

CORPORATE GOVERNANCE STATEMENT

Oceania Healthcare Limited (“**Oceania**”) is committed to maintaining the highest standards of governance by implementing best practice structures and policies. This Corporate Governance Statement sets out the corporate governance policies, practices and processes adopted or followed by Oceania (including the guiding principles, authority, responsibilities, membership and operation of the Board of Directors of Oceania) as at 31 March 2025 and has been approved by the Board.

The best practice principles (and underlying recommendations) which Oceania has had regard to in determining its governance approach are the principles set out in the January 2025 edition of the NZX Corporate Governance Code (“**NZX Code**”). Oceania considers that it has followed the recommendations in the NZX Code in all respects during FY2025.

Although the ASX Corporate Governance Council’s Corporate Governance Principles and Recommendations (“**ASX Principles**”) do not apply to Oceania (as it is a Foreign Exempt Entity), the ASX Principles also continue to inform Oceania’s approach to governance.

The NZX Listing Rules require Oceania to report against the NZX Code. This Corporate Governance Statement follows the structure of the NZX Code.

Oceania’s constitution, the Board and Board committee charters, and codes and policies referred to in this document are available to view on the governance section of Oceania’s website - oceaniahealthcare.co.nz/governance (“**Website**”).

PRINCIPLE 1 – CODE OF ETHICAL BEHAVIOUR

Directors should set high standards of ethical behaviour, model this behaviour and hold management accountable for these standards being followed throughout the organisation.

Oceania expects its Directors, senior managers and employees to maintain the highest standards of honesty, integrity and ethical conduct in day to day behaviour and decision making.

The Board has adopted a Code of Values and Conduct, a Whistleblowing Policy, a Fraud Policy, a Privacy Policy and a Trading in Company Securities Policy, all of which are available on the Website.

Code of Values and Conduct and Related Policies

Recommendation 1.1: *The Board should document minimum standards of ethical behaviour to which the issuer’s Directors and employees are expected to adhere (a code of ethics) and comply with the other requirements of Recommendation 1.1 of the NZX Code.*

The Code of Values and Conduct applies to all of Oceania’s Directors, employees, contractors and consultants and outlines Oceania’s expectations about behaviour (including the specific expectations prescribed in the NZX Code), as well as the procedure for any breach of the NZX Code. Every new Director, employee, contractor and consultant is required to read and understand the Code of Values and Conduct as part of the induction process and acknowledge that they have done so.

Oceania has a policy of not making any political donations.



Trading in Company Securities Policy

Recommendation 1.2: *An issuer should have a financial product dealing policy which applies to employees and Directors.*

The Trading in Company Securities Policy sets out Oceania's requirements for all Directors and employees in relation to trading Oceania's shares. The policy incorporates trading restraints. Directors and senior managers may only trade in Oceania's shares during the 60 days after full year results and half year results are released to NZX and ASX. Directors and senior managers may not trade in shares during any other period unless the Board provides a specific exemption. The policy also provides that no Directors or employees can trade shares if they are in possession of price sensitive information that is not publicly available.

The communication to staff of the commencement and conclusion of the blackout periods also provides a further reminder of the policy.

Directors and employees of Oceania are not required to hold shares or other securities in Oceania however, as at 31 March 2025, all Directors held shares in Oceania, the details of which are set out in the Annual Report.

PRINCIPLE 2 – BOARD COMPOSITION AND PERFORMANCE

To ensure an effective Board, there should be a balance of independence, skills, knowledge, experience and perspectives.

The Board is comprised of six Directors with a mix of qualifications, skills and experience appropriate to Oceania's business. The Chair of the Board is elected by the Board each year. The Board schedules a minimum of nine meetings in each financial year.

Members of the Board have a diverse range of relevant skills including corporate governance, finance, capital structure/management, risk management, property development, climate, health and safety and clinical expertise.

Oceania publishes a skills matrix on the Website, which illustrates the relevant skills held by each member of the Board.

Board Charter

Recommendation 2.1: *The Board of an issuer should operate under a written charter which sets out the roles and responsibilities of the Board. The Board Charter should clearly distinguish and disclose the respective roles and responsibilities of the Board and management.*

The Board has adopted a formal Board Charter which sets out the respective roles, responsibilities, composition and structure of the Board and senior management, and this is available on the Website. The Board is responsible for the strategic direction of Oceania and for supervising the management of the business for the benefit of its shareholders. Responsibility for the day to day management of Oceania has been delegated to the Chief Executive Officer and the Executive Team. The Chief Legal and Risk Officer provides company secretarial services to the Board. The Chief Legal and Risk Officer is accountable to the Board through the Chair.

Nomination and Appointment of Directors

Recommendations 2.2 and 2.3: *Every issuer should have a procedure for the nomination and appointment of Directors to the Board. An issuer should enter into written agreements with each newly appointed Director establishing the terms of their appointment.*



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The Board is responsible for succession planning. The procedure for the nomination and appointment of Directors is included in the Board Charter. When considering the appointment of a new Director, the Board will consider the skills of the existing Board and any gaps and the Board will undertake appropriate checks as to the candidate's character and experience. Where Oceania determines that a person is an appropriate candidate, shareholders are notified of that and are provided with all material information in Oceania's possession that is relevant to their decision on whether or not to elect or re-elect a Director. All new Directors enter into a written agreement with Oceania setting out the terms of their appointment.

Director Particulars

Recommendation 2.4: Every issuer should disclose information about each Director in its Annual Report or on its website, including a profile of experience, length of service, ownership interests, Director attendance at Board meetings and the Board's assessment of each Director's independence.

A biography of each Director, including their profile of experience and their length of service, is available on the Website in accordance with this recommendation. Details of each Director's independence and ownership interests are included in the most recent Annual Report, which is available on the Website.

Attendance at Board and Committee Meetings for the year ended 31 March 2025:

	Board	Audit	P&C	Clinical & H&S	Development	Sustainability	Risk
Elizabeth Coutts	9	7	7	4	3	3	3
Alan Isaac	9	7	7				3
Dame Kerry Prendergast	9			4			3
Sally Evans	9		2	4		3	
Greg Tomlinson	9				3		
Rob Hamilton	9	7	5			3	
Peter Dufaur ¹	6	3			2		1
Total Meetings Held	9	7	7	4	3	3	3

¹ Retired 30 September 2024.

Directors are invited to attend Committee meetings for Committees that they are not members of, and frequently do so.

Diversity

Recommendation 2.5: An issuer should have a written Diversity Policy which includes requirements for the Board or a relevant committee of the Board to set measurable objectives for achieving diversity (which, at a minimum, should address gender diversity) and to assess annually both the objectives and the entity's progress in achieving them. The issuer should disclose its diversity policy or a summary of it.

Oceania has a Diversity and Inclusion Policy which aims to ensure that Oceania has a focus on diversity and inclusion throughout the organisation. This recognises that a diverse work force

(including at Board and management levels) contributes to business growth and performance, helping to drive an inclusive, high performance environment and better serve a diverse resident and stakeholder base.

The Diversity and Inclusion Policy establishes the following measurable objectives for achieving diversity:

- Facilitating and promoting equal employment opportunities at all levels including assessment of diversity of skills, experience, values, culture, gender and sexual orientation wherever possible from the available candidates.
- Promoting a merit based inclusive environment in which employees have the opportunity to develop and perform to their full potential in alignment with Oceania's commitment to the ongoing training and wellbeing of its employees.
- Ensuring employees are treated fairly, evaluated objectively and promoted on the basis of their performance.

The Diversity and Inclusion Policy also sets out requirements for the Board to annually assess its progress in achieving the objectives and the objectives themselves. The Diversity and Inclusion Policy is available on the Website. Details of the gender breakdown of the Directors, officers and employees is set out in the most recent Annual Report, which is available on the Website.

Director Training

Recommendation 2.6: *Directors should undertake appropriate training to remain current on how to best perform their duties as Directors of an issuer.*

The Board ensures that there is appropriate training for all Directors enabling them to remain current on how to best discharge their responsibilities and keep abreast of changes and trends in economic, political, social, environmental, financial and legal climates and governance practices. The Board also ensures that new Directors are appropriately introduced to management and the business, that all Directors are acquainted with relevant industry knowledge and receive copies of all appropriate company documents to enable them to perform their role.

Evaluation of Performance of Directors

Recommendation 2.7: *The Board should have a procedure to regularly assess Director, Board and committee performance.*

The Chair of the Board leads an annual performance review and evaluation of the Board as a whole, and of the Board committees, against the Board Charter including seeking Directors' views relating to Board and Board committee process, efficiency and effectiveness, for discussion by the full Board. The Chair of the Board also engages with individual Directors to evaluate and discuss performance and professional development.

Director Independence

Recommendations 2.8, 2.9 and 2.10: *A majority of the Board should be Independent Directors. An issuer should have an Independent Chair of the Board. The Chair and the CEO should be different people.*

The Board currently comprises six Directors. All of the Directors are non-executive Directors. The Board has considered which of the Directors are Independent Directors for the purposes of the NZX Listing Rules and has determined that, as at 31 March 2025, all six Directors are Independent Directors, including the Chair and the Chair of the Audit Committee.

The Board Charter requires the Board Chair to be an independent Director, and not be the same person as the Chief Executive Officer or the Chair of the Audit Committee. The Chair and the



CEO are different people.

PRINCIPLE 3 – BOARD COMMITTEES

The Board should use committees where this will enhance its effectiveness in key areas, while still retaining Board responsibility.

The Board has six standing committees to assist in the execution of the Board's duties, being the Audit Committee, the People and Culture Committee, the Clinical and Health and Safety Committee, the Development Committee, the Risk Committee and the Sustainability Committee.

Recommendation 3.5: *An issuer should consider whether it is appropriate to have any other board committees as standing board committee. All committees should operate under written charters. An issuer should identify the members of each of its committees, and periodically report member attendance.*

Each committee operates under a charter which is available on the Website. Committee members are appointed from members of the Board and membership is reviewed on an annual basis.

The membership of each committee, and the attendance record at committee meetings, during the year ended 31 March 2025 is recorded in the table of attendance in Principle 2 above under the heading *Director Particulars*. Any recommendations made by committees are submitted to the full Board as recommendations for Board decision.

Audit Committee

Recommendation 3.1: *An issuer's Audit Committee should operate under a written charter. An Audit Committee should only comprise non-executive Directors of the issuer. One member of the committee should be both independent and have an adequate accounting or financial background. The chair of the Audit Committee should be an Independent Director and not the Chair of the Board.*

As at 31 March 2025, the Audit Committee comprises Alan Isaac (Chair), Elizabeth Coutts and Rob Hamilton, all of whom are Independent Directors. Each of Alan Isaac, Elizabeth Coutts and Rob Hamilton has an adequate accounting or financial background. The Audit Committee met seven times during the year ended 31 March 2025. The Audit Committee assists the Board in providing oversight of all matters relating to financial management and financial risks (including cyber risks) and controls, financial accounting, external audit, insurance, and the external reporting requirements (including climate related disclosures) of Oceania and its subsidiary companies. The Audit Committee operates under the Audit Committee Charter, which is reviewed annually.

Recommendation 3.2: *Employees should only attend Audit Committee meetings at the invitation of the Audit Committee.*

The Chief Executive Officer, Chief Financial Officer, the Chief Legal and Risk Officer, the GM Finance and the Financial Controller attend Audit Committee meetings at the invitation of the Audit Committee. Oceania's external auditor attends all meetings. The Audit Committee also meets and receives regular reports from the external auditor, without management present, concerning any matters that arise in connection with the performance of its role.

People and Culture Committee

Recommendation 3.3: *An issuer should have a remuneration committee which operates under a written charter (unless this is carried out by the whole Board). At least a majority of the remuneration committee should be Independent Directors. Management should only attend remuneration committee meetings at the invitation of the remuneration committee.*



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The functions of a remuneration committee are carried out by Oceania's People and Culture Committee, which comprises Rob Hamilton (Chair), Elizabeth Coutts and Alan Isaac, all of whom are Independent Directors. The People and Culture Committee met seven times during the year ended 31 March 2025. The People and Culture Committee assists the Board in the discharge of its responsibilities and oversight relative to the remuneration and performance of the Chief Executive Officer and the Executive Team, remuneration of Directors and human resources structures, policy, procedures, practices and strategy. The People and Culture Committee operates under the People and Culture Committee Charter, which is reviewed annually.

Management only attend People and Culture Committee meetings at the invitation of the People and Culture Committee.

Nomination Committee

Recommendation 3.4: *An issuer should establish a nomination committee to recommend Director appointments to the Board (unless this is carried out by the whole Board), which should operate under a written charter. At least a majority of the nomination committee should be Independent Directors.*

The Board has decided not to have a separate Nomination Committee as Director appointments are considered by the Board as a whole. The procedure for the nomination and appointment of Directors is included in the Board Charter and summarised in Principle 2 above (under the heading *Nomination and Appointment of Directors*).

Clinical and Health and Safety Committee

Recommendation 3.5: *An issuer should consider whether it is appropriate to have any other Board committees as standing Board committees. All committees should operate under written charters. An issuer should identify the members of each of its committees, and periodically report member attendance.*

The Clinical and Health and Safety Committee comprises Dame Kerry Prendergast (Chair), Elizabeth Coutts and Sally Evans and met four times during the year ended 31 March 2025.

The Clinical and Health and Safety Committee reviews clinical risks, health and safety policy and risks arising from Oceania's physical operations, and any other matters that may affect Oceania's reputation outside of the financial risks that are specifically addressed within the Audit Committee or non financial risks that are specifically addressed by the Risk Committee. The Clinical and Health and Safety Committee operates under the Clinical and Health and Safety Committee Charter, which is reviewed annually.

The Chief Executive Officer, the Chief Legal and Risk Officer, the Chief Property and Operating Officer, the Director of Clinical and Care Services, the Chief Risk and Assurance Officer and the National Health and Safety Manager have standing invitations to attend these meetings.

Development Committee

Recommendation 3.5: *An issuer should consider whether it is appropriate to have any other Board committees as standing Board committees. All committees should operate under written charters. An issuer should identify the members of each of its committees, and periodically report member attendance.*

As at 31 March 2025, the Development Committee comprises Gregory Tomlinson (Chair), and Elizabeth Coutts. The Development Committee met three times during the year ended 31 March 2025. Going forward, it is intended that the Development Committee will meet three times during each financial year, in addition to informal meetings to focus on key projects and issues that arise between meetings.

The Development Committee provides advice to the Board on property acquisitions and developments (including planning and development processes), supports management to develop and implement development and construction strategies and maintains risk



management strategies to manage development and construction risks. The Development Committee operates under the Development Committee Charter, which is reviewed annually.

The Chief Executive Officer, the Chief Property and Operating Officer, the Chief Financial Officer and the Chief Legal and Risk Officer have standing invitations to attend these meetings.

Sustainability Committee

Recommendation 3.5: *An issuer should consider whether it is appropriate to have any other Board committees as standing Board committees. All committees should operate under written charters. An issuer should identify the members of each of its committees, and periodically report member attendance.*

As at 31 March 2025, the Sustainability Committee comprises Sally Evans (Chair), Elizabeth Coutts and Rob Hamilton. The Sustainability Committee met three times during the year ended 31 March 2025. Going forward, it is expected that the Sustainability Committee will meet four times in each financial year.

The Sustainability Committee assists the Board in providing leadership and policy for sustainability initiatives, supports sustainability initiatives across Oceania, reviews materiality issues and measurement of metrics on a regular basis, reviews progress towards achieving sustainability targets, oversees the implementation of Oceania's sustainability strategy and reviews progress towards identifying and addressing climate-related issues. The Sustainability Committee operates under the Sustainability Committee Charter, which is reviewed annually.

The Chief Executive Officer, the Chief Financial Officer, the Chief Legal and Risk Officer, the Chief Property and Operating Officer and the Head of Sustainability and Corporate Responsibility have standing invitations to attend these meetings.

Risk Committee

Recommendation 3.5: *An issuer should consider whether it is appropriate to have any other Board committees as standing Board committees. All committees should operate under written charters. An issuer should identify the members of each of its committees, and periodically report member attendance.*

As at 31 March 2025, the Risk Committee comprises Alan Isaac (Chair), Elizabeth Coutts and Dame Kerry Prendergast. The Risk Committee met three times during the year ended 31 March 2025. Going forward it is expected that the Risk Committee will meet twice in each financial year.

The Risk Committee assists the Board in providing governance of risk at an enterprise level (including in relation to climate risk) and oversight of Oceania's risk management policy and framework. The Risk Committee considers Oceania's top risk and mitigation plans and has regular oversight of risk culture, complaints, business continuity and internal assurance. The Risk Committee operates under the Risk Committee Charter, which is reviewed every two years.

The Chief Executive Officer, the Chief Legal and Risk Officer, the Chief Financial Officer and the Chief Risk and Assurance Officer have standing invitations to attend these meetings.

Takeover Protocols

Recommendation 3.6: *The Board should establish appropriate protocols that set out the procedure to be followed if there is a 'control transaction' for the issuer and comply with the other requirements of Recommendation 3.6 of the NZX Code.*

Oceania has a Takeover Response Policy that sets out the key procedures to be followed if a takeover offer is made or a scheme of arrangement is proposed. The policy includes the option



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of establishing an independent takeover committee and covers all of the matters in Recommendation 3.6 of the NZX Code.

PRINCIPLE 4: REPORTING AND DISCLOSURE

The Board should demand integrity in financial and non-financial reporting, and in the timeliness and balance of corporate disclosures.

The Board is committed to providing timely, orderly, consistent, accurate and credible information to the market to promote investor confidence.

Continuous Disclosure

Recommendation 4.1: *An issuer's Board should have a written Continuous Disclosure Policy.*

Information received by Oceania is considered in the context of Oceania's obligations as a listed company with regard to continuous disclosure of material information. Oceania has established a Continuous Disclosure Policy to ensure compliance with the continuous disclosure requirements of the NZX Listing Rules and the ASX Listing Rules. The Continuous Disclosure Policy is available on the Website. In addition, at each Board meeting (or otherwise as required), the Board considers whether there is material information that is required to be disclosed to the market.

Charters and Policies

Recommendation 4.2: *An issuer should make its code of ethics, Board and committee charters and the policies recommended in the NZX Code, together with any other key governance documents, available on its website.*

Information about Oceania's corporate governance framework (including the Code of Values and Conduct, Board and Board committee charters, and other key governance codes and policies) are available to view on the Website.

Financial Reporting

Recommendation 4.3: *Financial reporting should be balanced, clear and objective.*

The Audit Committee oversees the quality and integrity of external financial reporting including the accuracy, completeness and timeliness of financial statements, and ensuring that financial reporting is balanced, clear and objective. It reviews annual and half year financial statements and makes recommendations to the Board concerning the application of accounting policies and practice, areas of judgement, compliance with accounting standards, stock exchange and legal requirements, and the results of the external audit.

Management accountability for Oceania's financial reporting is reinforced by the written certification from the Chief Executive Officer and Chief Financial Officer that, in their opinion, financial records 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 Oceania. Such representations are given on the basis of a sound system of risk management and internal control which is operating effectively in all material respects in relation to financial reporting risk.

Non-Financial Reporting

Recommendation 4.4: *An issuer should provide non-financial disclosure at least annually, including considering environmental, social sustainability and governance factors and practices. It should explain how operational or non-financial targets are measured. Non-financial reporting should be informative, include forward looking assessments, and align with key strategies and metrics monitored by the Board.*



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Oceania provides non-financial disclosure on matters including operational, environmental and clinical performance, risk management, health and safety and diversity in its Annual Report. Oceania recognises that creating a sustainable future is paramount to the business and its stakeholders, as Oceania’s performance extends beyond financial results and includes social and environmental performance and the impact that the business has on our people and our planet.

In the year ended 31 March 2025, Oceania progressed the implementation of its Sustainability Framework, which aligns its sustainability goals with its four business strategic pillars. Oceania has redefined its value creation model, which now details how capitals are used to create value over the short, medium and long term. The Board Sustainability Committee oversees the Sustainability Framework and the management Sustainability Steering Group leads on the delivery of Oceania’s Sustainability Framework and agenda. Oceania reports against these sustainability goals as part of its non-financial reporting. Oceania has progressed with the implementation of its Climate Related Disclosures roadmap in preparation for the External Reporting Board’s mandatory reporting requirements required by the Financial Sector (Climate-related Disclosures and Other Matters) Amendment Act 2021.

PRINCIPLE 5 – REMUNERATION

The remuneration of Directors and executives should be transparent, fair and reasonable.

Oceania is committed to providing a remuneration framework that promotes a high performance culture and aligns rewards to the creation of sustainable value for shareholders.

Directors’ Remuneration

Recommendation 5.1: *An Issuer should have a remuneration policy for the remuneration of directors. An issuer should recommend Director remuneration to shareholders for approval in a transparent manner. Actual Director remuneration should be clearly disclosed in the issuer’s Annual Report.*

Directors’ remuneration is paid in the form of fees. A higher level of fees is paid to the Chair to reflect the additional time and responsibilities that this position involves. Additional fees are payable in respect of work carried out by the Chairs of the Audit Committee, People and Culture Committee, the Clinical and Health and Safety Committee, the Development Committee, the Sustainability Committee and the Risk Committee.

Total remuneration for non-executive Directors is subject to an aggregate fee pool limit. As at 31 March 2025, the maximum fee pool for non-executive Directors was \$896,000 (plus GST, if any) per annum. The pool was last fixed at the Annual Shareholders Meeting on 23 June 2022. This maximum fee pool comprises total annual fees payable to non-executive Directors of \$871,000 (plus GST, if any) as well as headroom of \$25,000 in order to allow for the Board to approve payments to non-executive Directors for assuming additional responsibilities above and beyond the normal duties of either the Board or a Committee.

In the year ended 31 March 2025, the amount paid to non-executive Directors was \$833,000. No payments were made to non-executive Directors for assuming additional responsibilities above and beyond the normal duties of the Board or a Committee for significant strategic work or projects.

Approved Director Remuneration as at 31 March 2025:

	Position	Fees (per annum)
Board of Directors	Chair of Board	\$200,000
	Member	\$100,000
Audit Committee	Chair	\$20,000
Clinical and Health and Safety Committee	Chair	\$15,000
People and Culture Committee	Chair	\$12,000
Development Committee	Chair	\$12,000



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Risk Committee	Chair	\$12,000
Sustainability Committee	Chair	\$12,000

In addition to the total remuneration and value of other benefits disclosed in the table above, all Directors are entitled to an annual expense allowance of \$2,000 each for communication and personal administration costs and are also entitled to be reimbursed for reasonable travel, accommodation and other expenses incurred by them in connection with their attendance at Board or shareholder meetings, or otherwise in connection with Oceania business.

For more information on Directors' fees paid during the most recent financial year, please refer to the most recent Annual Report, which is available on the Website.

Remuneration Policy

Recommendation 5.2: *An issuer should have a remuneration policy for remuneration of executives, which outlines the relative weightings of remuneration components and relevant performance criteria.*

Oceania has adopted a Remuneration Policy which sets out the remuneration principles that apply to all executives of Oceania to ensure that remuneration practices are fair and appropriate, and that there is a clear link between remuneration and performance. Oceania is committed to applying fair and equitable remuneration and reward practices in the workplace, taking into account internal and external relativity, the commercial environment, the ability to achieve Oceania's business objectives and the creation of shareholder value. Under Oceania's remuneration framework, individual performance and market relativity are key considerations in all remuneration based decisions, balanced by the organisational context. Remuneration for senior managers includes a mix of fixed and variable components and relevant performance criteria (as further summarised below). A copy of the Remuneration Policy is available on the Website.

Senior Manager Remuneration Framework

Oceania's remuneration structure for senior managers, including the Chief Executive Officer, comprises three elements:

- Total fixed remuneration ("TFR");
- Short term incentive ("STI"); and
- Long term incentive ("LTI").

The following summarises each component of executive remuneration:

a. Total Fixed Remuneration

Fixed remuneration includes base salary, the provision of a carpark, a vehicle allowance (in some cases) and Kiwisaver contributions. Each senior manager's fixed remuneration is set based on the individual's position, market relativity, and the individual's qualifications and experience. TFR is reviewed annually.

b. Short Term Incentive

The STI for most executives is an annual cash payment which is dependent on the achievement of a combination of Oceania and individual performance measures.

The performance measures are set by reference to the senior manager's responsibility and particular projects relevant to that senior manager and the business or function for which they are responsible. The purpose of the STI is to reward executives for meeting measurable objectives linked to a financial year.

The table below sets out the key terms for the STI plan granted to senior managers during the year ended 31 March 2025.

Feature	Approach
Purpose	Align individual performance with Oceania objectives Provide individuals with a competitive market position for total reward (i.e., variable and fixed pay components)
Eligibility	Those considered for participation in the STI programme must be able to impact the performance of their work area or function and also contribute to Oceania's overall performance.
Instrument	CEO, Chief Financial Officer and Chief Property and Operating Officer: Cash payment and deferred share rights The STI Outcome has both a cash and deferred component with 80% of the STI Outcome paid in cash and 20% deferred in the form of Restricted Share Rights, which provides participants the opportunity to acquire fully paid ordinary shares. Restricted Share Rights vest with reference to the STI Payment Date (Grant Date): <ul style="list-style-type: none"> • One third of the Restricted Share Rights will vest on the date which is 12 months from the Grant Date; • One third of the Restricted Share Rights will vest on the date which is 24 months from the Grant Date; • One third of the Restricted Share Rights will vest on the date which is 36 months from the Grant Date. All other executives except CEO, CFO and Chief Property and Operating Officer: Cash payment
Entry Hurdles (both of which must be met)	<ol style="list-style-type: none"> 1. Health and Safety improvements 2. GHG emission reduction targets
Performance Targets (each of which has a 50% weighting and a minimum threshold, plus the ability to achieve a stretch outcome of up to 150% of target)	<ol style="list-style-type: none"> 1. Underlying EBITDA growth 2. Net Debt reduction

c. Long Term Incentive

Oceania currently has a share option plan as its LTI for the executive team ("Option Plan"). The Option Plan was established to:

- a) Reward and retain key employees
- b) Drive longer term performance and alignment of incentives of participants with the interests of Oceania's shareholders; and
- c) Encourage longer term decision making by participants.

The table below sets out the key terms for the grants made under the Option Plan during the year ended 31 March 2025:

Feature	Approach
Eligibility	The Board determines whether an Option Plan will operate and the extent (if any) to which each executive is invited to participate in an Option Plan each year.



Instrument	<p>Participants in the Option Plan are granted options to acquire ordinary shares from time to time. These options are exercisable by participants subject to those participants' continued employment by Oceania, during specified exercise periods for a set exercise price.</p> <p>On exercise of the share options, Oceania will facilitate a cashless (net settled) exercise by issuing such number of shares as is equal to the difference between the then current market value and the exercise price of between \$0.76 and \$0.82 (less an adjustment for tax paid on the holder's behalf for the benefit received), multiplied by the number of share options being exercised, divided by the then current market value of Oceania's shares.</p>
Vesting period	Approximately three years, being the date on which the relevant share option is granted until 10 business days after announcement of the Company's final results three years later (or such other date as determined by the Board).
Exercise period	Participants have 90 days from the date the share options vest to exercise the share options
Dividends and voting rights	Share options do not have voting rights or entitlement to dividends.
Cessation of employment	<ul style="list-style-type: none"> - If a participant ceases to be employed due to an "involuntary event" (such as death, redundancy or total permanent illness or injury), the Board may, in its absolute discretion determine whether the participant's share options may be retained by the participant as if he or she remained employed by Oceania, or whether the vesting of such share options may be accelerated. Any share options that are not retained or vested will lapse. - If a participant ceases to be employed for any other reason, all of the participant's share options will lapse.

In addition to the Option Plan noted directly above, Oceania previously had a performance share rights plan as an LTI for the executive team. The Share Rights in the 2022 scheme (vesting date March 2025) were subject to one performance hurdle. The portion of Share Rights satisfying the performance hurdle was determined on a straight line basis, from 0% where the Total Shareholder Return (TSR) from the commencement date to the measurement date was equal to or less than the 25th percentile of the NZX50 Group, up to 100% where the TSR was equal to or greater than the 75th percentile of the NZX50 Group.

The performance hurdles for these Share Rights were not met on the measurement date and all remaining share rights lapsed

Senior Leaders LTI Scheme

Certain senior leaders have been invited to participate in a Senior Leaders LTI Scheme that has been approved by the Board. The purpose of the Senior Leaders LTI scheme is to provide an incentive to emerging leaders, retain key talent and align the interests of emerging leaders, the Executive Team and shareholders through the successful execution of Oceania's strategy. The Senior Leaders LTI scheme takes the form of a Share Option Plan. Senior leaders are offered an incentive of a specified number of share options that vest if the share price hurdle is met and the senior leader remains employed by Oceania at the time of vesting.



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CEO's Remuneration

Recommendation 5.3: *An issuer should disclose the remuneration arrangements in place for the CEO in its Annual Report. This should include disclosure of the base salary, short term incentives and long term incentives and the performance criteria used to determine performance based payments.*

Details of the remuneration arrangements for the CEO are set out in the most recent Annual Report, which is available on the Website.

PRINCIPLE 6 – RISK MANAGEMENT

Directors should have a sound understanding of the material risks faced by the issuer and how to manage them. The Board should regularly verify that the issuer has appropriate processes that identify and manage potential and material risks.

Risk Management

Recommendation 6.1: *An issuer should have a risk management framework for its business and the issuer's Board should receive and review regular reports. An issuer should report the material risks facing the business and how these are being managed.*

Oceania has maintained an enterprise-wide risk management policy, supported by regular executive and board reporting on risk management, since 2016. Recognising the increasingly complex environment in which Oceania operates, the company is underway with further uplift and maturation of its risk management framework.

This includes the establishment of a separate Risk Committee, which will meet two times per year, and has responsibility for the monitoring and oversight of effective risk management at Oceania, including the company's most significant and strategic risks. The Board has overall responsibility for determining the nature and extent of material risks it is willing to take to achieve its strategic objectives.

Oceania also engages an external service provider for independent evaluation of selected internal controls and risk mitigations, as well as recommending continuous improvement and uplift to the control environment. The findings from internal audit are provided to the Risk Committee for oversight.

As at 31 March 2025, the key risks for Oceania included:

- **Financial Resilience:** This risk refers to external macroeconomic factors (such as equity and property markets), financial resilience (including financing, liquidity and debt strategy), and critical strategic drivers of financial and market performance (including the development and sales pipelines).
- **People & Culture:** The risk that Oceania is not able to meet strategic objectives (including standards of resident care and experience) because it does not have the right capacity, capability, engagement, or culture.
- **Climate:** This represents the risks that Oceania faces from significant physical climate hazards as well as transition risks which may impact our ability to move to, and thrive in, a low carbon economy.
- **Cyber, Data & Privacy:** The risk of harm to Oceania's reputation, residents or staff, caused by a significant or prolonged cyber-attack, data or reportable privacy breach, resulting in significant external scrutiny and/or cost to Oceania.
- **Clinical and Care:** The risk of a significant or systemic breach of clinical care obligations, or a significant/systemic failing of clinical care processes, resulting in an adverse outcome for residents.



- **ESG & Corporate Responsibility:** The risk that Oceania does not meet its ESG or corporate responsibilities, impairing its “social licence” to operate.
- **Health & Safety:** The risk or potential for harm to employees, residents, contractors, or visitors because of business activities.
- **Resident Experience:** This encompasses both risk of a significant or systemic failing in resident experience, as well as failure to deliver on brand and experience commitments and meet resident expectations and needs.
- **Regulatory Reforms:** The risk that regulatory reforms require a change in business model.
- **Business Continuity:** The risk to operations arising from business disruption, including pandemic, other health-related disruptions, or physical/natural events.
- **Compliance:** The risk of systemic or significant non-compliance with regulatory or legal requirements.

These risks are managed in a number of ways. Internal audits are undertaken regularly, with the results reported to the Board. In addition, the various Board Committees discuss the above risks in conjunction with relevant members of the senior management team. The management, monitoring and mitigation of risks are also regularly discussed at construction team and operational team meetings.

Oceania maintains insurance policies that it considers adequate to meet insurable risks.

Health and Safety

Recommendation 6.2: *An issuer should disclose how it manages its health and safety risks and should report on its health and safety risks, performance and management.*

Oceania employs a National Health and Safety Manager and has a Clinical and Health and Safety Committee to assist the Board in meeting its responsibilities under the Health and Safety at Work Act 2015. In particular, the Committee is responsible for ensuring that Health and Safety has appropriate focus within Oceania by regularly engaging in assurance processes around risk assessment and mitigation, safety systems, staff capability, staff competency, safety leadership and business safety culture. Health and Safety is discussed by management at regular Safety Steering Group meetings and Health and Safety is also a standing item for discussion at each monthly Clinical Governance Committee meeting.

Monthly Health and Safety reports are a priority agenda item at all Board meetings and specific reviews are made into health and safety incidents, lost time injury frequency reporting, near miss reporting, health and safety inductions, local site health and safety committee meetings, legislative updates and key Health and Safety initiatives undertaken. Oceania has a health and safety risk matrix to assess the severity and likelihood of identified risks, determine mitigation strategies and determine the level of residual risk. This matrix is reviewed annually by the Board and annual health and safety objectives are set for the business based on the significant risks identified.

PRINCIPLE 7 – AUDITORS

The Board should ensure the quality and independence of the external audit process.

Relationship with Auditor

Recommendations 7.1 and 7.2: *The Board should establish a framework for the issuer’s relationship with its external auditor. This framework should include the procedures prescribed in Recommendation 7.1 of the NZX Code. The external auditor should attend the issuer’s Annual Meeting to answer questions from shareholders in relation to the audit.*

The Audit Committee is responsible for the oversight of Oceania’s external audit arrangements. It is committed to ensuring that Oceania’s external auditor is able to carry out its work



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independently so that financial reporting is highly reliable and credible. Oceania has an External Auditor Independence Policy, which is available on the Website. The External Auditor Independence Policy implements the procedures set out in Recommendation 7.1 of the NZX Code.

The policy sets out the work that the external auditor is required to do and specifies the services that the external auditor is not permitted to do, so that the ability of the auditor to carry out its work is not impaired and could not reasonably be perceived to be impaired. All non-audit work that the external auditor performs must be approved by the Chair of the Audit Committee.

Oceania's external auditor is EY. Representatives of EY (including the lead audit partner) will be invited to attend the Annual Shareholders Meeting to be held in June 2025 and will be available to answer questions about the audit process, Oceania's accounting policies and the independence of the auditor.

The External Auditor Independence Policy provides that the rotation of the Engagement and Quality Review audit partner is required every five years and that those partners are subject to a two year cooling off period following rotation.

The External Auditor Independence Policy also provides that a policy of regular rotation of the audit firm is not mandated. However, the Audit Committee Charter requires that the Audit Committee oversees and monitors the performance of the external auditors. The Audit Committee reviews the performance of the external auditors annually.

Internal Audit Functions

Recommendation 7.3: *Internal audit functions should be disclosed.*

Oceania currently outsources its internal audit function to an accounting firm, which assists in the monitoring of Oceania's internal control systems and risk management. Internal audit operates both with and independently from management and reports its findings to the Audit Committee. The Risk Committee is responsible for internal audit. A three year rolling Internal Audit Plan is maintained and submitted to the Risk Committee for approval.

The Risk Committee reviews the Internal Audit Plan annually and makes recommendations to the Board.

PRINCIPLE 8 – SHAREHOLDER RIGHTS AND RELATIONS

The Board should respect the rights of shareholders and foster constructive relationships with shareholders that encourage them to engage with the issuer.

Information for Shareholders

Recommendation 8.1: *An issuer should have a website where investors and interested stakeholders can access financial and operational information and key corporate governance information about the issuer.*

Oceania is committed to an open and transparent relationship with shareholders. The Board aims to ensure that all shareholders are provided with all information necessary to assess Oceania's direction and performance.

This is done through a range of communication methods including periodic and continuous disclosures to NZX and ASX, half year and annual reports and the Annual Shareholders Meeting. The Website provides financial and operational information, and information about Oceania's Directors and senior managers and copies of its governance documents, for investors and interested stakeholders to access at any time.

Communicating with Shareholders

Recommendation 8.2: *An issuer should allow investors the ability to easily communicate with*

the issuer, including by designing its shareholder meeting arrangements to encourage shareholder participation and by providing the option to receive communications from the issuer electronically.

Shareholders have the option of receiving their communications electronically, including by email or through Oceania's investor centre. The Website also contains a section for electronic shareholder communications and the Board encourages investors to make enquiries if they wish on environmental, social and governance issues. Shareholders are provided with the option of attending Annual Shareholders Meetings in person or virtually.

Shareholder Voting Rights

Recommendation 8.3: *Quoted equity security holders should have the right to vote on major decisions which may change the nature of the issuer in which they are invested.*

The regulatory safeguards built into the NZX Listing Rules, ASX Listing Rules, the Companies Act 1993 and Oceania's Constitution operate to preserve shareholders' entitlement to vote on key decisions impacting Oceania. Voting at shareholder meetings is conducted by poll (for so long as this is required by the NZX Listing Rules) and shareholders are entitled to one vote per share on any such poll (subject to the limited exceptions in Oceania's Constitution). Voting outcomes are announced to the market in accordance with the NZX Listing Rules.

Capital Raisings

Recommendation 8.4: *If seeking additional equity capital, issuers of quoted equity securities should offer further equity securities to existing equity security holders of the same class on a pro rata basis, and on no less favourable terms, before further equity securities are offered to other investors.*

If Oceania seeks additional equity capital, the Board will ensure it considers the interests of existing shareholders and, where it is considered in the best interests of Oceania, will seek to permit shareholders to participate on a pro rata basis.

Notice of Annual Meeting

Recommendation 8.5: *The Board should ensure that the notices of annual or special meetings of quoted equity security holders is posted on the issuer's website as soon as possible and at least 20 working days prior to the meeting.*

Oceania encourages shareholder participation at the Annual Shareholders Meeting, and the Board aims to ensure that all relevant information is provided to shareholders for consideration with sufficient notice in advance of shareholders' meetings (and at least 20 working days prior to Oceania's Annual Shareholders Meeting, including by posting the Notice of Annual Shareholders Meeting on Oceania's website).

PRINCIPLE 9 – STAKEHOLDER INTERESTS

The Board should foster constructive relationships with stakeholders that encourage them to engage with the entity.

The Board carefully considers and respects the interests of Oceania's stakeholders including (in particular) its residents and their families, its staff and the communities in which Oceania operates. This approach continues to foster constructive relationships with Oceania's stakeholders, by considering the outcomes from customer and staff engagement surveys and feedback from other stakeholders.

In relation to its residents, Oceania has a number of residential care and independent living policies that recognise the rights of residents. Oceania also complies with the requirements of the Retirement Villages Code of Practice 2008 which further identifies obligations to residents



and protects residents' rights.

Oceania recognises the value of feedback from stakeholders and understands that not all may feel comfortable voicing their dissatisfaction directly with Oceania. Oceania maintains an independent whistleblower hotline to provide an avenue for staff, residents, their families and other stakeholders to raise concerns or provide feedback (on an anonymous basis if preferred) to an independent provider who will refer the matter to senior management or the Board to investigate as appropriate. Following investigation of the matter, the Board receives a report of each concern raised.

Oceania has a complaints management policy (with retirement village complaints and whistleblower complaints being subject to specific policies). Each complaint is logged in to the complaints system and an assessment of the risk associated with the complaint is made. All complaints received under the policy are investigated by an appropriate staff member depending on the nature and severity of the complaint, and the policy then sets out the process for engaging with and resolving complaints with the complainants. The Clinical and Health and Safety Committee receives a summary of complaints from this system prior to each Board meeting. Staff receive training on the complaint procedure and on complaint resolution as part of their ongoing training programme.

This Corporate Governance Statement was approved by the Board of Oceania on 21 May 2025.