholding as at Register Date: **450**

By accepting the Offer, you are accepting the Offer for ALL the Cue Shares registered in your holding at the time of your acceptance (even if different to the number stated above).

STEP 2 Accept the Offer

Only sign and return this form if you wish to accept the Offer for ALL of Your Cue Shares. The consideration applicable is set out in the terms of Horizon's Offer.
If you are an Ineligible Foreign Shareholder or a Small Parcel Shareholder, you will not be entitled to receive Horizon Shares and will be provided with the net proceeds of the sale to which you are entitled under the Offer at a different time as per clause 8.4 of Appendix 1 of the Bidder's Statement.

STEP 3 Foreign Resident Capital Gains Tax Withholding - Foreign Withholding Declaration

Please refer to section 9.6 of the Bidder's Statement for further details before completing the below section.

☐ By marking this box, I/we declare that:
- I/we am/are an Australian tax resident(s) (residency declaration); or
- I/we am/are not Australian tax resident(s) and the Cue Shares I/we, together with my/our 'associates', hold are 'membership interests' but not 'indirect Australian real property interests' (as those terms are defined in the Income Tax Assessment Act 1936 (Cth) and the Income Tax Assessment Act 1997 (Cth),as relevant).

☐ By marking this box, I/we declare that:
- I/we am/are a foreign tax resident Cue Shareholder; and
- I/we am/are not an Australian tax resident and I/we together with my/our associates, have held 10% or more of the Cue Shares at the time of accepting the Offer or for a continuous 12 month period during the two years preceding that time.
- If you mark this box, Horizon may withhold a sufficient portion of the Offer Consideration otherwise payable to you to enable the payment of 15% Foreign Resident Capital Gains Tax Withholding to the Australian Taxation Office.

STEP 4 Signature of Securityholder(s) *This section must be completed.*

I/We accept the Offer made by Horizon for my/our Cue Shares and I/we agree to be bound by the terms and conditions of the Offer and transfer ALL of my/our Cue Shares as per the above instruction.

Individual or Securityholder 1	Securityholder 2	Securityholder 3
Sole Director and Sole Company Secretary/ Sole Director (cross out titles as applicable)	**Director**	**Director/Company Secretary (cross out titles as applicable)**

Contact Name _____ **Contact Daytime Telephone** _____ **Date** / /

Privacy Notice

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P +61 2 9332 5000
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horizonoil.com.au

19 March 2026

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⊢ 000001 CUETKO
SAMPLE SAMPLE PTY LTD
<SAMPLE A/C>
LEVEL 9 / SAMPLE APARTMENTS
87 SAMPLE ST
SAMPLE CITY NSW 2100

Dear Cue Shareholder

Offer by Horizon Oil Limited to acquire all of your ordinary shares in Cue Energy Resources Limited

We refer to the off-market takeover offer by Horizon Oil Limited ACN 009 799 455 (ASX:HZN) (**Horizon** or **Bidder**) under Chapter 6 of the *Corporations Act 2001* (Cth) (**Corporations Act**), to acquire all of the fully paid ordinary shares in Cue Energy Resources Limited ACN 066 383 971 (ASX:CUE) (**Cue**), which Horizon (or its associates) do not already have a relevant interest in (**Offer**).

Subject to the terms of the Offer, Cue Shareholders (who are not Ineligible Foreign Shareholders or Small Parcel Shareholders)[1] who validly accept the Offer will receive a combination of **A$0.008 cash** and **0.5625 Horizon Shares** for each Cue Share they hold as at 7:00pm (Sydney time) on 3 March 2026.

The Offer opened on 19 March 2026 and is scheduled to close at 7:00pm (Sydney time) on 5 June 2026, unless extended or withdrawn.

IMPORTANT INFORMATION

In accordance with section 110D of the Corporations Act, this letter provides instructions as to how you can access the bidder's statement lodged by Horizon with the Australian Securities and Investments Commission on 19 March 2026 in connection with the Offer, being the replacement bidder's statement issued by Horizon under Part 6.5 of the Corporations Act (as modified by *ASIC Corporations (Replacement Bidder's and Target's Statements) Instrument 2023/688*) (**Bidder's Statement**).

The Bidder's Statement is being provided to you pursuant to item 6 of section 633(1) of the Corporations Act (as modified by *ASIC Corporations (Replacement Bidder's and Target's Statements) Instrument 2023/688*) and sets out certain disclosures required by the Corporations Act together with the terms of the Offer to acquire all of Your Cue Shares on the terms and conditions set out in Appendices 1 and 2 to the

[1] If you are an Ineligible Foreign Shareholder or Small Parcel Shareholder, you will not receive Horizon Shares. Instead, if you accept the Offer then, subject to the satisfaction of the Conditions, you will receive the A$0.008 cash for each of Your Cue Shares and will be paid by the Nominee the net proceeds actually realised from the on-market sale of the Horizon Shares you would have otherwise been entitled to. The amount you receive for this component will depend on the market price of Horizon Shares at the time of sale and may be more or less than the implied value of the Offer Consideration.

Bidder's Statement. Capitalised terms used in this letter have the same meaning as in the Bidder's Statement, unless otherwise defined.

The Bidder's Statement is an important document and requires your immediate attention. You should read the Bidder's Statement in its entirety before deciding whether to accept the Offer and become a shareholder of Horizon. The Bidder's Statement can be accessed via the following website: www.horizonoffer.com.au.

We encourage you to read the entire Bidder's Statement carefully, and then to consider ACCEPTING the Offer as soon as possible, if it suits your circumstances.

The Bidder's Statement does not constitute investment advice and does not take into account your individual investment objectives, financial situation or particular needs. If you are in doubt as to how to deal with the Bidder's Statement or the Offer contained in it, please consult your financial, legal or other professional adviser(s).

If you have any questions or would like to request a physical copy of the Bidder's Statement and personalised Acceptance Form be posted to you, please contact the Horizon Offer Information Line on 1300 124 496 from within Australia or +61 3 9415 4393 from outside Australia, between 8:30am and 5:00pm (Sydney time), Monday to Friday.

HOW TO **ACCEPT** THE OFFER AND ACCESS THE BIDDER'S STATEMENT

ONLINE	PAPER
You may accept the Offer online and access the Bidder's Statement via the website below: www.horizonoffer.com.au	You may request a physical copy of the Bidder's Statement and a personalised Acceptance Form be posted or emailed to you by contacting the Horizon Offer Information Line in respect of the Offer on: 1300 124 496 (within Australia) +61 3 9415 4393 (outside Australia) between 8:30am and 5:00pm (Sydney time), Monday to Friday.

Horizon Oil Limited
ACN 009 799 455

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From: Horizon Oil Limited <noreply@computersharecas.com.au>
Sent:
To:
Subject: [TEST] Offer by Horizon Oil Limited to acquire all of your ordinary shares in Cue Energy Resources Limited

HORIZON

Offer by Horizon Oil Limited to acquire all of your ordinary shares in Cue Energy Resources Limited

We refer to the off-market takeover offer by Horizon Oil Limited ACN 009 799 455 (ASX:HZN) (**Horizon** or **Bidder**) under Chapter 6 of the *Corporations Act 2001* (Cth) (**Corporations Act**), to acquire all of the fully paid ordinary shares in Cue Energy Resources Limited ACN 066 383 971 (ASX:CUE) (**Cue**), which Horizon (or its associates) do not already have a relevant interest in (**Offer**).

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The Offer will open on 19 March 2026 and is scheduled to close at 7:00pm (Sydney time) on 5 June 2026, unless extended or withdrawn.

IMPORTANT INFORMATION

In accordance with section 110D of the Corporations Act, the purpose of this electronic communication is to provide instructions as to how you can access the bidder's statement lodged by Horizon with the Australian Securities and Investments Commission on 19 March 2026 in connection with the Offer, being the replacement bidder's statement issued by Horizon under Part 6.5 of the Corporations Act (as modified by *ASIC Corporations (Replacement Bidder's and Target's Statements) Instrument 2023/688*) (**Bidder's Statement**).

The Bidder's Statement is being provided to you pursuant to item 6 of section 633(1) of the Corporations Act (as modified by *ASIC Corporations (Replacement Bidder's and Target's Statements) Instrument 2023/688*) and sets out certain disclosures required by the Corporations Act together with the terms of the Offer to acquire all of Your Cue Shares on the terms and conditions set out in Appendices 1 and 2 to the Bidder's Statement.

The Bidder's Statement is an important document and requires your immediate attention. You should read the Bidder's Statement in its entirety before deciding whether to accept the Offer and become a shareholder of Horizon.

The Bidder's Statement can be accessed via the following website: www.horizonoffer.com.au.

We encourage you to read the entire Bidder's Statement carefully, and then to consider ACCEPTING the Offer as soon as possible, if it suits your circumstances.

To **ACCEPT** the Offer, you should follow the instructions set out in clause 6 of Appendix 1 of the Bidder's Statement and on the accompanying Acceptance Form. You are also able to accept the Offer online at www.horizonoffer.com.au by following the instructions.

The Bidder's Statement does not constitute investment advice and does not take into account your individual investment objectives, financial situation or particular needs. If you are in doubt as to how to deal with the Bidder's Statement or the Offer contained in it, please consult your financial, legal or other professional adviser(s).

If you have any questions or would like to request a physical copy of the Bidder's Statement and personalised Acceptance Form be posted to you, please contact the Horizon Offer Information Line on 1300 124 496 from within Australia or +61 3 9415 4393 from outside Australia, between 8:30am and 5:00pm (Sydney time), Monday to Friday.

Horizon Oil Limited
ACN 009 799 455

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Capitalised terms used in this email have the same meaning as in the Bidder's Statement, unless otherwise defined.

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