

2025 Corporate Governance Statement

Eureka Group Holdings Limited

ACN 097 241 159

This corporate governance statement (**Corporate Governance Statement**) sets out the Company's compliance with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th edition) (**Principles and Recommendations**) and addresses the reasons for any departure from the Principles and Recommendations, for the financial year ended 30 June 2025 (**Financial Year**). The Principles and Recommendations are not mandatory. Except as set out below, the Company has complied with all of the Principles and Recommendations in respect of the Financial Year.

The Company's corporate governance policies and charters are available in a dedicated 'corporate governance' section of the Company's website at <https://www.eurekagroupholdings.com.au/investors/corporate-governance/> (**Website**). This Corporate Governance Statement and all of the policies and charters referred to within it can be viewed on the Website.

This Corporate Governance Statement was approved by the Board of Directors of the Company (**Board**) on 20 August 2025.

Principles and Recommendations		Comply Yes/No	Explanation
1 Lay solid foundation for management and oversight			
1.1	A listed entity should have and disclose a board charter setting out: a) the respective roles and responsibilities of its board and management; and b) those matters expressly reserved to the board and those delegated to management.	Yes	The respective roles and responsibilities of the Board and management are defined under the Board charter. There is a clear delineation between the Board's responsibility for the Company's strategy and oversight of its business and affairs, and the day-to-day management of operations.
1.2	A listed entity should: a) undertake appropriate checks before appointing a director or senior executive, or putting someone forward for election, as a director; and b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	Yes	The process for selection and appointment of new directors is detailed in the People and Culture Committee Charter. The Company undertakes appropriate checks before appointing a director or senior executive or putting forward to shareholders a candidate for election as a director. Shareholders are provided with all material information in the Company's possession relevant to a decision on whether to elect or re-elect a director including biographical details, qualifications and a statement as to whether the Board supports the nomination of the director. Information about each director's qualifications, skills and experience is also available on the Company's website and in the Company's annual reports.
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	Yes	The Company requires each director and senior executive to execute a written agreement setting out the terms of their appointment.

1.4	<p>The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.</p>	Yes	<p>The Company Secretary is Ms Stephanie So.</p> <p>Ms So is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board and reports to the Chief Executive Officer for day-to-day operational matters relating to the Company's corporate governance.</p> <p>The role of the Company Secretary is outlined in the Board Charter which is available on the Company's website.</p>																
1.5	<p>A listed entity should:</p> <p>a) have and disclose a diversity policy;</p> <p>b) through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and</p> <p>c) disclose in relation to each reporting period</p> <p>(1) the measurable objectives set for that period to achieve gender diversity;</p> <p>(2) the entity's progress towards achieving those objectives; and</p> <p>(3) either:</p> <p>(A) the respective proportions of men and women on the board, in senior executive positions and across the whole organisation (including how the entity has defined "senior executive" for these purposes); or</p> <p>(B) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.</p>	Yes	<p>The Company has a Diversity Policy that outlines Eureka's objectives in relation to gender, age, cultural background and ethnicity to reinforce existing practices.</p> <p>The Diversity Policy is available on the Company's website.</p> <p>The Company is an equal opportunity employer and promotes a culture supportive of diversity and an inclusive workplace where employee differences in gender, age, culture, disability and lifestyle choice are valued. The unique skills, perspectives and experience that the Group's employees bring to the table encourage a level of creativity and innovation in thought that better represents the Group's diverse resident base, ultimately driving improved business performance and outcomes.</p> <p>The Company's recruitment and selection practices will continue to be structured so that a diverse range of candidates are considered for all positions in the Company, from Board-level down. Training and development opportunities are important tools for staff retention and succession planning.</p> <p>The Board has set measurable objectives for achieving gender diversity noting that Eureka actively encourages gender diversity at all levels in the organisation.</p> <p>The Company currently employs 255 people, being 160 women (63%) and 95 men (37%). The proportion of women employees in the Group as at 30 June 2025 was:</p> <table data-bbox="858 1308 1474 1697"> <tr> <th>Measure</th><th>Actual</th><th>Objective</th><th>Achieved</th></tr> <tr> <td>Women non-executive directors on the board</td><td>40%</td><td>At least 20% women</td><td>Yes</td></tr> <tr> <td>Women in senior executive positions</td><td>20%</td><td>At least 40% women</td><td>No</td></tr> <tr> <td>Women in the organisation</td><td>63%</td><td>At least 40% women</td><td>Yes</td></tr> </table> <p>Responsibility for diversity has been included in the Board Charter and the People and Culture Committee Charter. Each Charter is available on the Company's website.</p>	Measure	Actual	Objective	Achieved	Women non-executive directors on the board	40%	At least 20% women	Yes	Women in senior executive positions	20%	At least 40% women	No	Women in the organisation	63%	At least 40% women	Yes
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1.6	<p>A listed entity should:</p> <p>a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and</p> <p>b) disclose for each reporting period whether a performance evaluation</p>	Yes	<p>Under the Board Charter, the Board is required, at least once per year and with the advice and assistance of the People and Culture Committee, to review and evaluate the performance of the Board, its committees and individual directors against the relevant charters, corporate governance policies and agreed goals and objectives (as applicable).</p> <p>The Board ensures that an evaluation of the Board, its committees and individual directors is undertaken in</p>																

	has been undertaken in accordance with that process during or in respect of that period.		<p>accordance with the Board Charter for each reporting period and has done so in respect of the Financial Year.</p> <p>The Board conducted a performance evaluation between May and June 2025.</p> <p>The Board Charter and People and Culture Charter is available on the Company's website.</p>
1.7	<p>A listed entity should:</p> <p>a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and</p> <p>b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.</p>	Yes	<p>Under the People and Culture Committee Charter, the People and Culture Committee is required to review and make recommendations to the Board about the performance of senior executives.</p> <p>The People and Culture Charter is available on the Company's website.</p> <p>The People and Culture Committee undertakes this evaluation at least once every reporting period and has done so in respect of the Financial Year.</p> <p>Senior executives have detailed job descriptions and annual key performance indicators (KPIs) which have been set by the Board, having regard to the objectives and long-term strategies of the business. The performance of senior executives has been assessed against these KPIs for the Financial Year.</p> <p>The People and Culture Committee conducted a performance evaluation of senior executives for FY25.</p>

Principles and Recommendations		Comply Yes/No	Explanation
2 Structure the board to be effective and add value			
2.1	<p>The board of a listed entity should:</p> <p>a) have a nomination committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.</p>	Yes	<p>The Board has a People and Culture Committee to oversee the remuneration, selection and appointment practices of the Company.</p> <p>The People and Culture Committee is governed by a People and Culture Committee Charter.</p> <p>The People and Culture Committee consists of three members. Ms Sue Renkin (Chair), Mr Russell Banham and Ms Carolyn Tregarthen all of whom are independent non-executive directors.</p> <p>The composition of the People and Culture Committee complies with this Recommendation 2.1.</p> <p>All directors have a standing invitation to attend People and Culture Committee meetings.</p> <p>The People and Culture Committee meets at least twice a year and did so in respect of the Financial Year.</p> <p>The Company has provided details as to the number of meetings held and the individual attendances of the members at those meetings for the year in its 2025 Annual Report.</p>

2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership.	Yes	<p>The matrix of skills the Board has and is seeking to achieve in its membership is included in the Appendix to this Corporate Governance Statement.</p> <p>The Board refers to the matrix when considering whether its size, composition, diversity and skills are sufficient to discharge its duties and responsibilities effectively. It is also used by the Board to identify any gaps in the skills or experience of the Board.</p> <p>The Board, having regard to the Company's stage of development and the collective experience and expertise of the directors, considers that the current composition of the Board (and its committees) is appropriate.</p> <p>The Board conducted a review of the skills matrix between May and June 2025.</p>
2.3	<p>A listed entity should disclose:</p> <p>a) the names of the directors considered by the board to be independent directors;</p> <p>b) if a director has an interest, position, association or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position or relationship in question and an explanation of why the board is of that opinion; and</p> <p>c) the length of service of each director.</p>	Yes	<p>The Company assesses the independence of its directors against the requirements for independence set out in the Board Charter which reflect the independence criteria set out in the Principles and Recommendations.</p> <p>Director independence is initially assessed upon each director's appointment and reviewed each year, or as required when a new personal interest or conflict of interest is disclosed.</p> <p>Directors are required to disclose all actual or potential conflicts of interest on an ongoing basis. To facilitate this, interests of directors of the Company are considered at each Board meeting.</p> <p>The Board considers each of the directors below to be independent:</p> <ul style="list-style-type: none"> • Mr Russell Banham: 21 November 2018 to present • Mr Greg Paramor AO: 19 June 2020 to present • Ms Sue Renkin: 24 November 2017 to present • Mr John Whiteman: 2 September 2024 to present • Ms Carolyn Tregarthen: 25 February 2025 to present <p>Mr Murray Boyte was appointed as an independent non-executive Chairman on 24 November 2017 and acted as the Executive Chairman of the Board from 30 April 2018 to 12 September 2024. Mr Boyte retired from the Board on 25 February 2025.</p> <p>Mr Boyte was assessed as being non-independent up until 12 September 2024 due to his executive responsibilities during that period.</p> <p>The Board is of the view that following the transition to non-executive duties, Mr Boyte's past executive role did not materially influence, or be reasonably perceived to influence, the exercise of his independent judgement in the period up to his retirement from the Board.</p> <p>Mr Simon Owen was appointed CEO of the Company on 12 September 2024 and appointed Managing Director of the Company on 1 July 2025, immediately subsequent to the end of the Financial Year.</p>
2.4	A majority of the board of a listed entity should be independent directors	Yes	As noted in section 2.3, the Company had a majority of independent directors during the Financial Year.
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	Partially	<p>Mr Russell Banham was appointed as Non-Executive Chairman on 25 February 2025.</p> <p>Mr Banham was assessed as being independent at the time of his appointment to the Board and continues to be considered independent.</p>

			Mr Murray Boyte was appointed as Executive Chairman until 12 September 2024 and transitioned to Non-Executive Chairman from that date until his retirement on 25 February 2025.
2.6	A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.	Yes	<p>The Board conducts regular reviews of its performance and reviews and updates its skills matrix regularly assisting to identify opportunities for professional development.</p> <p>The People and Culture Committee may identify appropriate professional development opportunities for directors to develop and maintain the skills and knowledge needed to perform their duties as a director effectively. The Company has an induction program for new directors to gain an understanding of the Company's financial performance, strategies and its operations. New directors are also provided with access to all charters, policies and other governance-related documents, as well as recent financial reports.</p>

Principles and Recommendations		Comply Yes/No	Explanation
3 Instill a culture of acting lawfully, ethically and responsibly			
3.1	A listed entity should articulate and disclose its values.	Yes	<p>The Company's core values are central to the Group's 'resident first' philosophy.</p> <p>The Company's values are:</p> <ul style="list-style-type: none"> • Compassion; • Fun; • Community at its core; and • Motivation to do the right thing. <p>These values enable Eureka to create rental communities where Seniors want to belong.</p> <p>While the Company does not disclose its values on its website, its values are disclosed by virtue of this Corporate Governance Statement.</p>
3.2	<p>A listed entity should:</p> <p>a) have and disclose a code of conduct for its directors, senior executives and employees; and</p> <p>b) ensure that the board or a committee of the board is informed of any material breaches of that code.</p>	Yes	<p>The Company has a Code of Conduct which applies to all directors, officers and employees of the Company.</p> <p>The overriding principle is that Eureka must operate legally, ethically, safely and with adherence to the highest standards of propriety and business ethics. The Board Charter also prescribes the conduct expected of individual directors in discharging their duties as a director.</p> <p>In accordance with the terms of the Code of Conduct, breaches may result in disciplinary action including dismissal and will be reported to the Board.</p> <p>The Code of Conduct is available on the Company's website.</p>
3.3	<p>A listed entity should:</p> <p>a) have and disclose a whistleblower policy; and</p> <p>b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.</p>	Yes	<p>The Company has a Whistleblower Policy.</p> <p>All reports made under the Whistleblower Policy will be reviewed and, where appropriate, investigated at the earliest opportunity. Any findings will be managed promptly. The way in which a disclosure is managed will be determined on a case-by-case basis, having regard to the nature of the specific matter reported. Any reports made will be reported to the Audit, Risk and Sustainability Committee and the Board.</p> <p>The Whistleblower Policy is available on the Company's</p>

			website .
3.4	<p>A listed entity should:</p> <ul style="list-style-type: none"> a) have and disclose an anti-bribery and corruption policy; and b) ensure that the board or a committee of the board is informed of any material breaches of that policy. 	Yes	<p>The Company's Code of Conduct requires employees to act honestly, legally and ethically in all business dealings and specifically prohibits any act which is intended to improperly obtain favourable, or avoid unfavourable, treatment.</p> <p>The Company has an Anti-Bribery and Corruption Policy.</p> <p>Any material breaches of this policy will be reported to the Board and may result in disciplinary action including dismissal.</p> <p>The Company encourages all employees to raise concerns with their manager.</p> <p>The Anti-Bribery and Corruption Policy is available on the Company's website.</p>

Principles and Recommendations	Comply Yes/No	Explanation
4 Safeguard the integrity of corporate reports		
4.1 The board of a listed entity should: <ul style="list-style-type: none"> a) have an audit committee which: <ul style="list-style-type: none"> (1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and (2) is chaired by an independent director, who is not the chair of the board, and disclose: <ul style="list-style-type: none"> (3) the charter of the committee; (4) the relevant qualifications and experience of the members of the committee; and (5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (6) b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner. 	Yes	<p>The Company has an Audit, Risk and Sustainability Committee to provide oversight of financial reporting, internal controls and risk management.</p> <p>The Audit, Risk and Sustainability Committee is governed by an Audit, Risk and Sustainability Charter.</p> <p>The Audit, Risk and Sustainability Charter is available on the Company's website.</p> <p>The Audit, Risk and Sustainability Charter consists of three members. Ms Carolyn Tregarthen (Chair), Mr Russell Banham and Mr Gregory Paramor all of whom are independent, non-executive directors.</p> <p>The Committee's membership complies with this Recommendation 4.1.</p> <p>The Audit, Risk and Sustainability Committee has at all times during the Financial Year been chaired by an independent director who is not the Chair of the Board.</p> <p>All directors have a standing invitation to attend Audit, Risk and Sustainability Committee meetings.</p> <p>The Audit, Risk and Sustainability Committee meets at least four times per year and did so in respect of the Financial Year.</p> <p>The Company provides details as to the relevant qualifications and experience of the members of the committee, the number of times the committee met and the individual attendances of the members at those meetings for each reporting period in its annual reports.</p>
4.2 The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.	Yes	<p>Prior to the Board approving the Company's financial statements for a financial period, the Board ensures that it receives from the Company's CEO and CFO a declaration that, in their opinion, the financial records of the Company have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the Company, and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.</p>
4.3 A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.	Yes	<p>All periodic corporate reports are reviewed by the Board and, where relevant, by the ARSC, prior to their release to market.</p>

Principles and Recommendations		Comply Yes/No	Explanation
5 Make timely and balance disclosure			
5.1	A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	Yes	<p>The Company is committed to taking a proactive approach to continuous disclosure and creating a culture within the Company that promotes and facilitates compliance with the Company's continuous disclosure obligations.</p> <p>The Board aims to ensure that shareholders are informed of all material matters concerning Eureka, including its financial position, performance, ownership and governance, and that the Company complies with its disclosure obligations under the Corporations Act and ASX Listing Rules. Such disclosures are made through the ASX and shown on the Company's website in a timely manner.</p> <p>Continuous disclosure is a standing agenda item at each Board meeting.</p> <p>The Company's Continuous Disclosure Policy is available on the Company's website</p>
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	Yes	The Company Secretary ensures that the Board receives copies of all material market announcements promptly after they have been made.
5.3	A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.	Yes	The Company releases any presentation materials to the ASX Market Announcements Platform ahead of the relevant presentation.
Principles and Recommendations		Comply Yes/No	Explanation
6 Respect the rights of security holders			
6.1	A listed entity should provide information about itself and its governance to investors via its website.	Yes	The Company provides investors with comprehensive and timely access to information about itself and its governance mechanisms on its website. Available information includes copies of the Company's Constitution, Board and Committee Charters, key corporate governance policies and copies of all information lodged with ASX. Copies of announcements, Annual Reports and Notices of Shareholder Meetings are all made available on the Company's website.
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	Yes	<p>The Company seeks to utilise numerous modes of communication, including electronic communication to ensure that its communication with shareholders is timely, clear and accessible.</p> <p>Shareholders can contact the Company via various means including email, phone, mail and in person at general meetings and at periodic investor relations road shows for institutional investors. Contact details are provided on all communications and are available on the Company's website.</p> <p>The Company has a Continuous Disclosure and Communication Policy, and a copy is available on the Company's website.</p>

6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	Yes	All shareholders are invited to attend the Company's shareholder meetings either in person or by proxy, attorney or representative. Shareholders are encouraged to actively participate by asking questions of the Board and management. Shareholders also have an opportunity to submit questions to the Board or to the Company's external auditor, regardless of whether the shareholder is able to attend.
6.4	A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	Yes	The Company ensures that all substantive resolutions at any meeting of shareholders are decided by a poll rather than by a show of hands.
6.5	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	Yes	The Company's contact details are available on its website and the Company encourages shareholders to submit questions or requests for information directly to the Company via email. The Company also encourages shareholders to update their personal information, elect to receive communications electronically, or submit any questions related to their shareholding in the Company to the Company's share registry. The share registry's contact details are also available on the website .

Principles and Recommendations		Comply Yes/No	Explanation
7 Recognise and manage risk			
7.1	<p>The board of a listed entity should:</p> <p>a) have a committee or committees to oversee risk, each of which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.</p>	Yes	<p>The Board is responsible for oversight of the Company's overall system of internal control and risk management.</p> <p>As outlined in section 4.1, the Board's Audit, Risk and Sustainability Committee assists the Board by overseeing risks and ensuring implementation of a sound system of risk management.</p> <p>The disclosures in section 4.1 are also applicable to this Recommendation 7.1.</p> <p>The composition of the Audit, Risk and Sustainability Committee complies with this Recommendation 7.1.</p> <p>In accordance with Recommendation 7.4, the Board has also incorporated 'sustainability' responsibilities to the committee, including assisting the Board by monitoring and mitigating material exposure to economic, environmental and social sustainability risks. These responsibilities transferred from the prior ESG Committee which has been dissolved.</p>

7.2	<p>The board or a committee of the board should:</p> <ul style="list-style-type: none"> a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and b) disclose, in relation to each reporting period, whether such a review has taken place. 	Yes	<p>The Audit, Risk and Sustainability Committee annually reviews and evaluates the effectiveness of the Company's risk management framework, including whether it is operating within the risk appetite set by the Board.</p> <p>The division of responsibility between the Board and the Audit, Risk and Sustainability Committee and management aims to ensure that specific responsibilities for risk management are clearly communicated and understood.</p> <p>Risk management is considered periodically by the Audit, Risk and Sustainability Committee and regularly by the Board. In its annual report, the Company outlines key risk areas. In addition, operational risks are reported on regularly by management to the Board across key areas – safety, resident experience, regulatory compliance, people, financial and technology.</p>
7.3	<p>A listed entity should disclose:</p> <ul style="list-style-type: none"> a) if it has an internal audit function, how the function is structured and what role it performs; or b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its risk management and internal control processes 	Yes	<p>Due to the Company's current size and business circumstances, the Company does not have an internal audit function. The Company will reconsider this decision as appropriate and appoint an internal auditor if and when the Company considers this necessary.</p> <p>Under the Audit, Risk and Sustainability Committee Charter, the Audit, Risk and Sustainability Committee is responsible for monitoring, reviewing and advising or reporting to the Board on the implementation and effectiveness of the Company's risk management and internal control policies and procedures.</p>
7.4	<p>A listed entity should disclose whether it has any material exposure to economic, environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks.</p>	Yes	<p>While the Company does not consider that it has any material exposure to economic, environmental and social sustainability risks, it had previously established an ESG Committee to align itself with Recommendation 7.1. The ESG Committee was dissolved during the Financial Year and its responsibilities transferred to the expanded Audit, Risk and Sustainability Committee.</p> <p>If the Company determines in the future that it has any material exposure to economic, environmental and social sustainability risks, the Company through its Audit, Risk and Sustainability Committee will effectively assess and mitigate these risks and provide details of such risk in its future annual reports.</p>

Principles and Recommendations	Comply Yes/No	Explanation
8 Remunerate fairly and responsibly		
<p>8.1 The board of a listed entity should:</p> <p>a) have a remuneration committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.</p>	Yes	<p>As outlined in section 2.1, the Board's People and Culture Committee oversees the remuneration, selection and appointment practices of the Company.</p> <p>The disclosures in section 2.1 are also applicable to this Recommendation 8.1.</p> <p>The composition of the People and Culture Committee complies with this Recommendation 8.1.</p>
<p>8.2 A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.</p>	Yes	<p>The People and Culture Committee is responsible for setting and reviewing the policies and practices of the Company regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.</p> <p>Policies and practices regarding remuneration of non-executive directors, executive directors and senior executives are disclosed by the Company in its annual reports.</p>
<p>8.3 A listed entity which has an equity-based remuneration scheme should:</p> <p>a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and</p> <p>b) disclose that policy or a summary of it.</p>	Yes	<p>The Company has a Securities Trading Policy, which prohibits participants from entering into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme.</p> <p>The Company's Securities Trading Policy is available on the Company's website</p>

Appendix

Board skills matrix

Last reviewed 25 June 2025

Leadership and governance	
Corporate Governance	Director experience and commitment to the highest standards of governance and ability to assess the effectiveness of management.
Strategy	Ability to think strategically and identify and critically assess opportunities and threats and develop effective strategies in the context of changing market conditions, including the capacity to challenge management on the delivery of strategic objectives.
ASX / Stakeholder Relations	ASX company experience and expertise in stakeholder relations including with shareholders, investors and retirement community.
Personal Qualities	Professional qualifications; integrity; willingness to question and challenge; innovation and critical thinking; leadership.
Business experience	
Real Estate	Expertise in real estate transactions, operations, asset management, acquisition, disposal and analysis in development feasibility and assessment.
Industry experience – seniors living and all-age rental	Experience and broad understanding of the seniors living and all-age rental industry including market drivers, risk and trends including policies, competitors, customers, regulatory policy and framework.
Government relations and Industry Groups	Expertise in the critical analysis of government and public policy in terms of policy development, interest group input, lobbying and legislation. Effective networks and engagement with industry associations, State and Local Governments.
Technical competencies	
Financial Literacy	Ability to analyse financial statements and reporting, critically assess the financial performance of the Group, contribute to budget planning and efficient use of capital and resources. Familiarity with accounting standards.
Mergers and Acquisitions (M&A)	Experience in negotiation, structuring, risk management and assessment of both acquisitions and divestments at corporate and property levels.
Capital Markets and Treasury	Expertise in efficient capital management, investment banking, capital raisings, debt structures, off balance sheet financing, corporate advisory and markets.
Legal, Risk and Compliance	Ability to identify key risks to the Group, including legal and regulatory compliance and monitor risk and compliance management frameworks and systems.
People and Culture	HR planning and management experience in employment legislation, recruitment, compensation, performance reviews, conflict management, diversity and workplace culture.
Workplace Health & Safety, Environment & Sustainability	Experience with workplace health and safety, environmental and sustainability policies, practices and reporting.
Sales, Marketing, Communications and Customer service	Clear understanding of developing and implementing brand strategy, setting sales budgets and targets, marketing and communications experience.
Technology	Expertise in technology projects to improve operational efficiency and keeping abreast of emerging technology relevant to the Group, cyber security, privacy, social media and digital marketing.

Appendix 4G

Key to Disclosures

Corporate Governance Council Principles and Recommendations

Name of entity

Eureka Group Holdings Limited

ABN/ARBN

15 097 241 159

Financial year ended:

30 June 2025

Our corporate governance statement¹ for the period above can be found at:²

- ☐ These pages of our annual report:
- ☒ This URL on our website: <https://www.eurekagroupholdings.com.au/investors/corporate-governance/>

The Corporate Governance Statement is accurate and up to date as at 20 August 2025 and has been approved by the board.

The annexure includes a key to where our corporate governance disclosures can be located.³

Date: 20 August 2025

Name of authorised officer authorising lodgement: Stephanie So – Company Secretary

¹ "Corporate governance statement" is defined in Listing Rule 19.12 to mean the statement referred to in Listing Rule 4.10.3 which discloses the extent to which an entity has followed the recommendations set by the ASX Corporate Governance Council during a particular reporting period.

Listing Rule 4.10.3 requires an entity that is included in the official list as an ASX Listing to include in its annual report either a corporate governance statement that meets the requirements of that rule or the URL of the page on its website where such a statement is located. The corporate governance statement must disclose the extent to which the entity has followed the recommendations set by the ASX Corporate Governance Council during the reporting period. If the entity has not followed a recommendation for any part of the reporting period, its corporate governance statement must separately identify that recommendation and the period during which it was not followed and state its reasons for not following the recommendation and what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

Under Listing Rule 4.7.4, if an entity chooses to include its corporate governance statement on its website rather than in its annual report, it must lodge a copy of the corporate governance statement with ASX at the same time as it lodges its annual report with ASX. The corporate governance statement must be current as at the effective date specified in that statement for the purposes of Listing Rule 4.10.3.

Under Listing Rule 4.7.3, an entity must also lodge with ASX a completed Appendix 4G at the same time as it lodges its annual report with ASX. The Appendix 4G serves a dual purpose. It acts as a key designed to assist readers to locate the governance disclosures made by a listed entity under Listing Rule 4.10.3 and under the ASX Corporate Governance Council's recommendations. It also acts as a verification tool for listed entities to confirm that they have met the disclosure requirements of Listing Rule 4.10.3.

The Appendix 4G is not a substitute for, and is not to be confused with, the entity's corporate governance statement. They serve different purposes and an entity must produce each of them separately.

² Tick whichever option is correct and then complete the page number(s) of the annual report, or the URL of the web page, where your corporate governance statement can be found. You can, if you wish, delete the option which is not applicable.

³ Throughout this form, where you are given two or more options to select, you can, if you wish, delete any option which is not applicable and just retain the option that is applicable. If you select an option that includes "OR" at the end of the selection and you delete the other options, you can also, if you wish, delete the "OR" at the end of the selection.

See notes 4 and 5 below for further instructions on how to complete this form.

ANNEXURE – KEY TO CORPORATE GOVERNANCE DISCLOSURES

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT			
1.1	A listed entity should have and disclose a board charter setting out: (a) the respective roles and responsibilities of its board and management; and (b) those matters expressly reserved to the board and those delegated to management.	<input checked="" type="checkbox"/> and we have disclosed a copy of our board charter at: https://www.eurekagroupholdings.com.au/investors/corporate-governance/	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.2	A listed entity should: (a) undertake appropriate checks before appointing a director or senior executive or putting someone forward for election as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.4	The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable

⁴ Tick the box in this column only if you have followed the relevant recommendation **in full** for the **whole** of the period above. Where the recommendation has a disclosure obligation attached, you must insert the location where that disclosure has been made, where indicated by the line with “*insert location*” underneath. If the disclosure in question has been made in your corporate governance statement, you need only insert “our corporate governance statement”. If the disclosure has been made in your annual report, you should insert the page number(s) of your annual report (eg “pages 10-12 of our annual report”). If the disclosure has been made on your website, you should insert the URL of the web page where the disclosure has been made or can be accessed (eg “www.entityname.com.au/corporate governance/charters/”).

⁵ If you have followed all of the Council's recommendations **in full** for the **whole** of the period above, you can, if you wish, delete this column from the form and re-format it.

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
1.5	<p>A listed entity should:</p> <ul style="list-style-type: none"> (a) have and disclose a diversity policy; (b) through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and (c) disclose in relation to each reporting period: <ul style="list-style-type: none"> (1) the measurable objectives set for that period to achieve gender diversity; (2) the entity's progress towards achieving those objectives; and (3) either: <ul style="list-style-type: none"> (A) the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes); or (B) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act. <p>If the entity was in the S&P / ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.</p>	<input checked="" type="checkbox"/> <p>and we have disclosed a copy of our diversity policy at: https://www.eurekagroupholdings.com.au/investors/corporate-governance/</p>	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
1.6	<p>A listed entity should:</p> <ul style="list-style-type: none"> (a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and (b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period. 	<input checked="" type="checkbox"/> <p>and we have disclosed the evaluation process referred to in paragraph (a) in our Corporate Governance Statement</p> <p>and whether a performance evaluation was undertaken for the reporting period in accordance with that process in our Corporate Governance Statement</p>	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
1.7	<p>A listed entity should:</p> <p>(a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and</p> <p>(b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.</p>	<p><input checked="" type="checkbox"/> and we have disclosed the evaluation process referred to in paragraph (a) in our Corporate Governance Statement</p> <p>and whether a performance evaluation was undertaken for the reporting period in accordance with that process in our Corporate Governance Statement</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement OR</p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 2 - STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE			
2.1	<p>The board of a listed entity should:</p> <p>(a) have a nomination committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.</p>	<p><input checked="" type="checkbox"/> [If the entity complies with paragraph (a):]</p> <p>and we have disclosed a copy of the charter of the committee at: https://www.eurekagroupholdings.com.au/investors/corporate-governance/ and the information referred to in paragraphs (4) and (5) are in the Director's Report contained in the 2025 Annual Report located at https://www.eurekagroupholdings.com.au/investors/annual-reports/</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement OR</p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills that the board currently has or is looking to achieve in its membership.	<p><input checked="" type="checkbox"/> and we have disclosed our board skills matrix in our Corporate Governance Statement</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement OR</p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
2.3	<p>A listed entity should disclose:</p> <p>(a) the names of the directors considered by the board to be independent directors;</p> <p>(b) if a director has an interest, position, affiliation or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position or relationship in question and an explanation of why the board is of that opinion; and</p> <p>(c) the length of service of each director.</p>	<p><input checked="" type="checkbox"/> and we have disclosed the names of the directors considered by the board to be independent directors, the information referred to in paragraph (b) and the length of service of each director in our Corporate Governance Statement</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
2.4	A majority of the board of a listed entity should be independent directors.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	<input type="checkbox"/>	<input checked="" type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
2.6	A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
PRINCIPLE 3 – INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY			
3.1	A listed entity should articulate and disclose its values.	<input checked="" type="checkbox"/> and we have disclosed our values in our Corporate Governance Statement	<input type="checkbox"/> set out in our Corporate Governance Statement
3.2	A listed entity should: (a) have and disclose a code of conduct for its directors, senior executives and employees; and (b) ensure that the board or a committee of the board is informed of any material breaches of that code.	<input checked="" type="checkbox"/> and we have disclosed our code of conduct at: https://www.eurekagroupholdings.com.au/investors/corporate-governance/	<input type="checkbox"/> set out in our Corporate Governance Statement
3.3	A listed entity should: (a) have and disclose a whistleblower policy; and (b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.	<input checked="" type="checkbox"/> and we have disclosed our whistleblower policy at: https://www.eurekagroupholdings.com.au/investors/corporate-governance/	<input type="checkbox"/> set out in our Corporate Governance Statement
3.4	A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the board or committee of the board is informed of any material breaches of that policy.	<input checked="" type="checkbox"/> and we have disclosed our anti-bribery and corruption policy at: https://www.eurekagroupholdings.com.au/investors/corporate-governance/	<input type="checkbox"/> set out in our Corporate Governance Statement

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 4 – SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS			
4.1	<p>The board of a listed entity should:</p> <p>(a) have an audit committee which:</p> <p>(1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, who is not the chair of the board,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the relevant qualifications and experience of the members of the committee; and</p> <p>(5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.</p>	<p><input checked="" type="checkbox"/> we have disclosed a copy of the charter of the committee at: https://www.eurekagroupholdings.com.au/investors/corporate-governance/ and the information referred to in paragraphs (4) and (5) are in the Director's Report contained in the 2025 Annual Report located at https://www.eurekagroupholdings.com.au/investors/annual-reports/</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>
4.2	The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
4.3	A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE			
5.1	A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
5.3	A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
PRINCIPLE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS			
6.1	A listed entity should provide information about itself and its governance to investors via its website.	<input checked="" type="checkbox"/> and we have disclosed information about us and our governance on our website at: https://www.eurekagroupholdings.com.au/ and https://www.eurekagroupholdings.com.au/investors/corporate-governance/	<input type="checkbox"/> set out in our Corporate Governance Statement
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	<input checked="" type="checkbox"/> and we have disclosed how we facilitate and encourage participation at meetings of security holders in our Corporate Governance Statement	<input type="checkbox"/> set out in our Corporate Governance Statement
6.4	A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement
6.5	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	<input checked="" type="checkbox"/>	<input type="checkbox"/> set out in our Corporate Governance Statement

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 7 – RECOGNISE AND MANAGE RISK			
7.1	<p>The board of a listed entity should:</p> <p>(a) have a committee or committees to oversee risk, each of which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.</p>	<p><input checked="" type="checkbox"/></p> <p><i>[If the entity complies with paragraph (a):]</i></p> <p>and we have disclosed a copy of the charter of the committee at: https://www.eurekagroupholdings.com.au/investors/corporate-governance/ and the information referred to in paragraphs (4) and (5) are in the Director's Report contained in the 2025 Annual Report located at https://www.eurekagroupholdings.com.au/investors/annual-reports/</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>
7.2	<p>The board or a committee of the board should:</p> <p>(a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and</p> <p>(b) disclose, in relation to each reporting period, whether such a review has taken place.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed whether a review of the entity's risk management framework was undertaken during the reporting period in our Corporate Governance Statement</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>
7.3	<p>A listed entity should disclose:</p> <p>(a) if it has an internal audit function, how the function is structured and what role it performs; or</p> <p>(b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.</p>	<p><input checked="" type="checkbox"/></p> <p><i>[If the entity complies with paragraph (b):]</i></p> <p>and we have disclosed the fact that we do not have an internal audit function and the processes we employ for evaluating and continually improving the effectiveness of our risk management and internal control processes in our Corporate Governance Statement</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement</p>

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
7.4	A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.	<input checked="" type="checkbox"/> and we have disclosed whether we have any material exposure to environmental and social risks in our Corporate Governance Statement	<input type="checkbox"/> set out in our Corporate Governance Statement

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY			
8.1	<p>The board of a listed entity should:</p> <p>(a) have a remuneration committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director, and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.</p>	<p><input checked="" type="checkbox"/> <i>[If the entity complies with paragraph (a):]</i></p> <p>and we have disclosed a copy of the charter of the committee at: https://www.eurekagroupholdings.com.au/investors/corporate-governance/</p> <p>and the information referred to in paragraphs (4) and (5) are in the Director's Report contained in the 2025 Annual Report located at https://www.eurekagroupholdings.com.au/investors/annual-reports/</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement OR</p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
8.2	A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed separately our remuneration policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives in the Remuneration Report contained in the 2025 Annual Report located at https://www.eurekagroupholdings.com.au/investors/annual-reports/</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement OR</p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>
8.3	<p>A listed entity which has an equity-based remuneration scheme should:</p> <p>(a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and</p> <p>(b) disclose that policy or a summary of it.</p>	<p><input checked="" type="checkbox"/></p> <p>and we have disclosed our policy on this issue or a summary of it included in our Corporate Governance Statement</p>	<p><input type="checkbox"/> set out in our Corporate Governance Statement OR</p> <p><input type="checkbox"/> we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable OR</p> <p><input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable</p>

Key to Disclosures Corporate Governance Council Principles and Recommendations

Corporate Governance Council recommendation		Where a box below is ticked, ⁴ we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are: ⁵
ADDITIONAL RECOMMENDATIONS THAT APPLY ONLY IN CERTAIN CASES			
9.1	A listed entity with a director who does not speak the language in which board or security holder meetings are held or key corporate documents are written should disclose the processes it has in place to ensure the director understands and can contribute to the discussions at those meetings and understands and can discharge their obligations in relation to those documents.	N/A	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we do not have a director in this position and this recommendation is therefore not applicable OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
9.2	A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.	N/A	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are established in Australia and this recommendation is therefore not applicable OR <input type="checkbox"/> we are an externally managed entity and this recommendation is therefore not applicable
9.3	A listed entity established outside Australia, and an externally managed listed entity that has an AGM, should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.	N/A	<input type="checkbox"/> set out in our Corporate Governance Statement OR <input type="checkbox"/> we are established in Australia and not an externally managed listed entity and this recommendation is therefore not applicable <input type="checkbox"/> we are an externally managed entity that does not hold an AGM and this recommendation is therefore not applicable
ADDITIONAL DISCLOSURES APPLICABLE TO EXTERNALLY MANAGED LISTED ENTITIES			
-	<i>Alternative to Recommendation 1.1 for externally managed listed entities:</i> The responsible entity of an externally managed listed entity should disclose: (a) the arrangements between the responsible entity and the listed entity for managing the affairs of the listed entity; and (b) the role and responsibility of the board of the responsible entity for overseeing those arrangements.	N/A	<input type="checkbox"/> set out in our Corporate Governance Statement
-	<i>Alternative to Recommendations 8.1, 8.2 and 8.3 for externally managed listed entities:</i> An externally managed listed entity should clearly disclose the terms governing the remuneration of the manager.	N/A	<input type="checkbox"/> set out in our Corporate Governance Statement