

## BOARD RESTRUCTURE

**Perth, Australia – 31 December 2025.**

The Board of Strategic Elements Ltd has changed today with the appointment of David Lim and the retirement of Matthew Howard.

David Lim – David is currently General Manager of investments within Strategic Elements and leads activities within investee companies including Australian Advanced Materials and Stealth Technologies. David brings to the role a wealth of experience and commercial skills accumulated since joining the Company in 2015.

Matthew Howard – Matthew is a founding director of the Company and is a valued member of the team who has contributed greatly to the Company over the years. Although Matthew is stepping off the board, he will remain Company Secretary and work as a consultant to the Company.

I personally congratulate and welcome David to the Board whilst thanking Matthew for his years of dedicated service as a director.

Charles Murphy  
Managing Director

This announcement was authorised for release by the Strategic Elements' Board of Directors.