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Market Announcements Office
ASX Limited

Corporate Governance Statement for 2025

Eagers Automotive Limited (ASX: APE) **attaches** our Corporate Governance Statement for 2025.

This document is given to the ASX under listing rule 4.7.4.

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Corporate Governance Statement

Introduction

This statement summarises our key corporate governance practices for 2025 and was approved by the Board on 23 March 2026.

We followed all recommendations of the ASX Corporate Governance Council throughout 2025 except that our Remuneration & Nomination Committee had only two members for the period following the retirement of Dan Ryan as a Director in May 2025 until Katie McNamara joined the Committee in February 2026 (paragraph (1) of recommendations 2.1 and 8.1).

Principle 1 - Lay solid foundations for management and oversight

Roles of Board and Management

We have a dynamic Board which has developed and implemented policies and practices, over many years, designed to promote a culture of good corporate governance.

The Board's role and responsibilities are detailed in our Board charter, which is available on the Corporate Governance page of our website located at <http://www.eagersautomotive.com.au/shareholders/corporate-governance/>.

The Board has primary responsibility to shareholders for the welfare of the Company by guiding and monitoring its business and affairs. The Board must at all times act honestly, fairly and diligently in accordance with applicable laws and policies. Each Director must act in the best interests of the Company as a whole.

Under the charter, the Board's key responsibilities include to:

- approve the Company's statement of values.
- define the Company's strategic objectives.
- set the risk appetite within which management is expected to operate.
- satisfy itself that an appropriate risk management framework is in place, including effective audit, risk management and compliance systems.
- oversee management's implementation of the Company's strategic objectives and performance generally.
- appoint (and, if appropriate, remove), appraise and determine the remuneration of the Chief Executive Officer.
- oversee the integrity of the Company's accounting and corporate reporting systems.
- approve the Company's financial statements and monitor the financial results.
- approve:
 - the operating budget and major capital expenditure.
 - the acquisition/disposal of significant assets.
 - the payment of any dividends and the issue of securities.
 - the Company's remuneration framework.
- oversee the Company's process for making timely and balanced disclosures.
- delegate powers to the Chief Executive Officer for day-to-day business.

The charter also provides that the Chief Executive Officer is responsible for:

- implementing the strategic objectives and carrying on day-to-day business.
- in consultation with the Board, reviewing the performance and reward framework of other senior management.
- providing the Board with accurate, timely and clear information.

Agreements with Directors and Senior Executives

A written agreement is in place with each Director and senior executive setting out the terms of their appointment, clearly articulating roles and responsibilities and the Company's expectations.

Board Evaluation

Under the Board charter, the Chair is responsible for ensuring that Board meetings are conducted

competently and ethically and that Directors individually and as a group have opportunities to air differences, explore ideas and generate the collective views and wisdom necessary for the proper operation of the Board and Company.

In this context, the Chair undertakes a continuous review of the performance and contribution of individual Directors, whilst the Board, as a whole, conducts an ongoing self-assessment of its collective performance and assessment of its committees and of the Chair.

The Board is also subject to an annual formal review process. This involves feedback from individual Directors and executive KMP on a strictly confidential basis, covering areas such as the role of the Board, Committees and Chair; the Board's Skills Matrix and culture; management's interactions with the Board; and other governance areas.

These processes were followed during the year under review and have assisted the Board's continuing efficient and effective operation.

Executive Evaluation

The Board is responsible for approving and reviewing the remuneration arrangements for the Chief Executive Officer and equity plans for executive key management personnel. The Remuneration & Nomination Committee reviews and makes recommendations to the Board on these matters. These reviews take place at least annually, taking into account relevant factors including market conditions. The Chief Executive Officer reviews the performance of the other executive KMPs on an ongoing basis and, in consultation with the Remuneration & Nomination Committee, ensures the appropriateness of their reward framework. This process was followed during the reporting period.

Company Secretary

The Company Secretary is accountable to the Board, through the Chair, on all matters to do with the proper functioning of the Board. Each Director is able to communicate directly with the Company Secretary and vice versa.

Diversity

We recognise the inherent benefits in having a diverse workforce and value the differences between people and the contribution these differences can make to our business. To achieve optimum diversity in our work force is not only the right thing to do, it also makes good business sense. It provides opportunity to attract and retain the most talented and engaged people whose diversity reflects the communities in which we operate. We believe this helps to encourage greater innovation within our business.

In order to optimise diversity, it is essential that recruitment, selection, training, promotion and career management decisions are based on merit and are non-discriminatory. Our managers are charged with responsibility for ensuring employees are treated fairly and with respect and dignity.

Within our policy of appointing or promoting the best person for the job on a non-discriminatory basis, we endorse the objectives of equal opportunity so that all candidates are given fair consideration.

These principles are reflected in our Diversity Policy which is available on our website.

The Board has set the following measurable objectives for achieving diversity in the composition of our Board, senior executives and workforce generally, and these are assessed annually:

- **Board Composition** – The Board's gender diversity objective is to have at least 30% of its Directors of each gender. This objective was achieved throughout the year under review.
- **Diversity & Inclusion Training** – 'Inclusiveness' is one of the key values of our Company. This recognises the unique contribution that each person brings to our business and the strength and innovation that can come through a diverse and inclusive workforce. To help embed this value across the Group and support our ongoing efforts to strengthen our inclusive leadership

capability, our objective is to develop and deliver diversity and inclusion training for managers across the Group. This training was completed during the year under review, focussing on increasing awareness of unconscious bias and building practical understanding of how diversity contributes to stronger teams, decision-making and performance.

- **Workforce Gender Composition** – While the automotive retail industry is traditionally male dominated, we acknowledge the role we can play, as Australia’s largest automotive retailer, to improve the gender balance of our workforce. Our objective is to recognise and better understand relevant gender issues in our workforce. This helps us to provide a supportive environment for all and minimise barriers to gender equality. Our annual employee engagement survey assists in achieving this objective. It has identified inconsistent practices which can contribute to unequal employee experiences and barriers to equity. This is currently under review, including the potential for development of a leadership resource spanning the full employee lifecycle (recruitment, development and progression) to better support consistent, merit-based and non-discriminatory decision-making, strengthen inclusive leadership behaviours and help foster a diverse and equitable workforce.
- **Cultural Diversity Recognition** - Our objective is to better understand the cultural heritage and diversity of our employees. Understanding the diverse demographic of our workforce helps us to achieve a workforce that is representative of our customers. Our annual employee engagement surveys assist in achieving this objective. These surveys have shown that whilst Australia, New Zealand, the United Kingdom and Asia have been the prominent places of origin of our employees, the cultural diversity of our workforce is incredibly broad, representing at times over 60 places of origin and 50 different languages. The richness of this diversity presents a potential opportunity to improve how we recognise and support diversity in our workforce. In response we are strengthening the visibility and consistency of initiatives that support different communities and increasing organisational awareness of our workforce diversity to reinforce an inclusive culture aligned with the communities in which we operate.

For further information on achieving these objectives please refer to our People Planet and Performance Report which is available on our website.

Our most recent “Gender Equality Indicators” are also available on our website in accordance with the Workplace Gender Equality Act.

Principle 2 – Structure the Board to be effective and add value

Independence

Our Board consists of eight Directors, including seven non-executive Directors. The Chief Financial Officer, Ms Sophie Moore, is the only executive Director.

A majority of the Board is regarded as being independent. Our five independent Directors are Mr Crommelin (Chair), Mr Birrell, Mr Duncan, Mr Blackhall and Ms McNamara.

Mr Crommelin is a Director of Morgans Holdings (Australia) Limited and brings extensive knowledge and expertise to our Board in areas such as corporate finance, risk management and acquisitions. It is considered that the relationship between the Company and Morgans has no material impact on Mr Crommelin’s independence and that his role with Morgans does not interfere with his capacity to bring independent judgement to bear on issues affecting the Company.

Mr Birrell has led a distinguished career in the automotive industry, including 38 years at manufacturer, financier and retail level and 21 years as Executive Chair of Birrell Motors Group. He also brings international experience to the Board, including in areas such as international logistics, shipping and structuring, cross border transactions and supplier negotiations.

Mr Duncan has significant experience in the automotive and investment sectors, including leading the Trivett Automotive Group to become the largest prestige automotive retailer in Australia and as Chair of Cox Automotive Australia Board of Management.

Mr Blackhall adds more than fifty years of automotive industry experience to our Board. He has a strong background in finance, corporate strategy and marketing. He has worked for automotive manufacturers at Managing Director level, as dealer principal and as franchise owner. He is currently Chair of the Australian Automotive Dealer Association, having previously served as their Chief Executive for three years until 2019.

Ms McNamara brings more than 30 years' experience in strategy, marketing and technology across a range of industries and organisations, including Super Retail Group, Fosters, Treasury Wine Estates and McKinsey and Company, with her most recent role being Senior Partner at IBM, leading their Customer Transformation service line across Asia Pacific. Her skills and experiences align with key strategic focus areas of the Company, including digital solutions, improving customer outcomes, optimising costs and driving growth.

In addition to our independent Directors, the Board derives significant benefit from the expertise and experience of Mr Politis and Ms Prater. Mr Politis has vast automotive retail industry experience and is a Director and controlling shareholder of the Company's largest shareholder. Ms Prater is also a substantial shareholder in the Company, with experience in the automotive and investment sectors, including as a Director and in executive roles (both at corporate and operational levels) with Automotive Holdings Group prior to its merger with the Company.

This combination of Directors provides appropriate balance on the Board given the Company's size and operational requirements.

The Board believes that, in all material respects, each of the five independent Directors is free of any interest, position, association or relationship that might influence, or reasonably be perceived to influence, their capacity to bring independent judgement to bear on issues before the Board and act in the best interests of the Company and its shareholders generally.

The Board also believes each Director's length of service on the Board has not impacted their ability to act independently. Importantly, any individual Director's length of service ought to be considered in the context of the tenures of all other independent Directors.

Having considered all transactions between the Company and independent Directors during the year under review, the Board is of the view that no transactions have impacted their ability to act independently. All transactions with Directors were on arm's length terms, as described in Note 32 to the Group's consolidated financial report.

Details of each Director's term in office, qualifications, professional skills, experience, expertise and responsibilities are set out in our Annual Report.

Remuneration & Nomination Committee

Our Remuneration & Nomination Committee during the year under review consisted of Mr Duncan (Committee Chair), Mr Crommelin and Mr Ryan until his retirement from the Board in May 2025. Ms McNamara subsequently joined the Committee in February 2026. Their qualifications, experience and attendance at committee meetings during the year under review are detailed in our Directors' Report.

The Committee Chair may invite any member of management, any auditor or any other person to attend committee meetings. The committee may also meet with any person without management in attendance.

The committee charter can be found on our website and, in accordance with the charter, the committee reviews and makes recommendations to the Board in relation to the following matters:

- remuneration structures and arrangements for Directors and senior management, taking into account market conditions and other relevant matters.
- nomination and appointment of Directors.
- succession planning.

This provides an efficient mechanism for bringing focus and independent judgement in overseeing

these matters, whilst the full Board retains ultimate responsibility for them.

Pursuant to its charter, the committee has regard to sustainability matters (including any climate-related risks and opportunities) concerning its areas of responsibility.

When Board vacancies arise, the committee identifies potential candidates with a view to ensuring an appropriate balance of qualities on the Board so it may continue to discharge its duties and responsibilities effectively for the benefit of all shareholders. These qualities are described in the Skills Matrix referred to below.

Potential Board candidates require a disposition enabling them to offer and resolve differing views and ask discerning questions of management and Directors. They are made aware of the time commitments on Board members and appropriate due diligence checks are undertaken before any new member is appointed. Appointments are made on a non-discriminatory basis.

Skills Matrix

It is important that the Board has a diverse range of skills, knowledge, expertise, experience and other qualities enabling it to appropriately consider the many sustainability-related risks and opportunities faced by the Company from time to time and also to assist with succession planning.

It is also important that Directors individually and collectively are able to effectively challenge management, provide strategic input and discharge their obligations and responsibilities.

In this context, the Board has adopted the following Skills Matrix which it believes is satisfied by current members:

- industry and operational (including automotive retail, finance and insurance, real estate, capital markets, mergers and acquisitions, and digital/technology).
- executive management and public company leadership.
- strategic and commercial acumen (including business management, business development, innovation and risk).
- professional skills (including in relation to accounting, audit, finance, people management and regulatory compliance).
- interpersonal qualities (including integrity, standing in the market, ability to identify and communicate ideas and issues, and the degree to which one's skill set complements the skill sets of other Board members).
- diversity (including by geography).
- independence.

Importantly, these qualities enable the Company to pursue the pillars of our corporate strategy (ie. business optimisation, organic growth, growth by selective acquisition, strategic property ownership, strategic partnership and development of proprietary brands via innovation and complementary services).

To complement the Skills Matrix, Directors are also entitled to obtain independent professional advice to assist in the proper discharge of their duties, at the Company's expense with the Chair's prior approval.

Inductions and Professional Development

New Directors are offered an induction program aimed at broadening their understanding of the Company, as appropriate, including site visits and meeting key management. This allows them to participate fully and effectively in Board decision-making at the earliest opportunity.

The Board, assisted by the Remuneration & Nomination Committee, considers the need for professional development of its Directors each year. Directors are given professional development opportunities to maintain and develop the skills and knowledge needed to perform their roles effectively, and site visits are available to maintain familiarity with our operating environment.

Principle 3 – Instil a culture of acting lawfully, ethically and responsibly

As a company, we have adopted the following values, which express the standards and behaviours we expect of all our team members. They guide our interactions with all stakeholders and provide a platform for bringing together our teams under one banner. They are intended to create a link between our purpose and our strategic goals.

Integrity – Doing what we say we will do

Our reputation is the foundation on which the Company is built. It is shaped by the way each of us behaves and acts every day. Others need to be able to rely on us while we constantly strive to be better than ever before. Regardless of success, we value humility and authenticity as these are necessary for creating high levels of trust and transparency across all parts of our business. Our success is directly linked to us doing what we say we will do and optimising outcomes for all stakeholders.

Inclusiveness – Embracing the value and contribution of all individuals in our team

Respect runs deep in our Company. Everyone matters. No one is more or less important as an individual than anyone else, however we all have different roles to play. Success is never achieved in isolation and we strive to be a connected team, supporting each other and encouraging each individual contribution to group goals. Everyone has safe passage to offer their own view based on their unique experiences and background. We learn together and we succeed as one.

Owner's Mindset – Taking pride in our work and owning our contribution

We are a team focussed on continuous improvement in our behaviour, our skills, our standards and our results. Each individual is empowered to take ownership of their contribution to the team. We support pragmatic thinking, authentic people who respectfully challenge themselves and each other to do better every day.

Agility – Being flexible in our thinking and open to change

We constantly look for new and better ways to optimise outcomes for our stakeholders. We encourage innovative thought to build better processes, enhance efficiencies and improve results. While we strive to grow our Company, we know that size can reduce agility, so we drive nimble action. New ideas and shared learnings are important to help us maintain the speed and agility of a market leader in our ever-changing industry.

Our Code of Conduct, Whistleblower Policy and Anti-Bribery and Corruption Policy are supported by a range of other policies and procedures which govern the conduct of our employees and Directors and are available on our intranet. Further information on our suite of policies can also be found in our People Planet and Performance Report.

Our corporate values and policy framework clearly articulate acceptable business practices. They help to foster a culture of compliance and maintain investor and employee confidence in the integrity of the Company. They express our commitment to a culture of honesty and integrity, recognise the need to observe the highest standards of behaviour and ethics, and promote and encourage:

- ethical and responsible decision-making.

- compliance with legal obligations.
- putting the interests of the Company ahead of personal gain.
- reporting of suspected violations of laws and unethical business practices.
- the fair, prompt and confidential consideration of any complaints.

Principle 4 – Safeguard the integrity of corporate reports

Audit & Risk Committee

Our Audit & Risk Committee throughout the year under review was comprised of Mr Blackhall (Committee Chair), Mr Birrell and ,Mr Duncan. Ms McNamara subsequently joined the committee in February 2026. Their qualifications, experience and attendance at committee meetings during the year under review are detailed in our Directors' Report.

The Chair may invite any member of management, the external or internal auditor or any other person to attend committee meetings. The committee may also meet with any person without management in attendance.

The committee charter is available on our website. In accordance with the charter, the committee reviews and makes recommendations to the Board in relation to:

- Accounting Practices and Tax – annual and half yearly financial reports, significant accounting policy changes, the adequacy and effectiveness of reporting and accounting controls and practices and material taxation matters.
- External Audit – the external auditor's appointment, fees, audit plan, performance, independence and management letters.
- Internal Audit – the internal audit charter, plan, reports and independence, and any restrictions on the auditor.
- Risk Management – the adequacy and effectiveness of risk management and internal control systems and the standard of corporate conduct in arms-length dealings and likely conflicts of interest.

The committee provides an efficient mechanism for bringing focus and independent judgement in overseeing these matters, whilst the full Board retains ultimate responsibility for them.

Pursuant to its charter, the committee has regard to sustainability matters (including any climate-related risks and opportunities) concerning its areas of responsibility.

A process is also undertaken by management to verify the integrity of periodic corporate reports which are released to the market but not subject to external audit, aiming to ensure the reports are materially accurate and balanced. This includes review by senior executives and, where appropriate, members of our corporate finance and legal teams and external professional advisers.

CEO & CFO Declaration

Before the Board approves the half yearly and annual financial statements, the Chief Executive Officer and Chief Financial Officer provide a declaration that in their opinion:

- our financial records were properly maintained.
- our financial statements comply with the accounting standards and give a true and fair view of our financial position and performance.

Auditor Attends AGM

Our external auditor attends our annual general meetings to answer shareholder questions. This is an important safeguard for the integrity of our corporate reporting process.

Principle 5 – Make timely and balanced disclosure

We understand and respect that prompt disclosure of price-sensitive information is central to the efficient operation of the ASX securities market.

Our policy for complying with continuous disclosure obligations under the ASX listing rules is available on our website. The Company Secretary oversees disclosure to the ASX.

To further reinforce the importance of our disclosure obligations, the Board considers continuous disclosure and Director share transactions as standing agenda items at scheduled Board meetings. Directors have also entered into agreements with the Company requiring that they provide all information necessary to enable the Company to comply with its disclosure obligations.

Principle 6 – Respect the rights of security holders

We are committed to effective communication with investors as a means of providing a greater understanding of our business, governance, financial performance and prospects.

Detailed information about our Company and governance is included on our website, including our Investor Relations Policy. This policy details arrangements designed to facilitate effective two-way communications with investors and encourage participation at shareholder meetings and confirms that shareholders may communicate with us and our share registry electronically. Details on how shareholders may elect to receive certain documents electronically can also be found in the Investor Relations Policy.

Principle 7 – Recognise and manage risk

Risk Management Framework

We place a high priority on the identification of material risks and opportunities. Understanding and managing risk improves certainty and confidence for shareholders, employees, customers, business partners and other stakeholders.

Our Risk Management Policy is available on our website and provides as follows:

- The Board oversees our risk management approach and sets the risk appetite within which management is expected to operate.
- The Board, through the Audit & Risk Committee, reviews our risk management framework at least annually to satisfy itself that the framework continues to be sound and that the Group is operating with due regard to the risk appetite set by the Board. Such a review was undertaken during the reporting period.
- The Audit & Risk Committee monitors management's performance against the risk management framework.
- Within this framework, the Chief Financial Officer (assisted by the risk team) is responsible for the establishment, implementation and maintenance of our risk management system. The framework of processes, policies and tools is designed to identify, assess, manage and monitor risks and opportunities that could impact the Group's strategic objectives.

Further information on our risk management processes and practices can also be found in our Sustainability Report and our People Planet and Performance Report.

Internal Audit

The Board has established our internal audit function as a key component of our governance framework. The internal audit function includes a team of internal auditors who operate independently of, but in consultation with, the external auditor.

The internal audit function is designed to add value, help accomplish Group objectives and improve business performance by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. It provides assurance to the Board that our controls are designed and working effectively to manage key risks.

Our internal audit team has a direct reporting line to the Audit & Risk Committee and direct access to the Board Chair, Audit & Risk Committee Chair and Chief Executive Officer to assist maintain the team's independence and objectivity as far as reasonably practicable.

In conducting its activities, internal audit plays an active role in:

- maintaining a culture of accountability and integrity.
- providing assurance over key controls.
- evaluating and improving the effectiveness of our risk management.
- facilitating the integration of risk management into day-to-day business activities.
- promoting a culture of adherence to the Company's values and ethical standards.

Risks and Opportunities

Risks and opportunities are identified, assessed, prioritised and monitored through our risk management framework, as described above. Information regarding material exposure to risks and opportunities (including any environmental or social risks), and how these are managed, is contained in our Directors' Report and our Sustainability Report.

Principle 8 – Remunerate fairly and responsibly

As referred to above, whilst the Board retains ultimate responsibility for approving our remuneration framework, the Remuneration & Nomination Committee provides an efficient mechanism for bringing focus and independent judgement to remuneration matters.

Further details of the remuneration arrangements of our Directors and senior executives are set out in our Remuneration Report. This shows a clear distinction between the remuneration structure of non-executive Directors and that of executive Directors and other senior executives.

Our Securities Trading Policy also sets out restrictions on participants in our equity-based remuneration schemes and can be found on our website.