

ASX RELEASE (19 December 2025)

EPSILON HEALTHCARE LIMITED

Reinstatement to Quotation

A Significant Milestone and Platform for Future Growth

Epsilon Healthcare Limited (“Epsilon” or “the Company”) is pleased to announce that the suspension of trading in its securities has been lifted from the commencement of trading on Friday, 19 December 2025, following the Company’s satisfaction of the ASX’s conditions for reinstatement to quotation.

A major milestone following a period of transformation

This reinstatement represents a significant milestone for Epsilon and marks an important turning point in the Company’s journey. Since emerging from Voluntary Administration in June 2024, the Company has undertaken a comprehensive internal review of its operations, corporate actions, financial position, governance arrangements and disclosure practices. This extensive process has strengthened the business and established a solid foundation for the future.

Peter Giannopoulos, CEO & Managing Director, said:

“This outcome stands as a powerful testament to the resilience and shared commitment of our teams who continued to perform with determination in a dynamic environment. It also reflects the trust, collaboration and ongoing support of our stakeholders, whose partnership has been important in helping to navigate challenges and to seize the opportunities.

Looking ahead, we remain firmly focused on executing our 12-month plan with discipline and clarity, while investing in the capabilities, relationships and foundations that will underpin future success. By balancing near term delivery with long term perspective, we are confident in our ability to create sustainable growth and enduring value for shareholders, now and into the future.”

The Board has remained strongly committed to shareholders, the Company and its teams throughout this period. In pursuit of reinstatement, the Board has been prepared to go over and above to support the Company in meeting ASX requirements and restoring confidence in Epsilon’s governance, transparency and operational readiness. As a result, the Board considers the Company to be appropriately positioned to execute a disciplined and sustainable growth strategy upon reinstatement to quotation.

Epsilon remains firmly committed to maintaining high standards of corporate governance, transparent communication with shareholders, and full compliance with its obligations under the ASX Listing Rules and the Corporations Act.

What has been delivered to support reinstatement

Since June 2024, Epsilon's focus has been on stabilising the business, rebuilding stakeholder confidence, and restoring commercial momentum. Key areas of work have included:

- progressing an operational plan aimed at scaling core capabilities across manufacturing, pharmacy and clinical services
- confirming a 12-month execution plan and working capital position consistent with ASX Listing Rule requirements
- strengthening governance and reporting disciplines to support ASX disclosure and compliance expectations

Focus for the next 12 months

Following the challenges associated with voluntary administration, Epsilon has prioritised the stabilisation of its operations, the re-establishment of client trust and the restoration of commercial momentum. Over the next 12 months, the Company will continue to strengthen these foundations to ensure a resilient operating platform capable of supporting expanded service offerings and increased operational throughput.

Looking forward, Epsilon remains focused on:

- developing innovative products and services that meet emerging client, patient and consumer needs
- leveraging its GMP infrastructure, regulatory credentials and manufacturing capabilities to enable scalable growth
- continuing to expand its clinical services offerings through its clinics operations and build out a patient-centric ecosystem also supported by a growing Epsilon Pharmacy subsidiary
- identifying strategic opportunities that diversify revenue streams and enhance operational resilience
- executing a disciplined growth strategy designed to deliver sustained shareholder value

Epsilon's Board and leadership team are united in their focus on building a financially stronger, operationally efficient and strategically diversified organisation that delivers high-quality outcomes across every aspect of the healthcare value chain.

The Board views the reinstatement to quotation as an important step forward for the Company and is looking forward with confidence and optimism to a successful future for Epsilon. A future, underpinned by disciplined execution, sustainable growth and a clear commitment to creating long-term shareholder value.

Historical matters

As previously stated the Board has not forgotten the events of the recent past and to that end, the Company will as appropriate, continue to undertake its professionally guided lookback including the legal, forensic and financial review of the Company's affairs over the period Messrs Xiao (Josh) Cui and Stuart Hamilton Cameron were Directors to ensure that the Shareholder and Company interests are protected, preserved, and subject to advice, appropriately remediated.

Acknowledgement of the team and stakeholders

The Board & leadership of the Company would like to extend sincere gratitude to the many individuals, vendors and valued clients who stood by Epsilon during this very challenging time. To our loyal shareholders, team members, advisers, and industry partners, your belief in Epsilon and your willingness to support the Company through the challenges made the difference. The Board and Company do not take your support for granted.

As the Company moves forward, it does so with a renewed sense of purpose, a clear governance structure, and a commitment to building long-term value. The Board is committed to keeping the market informed regularly and look forward to writing the next chapter of Epsilon, one defined not by the past, but by the strength of recovery and the promise of what is to come.

ENDS

This announcement has been unanimously approved for release by the Board of Directors.

Alan Beasley
Chairman

For further information, please contact:

Peter Giannopoulos
Group Chief Executive Officer & Managing Director
e: corporate@epsilonhealthcare.com.au



Epsilon Healthcare Limited (ASX: EPN) – epsilonhealthcare.com.au

Epsilon Healthcare Limited (**ASX: EPN**) is an Australian based, globally active healthcare organisation. EPN operates a diversified and vertically integrated portfolio of assets, including healthcare and clinics operation, pharmaceutical contract development and manufacture & pharmacy dispensing and information services.

