

Appendix 4G

Key to Disclosures Corporate Governance Council Principles and Recommendations

Name of entity

Codan Limited

ABN/ARBN

77 007 590 605

Financial year ended:

30 June 2026

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://codan.com.au/who-is-codan/corporate-governance/>

The Corporate Governance Statement is accurate and up to date as at *30 June 2026* and has been approved by the board.

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

Date: 17 September 2026

Name of authorised officer
authorising lodgement:

Daniel Widera, 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 <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 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.	☒ and we have disclosed a copy of our board charter at: https://codan.com.au/who-is-codan/corporate-governance/	☐ set out in our Corporate Governance Statement OR ☐ 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.	☒	☐ set out in our Corporate Governance Statement OR ☐ 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.	☒	☐ set out in our Corporate Governance Statement OR ☐ 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.	☒	☐ set out in our Corporate Governance Statement OR ☐ 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 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
1.5	A listed entity should: (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: (1) the measurable objectives set for that period to achieve gender diversity; (2) the entity's progress towards achieving those objectives; and (3) either: (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. 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.	☒ and we have disclosed a copy of our diversity policy at: https://codan.com.au/who-is-codan/corporate-governance/ and we have disclosed the information referred to in paragraph (c) at: Corporate Governance Statement, page 6 under the heading "Diversity" and within our Annual Report on page 42. and if we were included in the S&P / ASX 300 Index at the commencement of the reporting period our measurable objective for achieving gender diversity in the composition of its board of not less than 30% of its directors of each gender within a specified period. As at 30 June 2026, our board composition is 40% female, 60% male.	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
1.6	A listed entity should: (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.	☒ and we have disclosed the evaluation process referred to in paragraph (a) at: Corporate Governance Statement, page 4 under the heading "Performance Evaluation" and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: Corporate Governance Statement, page 4 under the heading "Performance Evaluation"	☐ set out in our Corporate Governance Statement OR ☐ 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	A listed entity should: (a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; 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.	☒ and we have disclosed the evaluation process referred to in paragraph (a) at: Corporate Governance Statement, page 4 under the heading "Performance Evaluation" and whether a performance evaluation was undertaken for the reporting period in accordance with that process at: Corporate Governance Statement, page 4 under the heading "Performance Evaluation"	☐ set out in our Corporate Governance Statement OR ☐ 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
PRINCIPLE 2 - STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE			
2.1	The board of a listed entity should: (a) have a nomination committee which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (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 (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.	☒ <i>[If the entity complies with paragraph (a):]</i> and we have disclosed a copy of the charter of the committee at: https://codan.com.au/who-is-codan/corporate-governance/ and the information referred to in paragraphs (4) within the Corporate Governance Statement, on page 7 under the heading "People Remuneration and Nomination Committee" and (5) within our Annual Report on page 94 under the heading "Directors' Meetings" <i>[If the entity complies with paragraph (b):]</i> and we have disclosed the fact that we do not have a nomination committee and the processes we employ 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 at: <i>[insert location]</i>	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
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.	☒ and we have disclosed our board skills matrix at: Corporate Governance Statement, page 5	☐ set out in our Corporate Governance Statement OR ☐ 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
2.3	A listed entity should disclose: (a) the names of the directors considered by the board to be independent directors; (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 (c) the length of service of each director.	☒ and we have disclosed the names of the directors considered by the board to be independent directors at: Corporate Governance Statement, page 3 under the heading "Board processes" and, where applicable, the information referred to in paragraph (b) at: n/a and the length of service of each director at: within our Annual Report on pages 88 - 89	☐ set out in our Corporate Governance Statement
2.4	A majority of the board of a listed entity should be independent directors.	☒	☐ set out in our Corporate Governance Statement OR ☐ 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.	☒	☐ set out in our Corporate Governance Statement OR ☐ 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.	☒	☐ set out in our Corporate Governance Statement OR ☐ 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.	☒ and we have disclosed our values at: https://codan.com.au/who-is-codan/the-company/	☐ 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.	☒ and we have disclosed our code of conduct at: https://codan.com.au/who-is-codan/corporate-governance/	☐ 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
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.	☒ and we have disclosed our whistleblower policy at: https://codan.com.au/who-is-codan/corporate-governance/	☐ 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.	☒ and we have disclosed our anti-bribery and corruption policy at: https://codan.com.au/who-is-codan/corporate-governance/	☐ 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	The board of a listed entity should: (a) have an audit committee which: (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: (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 (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.	☒ <i>[If the entity complies with paragraph (a):]</i> and we have disclosed a copy of the charter of the committee at: https://codan.com.au/who-is-codan/corporate-governance/ and the information referred to in paragraphs (4) within our Annual Report on pages 88 & 89 under the heading "Board of Directors" and (5) within our Annual Report on page 94 under the heading "Directors' Meetings" <i>[If the entity complies with paragraph (b):]</i> and we have disclosed the fact that we do not have an audit committee and the processes we employ that independently verify and safeguard the integrity of our corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner at: <i>[insert location]</i>	☐ set out in our Corporate Governance Statement
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.	☒	☐ 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.	☒	☐ 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.	☒ and we have disclosed our continuous disclosure compliance policy at: https://codan.com.au/who-is-codan/corporate-governance/	☐ 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.	☒	☐ 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.	☒	☐ 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.	☒ and we have disclosed information about us and our governance on our website at: https://codan.com.au/who-is-codan/the-company/ and https://codan.com.au/who-is-codan/corporate-governance/	☐ 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.	☒	☐ 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.	☒ and we have disclosed how we facilitate and encourage participation at meetings of security holders at: within our Shareholder Communication Policy found at https://codan.com.au/who-is-codan/corporate-governance/ and in our Notices of Annual General Meeting at https://codan.com.au/investor-centre/announcements/	☐ 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
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.	☒	☐ 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.	☒	☐ set out in our Corporate Governance Statement
PRINCIPLE 7 – RECOGNISE AND MANAGE RISK			
7.1	The board of a listed entity should: (a) have a committee or committees to oversee risk, each of which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (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 (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.	☒ <i>[If the entity complies with paragraph (a):]</i> and we have disclosed a copy of the charter of the committee at: https://codan.com.au/who-is-codan/corporate-governance/ and the information referred to in paragraphs (4) within the Corporate Governance Statement, on page 9 under the heading "Audit and Risk Committee" and (5) at: within our Annual Report on page 94 under the heading "Directors' Meetings" <i>[If the entity complies with paragraph (b):]</i> and we have disclosed the fact that we do not have a risk committee or committees that satisfy (a) and the processes we employ for overseeing our risk management framework at: <i>[insert location]</i>	☐ set out in our Corporate Governance Statement
7.2	The board or a committee of the board should: (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.	☒ and we have disclosed whether a review of the entity's risk management framework was undertaken during the reporting period at: Corporate Governance Statement on page 12 under the heading "Oversight of the risk management system"	☐ 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
7.3	A listed entity should disclose: (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 governance, risk management and internal control processes.	☒ <i>[If the entity complies with paragraph (a):]</i> and we have disclosed how our internal audit function is structured and what role it performs at: Corporate Governance Statement on page 13 under the heading "Internal Audit" <i>[If the entity complies with paragraph (b):]</i> 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 at: <i>[insert location]</i>	☐ set out in our Corporate Governance Statement
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.	☒ and we have disclosed whether we have any material exposure to environmental and social risks at: Corporate Governance Statement on page 13 under the heading "Exposure to economic, environmental and social sustainability risks" and, if we do, how we manage or intend to manage those risks at: <i>[insert location]</i>	☐ 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	The board of a listed entity should: (a) have a remuneration committee which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (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 (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.	☒ [If the entity complies with paragraph (a):] and we have disclosed a copy of the charter of the committee at: https://codan.com.au/who-is-codan/corporate-governance/ and the information referred to in paragraphs (4) within the Corporate Governance Statement, on page 7 under the heading “People Remuneration and Nomination Committee” and (5) within our Annual Report on page 94 under the heading “Directors’ Meetings” [If the entity complies with paragraph (b):] and we have disclosed the fact that we do not have a remuneration committee and the processes we employ for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive: [insert location]	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
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.	☒ 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 at: within our Annual Report on page 95 - 110 under the heading “Remuneration Report - Audited”	☐ set out in our Corporate Governance Statement OR ☐ we are an externally managed entity and this recommendation is therefore not applicable
8.3	A listed entity which has an equity-based remuneration scheme should: (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 (b) disclose that policy or a summary of it.	☒ and we have disclosed our policy on this issue or a summary of it at: Corporate Governance Statement on page 8 under the heading “Trading in general company securities by directors and employees” and you can find Codan’s Share Trading Policy here: https://codan.com.au/who-is-codan/corporate-governance/	☐ set out in our Corporate Governance Statement OR ☐ we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable OR ☐ we are an externally managed entity and this recommendation is therefore not applicable

Key to Disclosures Corporate Governance Council Principles and Recommendations

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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.	☐ and we have disclosed information about the processes in place at: <i>[insert location]</i>	☐ set out in our Corporate Governance Statement OR ☐ we do not have a director in this position and this recommendation is therefore not applicable OR ☐ 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.	☐	☐ set out in our Corporate Governance Statement OR ☐ we are established in Australia and this recommendation is therefore not applicable OR ☐ 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.	☐	☐ set out in our Corporate Governance Statement OR ☐ we are established in Australia and not an externally managed listed entity and this recommendation is therefore not applicable ☐ 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.	☐ and we have disclosed the information referred to in paragraphs (a) and (b) at: <i>[insert location]</i>	☐ set out in our Corporate Governance Statement

Key to Disclosures Corporate Governance Council Principles and Recommendations

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-	<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.	☐ and we have disclosed the terms governing our remuneration as manager of the entity at: <i>[insert location]</i>	☐ set out in our Corporate Governance Statement

CORPORATE GOVERNANCE STATEMENT FY26

CODAN LIMITED (“Codan”)

ACN 007 590 605

CORPORATE GOVERNANCE STATEMENT

This statement outlines the main corporate governance practices in place throughout the past financial year, which comply with the fourth edition of the ASX Corporate Governance Council’s Corporate Governance Principles and Recommendations, unless otherwise stated.

This Corporate Governance Statement is current as at 30 June 2026 and has been approved by Codan’s Board of directors (“Board”).

MANAGEMENT, OVERSIGHT AND BOARD STRUCTURE

Role of the Board

The Board’s primary role is the protection and enhancement of long-term shareholder value. In summary, to fulfil this role, the Board is responsible for:

- demonstrating leadership and for the overall corporate governance, operations and performance of the Codan group of companies (“Group”);
- formulating the Group’s strategic direction;
- approving and monitoring the annual plan, budget and capital expenditure;
- ensuring that appropriate checks are undertaken before appointing a director or senior executive, or putting someone forward for election as a director, and providing shareholders with all material information relevant to a decision on whether or not to elect or re-elect a director;
- setting senior executive and director remuneration;
- establishing and monitoring the achievement of management’s goals;
- ensuring the integrity of risk management, internal control, continuous disclosure practices, contractual, statutory and legal compliance, and management information systems; and
- approving and monitoring financial and other reporting.

The Board has delegated responsibility for the overall management and performance of the Group to the managing director. The roles and responsibilities of the Board and management are set out in the Board’s charter which is available on Codan’s website.

Board processes

To assist in the execution of its responsibilities, the Board has established an Audit and Risk Committee and a People, Remuneration and Nomination Committee. The committees have written mandates and operating procedures, which are reviewed on a regular basis. The Board has also established a framework for the management of the Group, including a system of internal control, a business risk management process and the establishment of appropriate ethical standards.

The full Board currently holds ten scheduled meetings each year, plus strategy meetings and any additional meetings at such other times as may be necessary to address any specific significant matters that may arise.

The agenda for meetings is prepared in conjunction with the chair, managing director and company secretary. Standing items include the managing director's report, occupational health and safety report, financial reports, strategic matters, continuous disclosure, governance and compliance. Submissions are circulated in advance. Executives are regularly involved in Board discussions, and directors have other opportunities, including visits to business operations, for contact with a wider group of employees.

Details of director attendance during the year at Board and committee meetings are set out in the Company's annual report.

The members of the Board during the year were:

- Mr G R C Barclay (Chair)
Independent Non-Executive Director
- Mr A Ianniello
Managing Director and Chief Executive Officer
- Ms K J Gramp
Independent Non-Executive Director
- Ms S Adam-Gedge
Independent Non-Executive Director
- Mr H Mackay-Cruise
Independent Non-Executive Director

Company Secretary

The Board is responsible for the appointment of the company secretary, who is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board.

Director and executive education

The Group has a process to induct and educate new directors about the nature of the business, current issues, the corporate strategy and the expectations of the Group concerning performance of directors. Directors also have the opportunity to visit Group facilities and meet with management to gain a better understanding of business operations. Directors are given access to continuing education opportunities to update and enhance their skills and knowledge.

The Group also has a process to educate new executives upon taking such positions. This process includes reviewing the Group's structure, strategy, operations, financial position and risk management policies. It also familiarises the individual with the respective rights, duties, responsibilities and roles of the individual and the Board.

Performance evaluation

The People, Remuneration and Nomination Committee is responsible for developing the Board evaluation process which includes interviews by the Chair with individual directors and consideration of the requirement for directors to undertake professional development to ensure that they maintain the skills and knowledge needed to perform their roles effectively.

Appraisals are conducted at least annually for all senior employees, including interviews by the managing director with senior executives. Training and development, and appropriate remuneration and incentives, with regular performance reviews, create an environment of co-operation and constructive dialogue with employees and senior management.

Independent professional advice and access to Codan information

Each director has the right of access to all relevant Codan information and to Codan's executives and, subject to prior consultation with the Chair, may seek independent professional advice from a suitably qualified adviser at the Group's expense. A copy of the advice received by the director is made available to all other members of the Board.

Composition of the Board

The composition of the Board is determined using the following principles:

- a broad range of expertise both nationally and internationally;
- a majority of independent directors;
- directors having extensive knowledge of the Group's industries and/or extensive expertise in significant aspects of financial management or general management;
- an independent director as chair;
- enough directors to serve on various committees without overburdening the directors or making it difficult for them to fully discharge their responsibilities; and
- at each annual general meeting, one-third of the directors, including any director who has held office for three years or more since last being elected, must stand for re-election (except for the managing director).

The Board's policy is to seek a diverse range of directors who have a range of ages and genders which mirror the environment in which the Group operates. The Board uses a skills matrix to ensure that the directors collectively have a combination of skills and experience in the areas defined in the Board skills matrix provided below. The Board considers that collectively the directors have the range of skills, knowledge, personal attributes and experience necessary to direct the Group.

Board Skills Matrix - June 2026	No. of Directors (5)
General Management / CEO Experience*	● ● ● ● ●
Relevant Industry and Business Knowledge	
- Technology / Engineering	● ● ● ● ●
- Communications	● ● ● ● ●
- Defence and Law Enforcement**	●
- Consumer Markets	● ● ●
- Government	● ● ● ● ●
Listed Company Experience	● ● ● ● ●
International Experience	● ● ● ● ●
Major Transactions - Equity markets, Acquisitions, Disposals	● ● ● ● ●
Finance and Accounting / CFO Experience	● ● ●
Risk Management (inclusive of ESG and cyber security)	● ● ● ● ●

* - General management is to include a broad range of responsibilities including matters such as WH&S, Human Resources, Legal Compliance, setting Strategy and Operational Management.

** - Codan supplements the Board's defence and law enforcement experience through its U.S. SSA, including access to experienced Outside Directors with deep defence and national security expertise, complemented by Lieutenant General Richard "Rick" Burr (Retired), AO, DSC, MVO, former Chief of the Australian Army.

An independent director is a director who is not a member of management (a non-executive director) and who:

- holds less than five percent of the voting shares of Codan and is not an officer of, or otherwise associated, directly or indirectly, with a shareholder of more than five percent of the voting shares of Codan;
- has not within the last three years been employed in an executive capacity by Codan or another Group member, or been a director after ceasing to hold any such employment;
- within the last three years has not been a principal or employee of a material professional adviser or a material consultant to Codan or another Group member;
- is not a material supplier or customer of Codan or another Group member, or an officer of or otherwise associated, directly or indirectly, with a material supplier or customer;
- has no material contractual relationship with Codan or another Group member other than as a director of Codan; and
- is free from any interest and any business or other relationship that could, or could reasonably be perceived to, materially interfere with the director's ability to act in the best interests of Codan.

The Board regularly addresses succession to ensure that its composition going forward is appropriate.

Diversity

The Board is strongly committed to supporting the organisation to achieve its goals to provide a workplace that fosters equity, inclusion and belonging. These efforts will ensure the achievement of an appropriate blend of diversity at Board and senior executive levels, and throughout the workforce generally.

The Board has established a Group Diversity and Inclusion Policy, which is available on Codan's website.

In FY26, our progress on diversity is as follows:

FY26 Objective	Progress and outcomes
Continue implementation of the Belonging Strategy across the Group	In FY26, Codan continued to implement its Belonging Strategy, progressing initiatives across its four strategic pillars: Connection, Belonging and Inclusion; Inclusive Leadership Capability; Embedding DEI in Systems and Processes; and Measurement, Accountability and Transparency. Employee feedback from the Engagement Survey informed actions to strengthen internal communications and create more opportunities for two-way engagement, including Executive Roundtables. A workplace psychosocial hazard assessment was completed in Australia, with a global rollout planned for late 2026. Codan submitted its Australian 2025-26 Workplace Gender Equality Agency (WGEA) report, with a global Positive Duty audit against the Australian Human Rights Commission (AHRC) framework planned for later in 2026. Codan also continued to embed DEI principles into its systems, processes and ways of working through key transformation initiatives. Global e-learning modules on Respectful Workplace Behaviour, Inclusive Leadership and the Code of Conduct were launched, together with a dedicated Belonging Strategy hub. Initiatives to strengthen connection and collaboration included establishing the Engineering Employee Network and bringing engineering leaders together from across the Group for a two-day forum in Adelaide to explore emerging technologies, future priorities and opportunities for greater collaboration. A global initiative to bring together all our offices worldwide was created through coordinated events celebrating the FIFA Football World Cup. The initiative enjoyed strong participation and was positively received with even our smallest offices joining in and sharing their celebrations back to the global cohort, and achieving connection across our regions. Planning also commenced for an ESG Employee Network, with a pilot expression-of-interest process planned for early FY27. These initiatives reflect Codan's continued commitment to strengthening belonging, inclusive leadership and accountability across the Group.

Directors' Shareholding Policy

The Directors' Shareholding Policy requires directors to build a minimum shareholding in Codan and maintain it during their tenure. Non-executive directors are required to acquire and hold a minimum shareholding with a value approximately equivalent to their annual base fee, and executive directors to their annual total fixed remuneration.

Directors are encouraged to commence acquiring shares as soon as practicable from the date of their appointment, or the effective date of the policy, whichever is the later, and are required to reach the minimum shareholding within a reasonable timeframe (generally not more than five years). All directors are in compliance with this policy.

PEOPLE, REMUNERATION AND NOMINATION COMMITTEE

The People, Remuneration and Nomination Committee assists the Board in reviewing remuneration structures, Board composition, performance and succession planning. This includes identifying, evaluating and recommending candidates for appointment to the Board. The duties of the committee include:

- reviewing remuneration strategies for directors and executives;
- approving appropriate remuneration structures and payments for directors and executives;
- reviewing the size and composition of the Board, and succession plans, to enable an appropriate mix of skills, experience, expertise, independence and diversity to be maintained;
- identifying, interviewing and evaluating Board candidates, and recommending to the Board individuals for Board appointment/shareholder election;
- ensuring that written agreements are in place with each director and senior executive setting out the terms of their appointment;
- ensuring that there is an appropriate induction process in place for new directors, and reviewing its effectiveness;
- ensuring that there is an appropriate continuing professional development programme in place for directors;
- developing the appropriate process for evaluation of the performance of the Board and its committees, each non-executive director, the chair and the chief executive officer;
- making recommendations to the Board on the appointment and performance of directors; and
- ensuring that there are plans in place to manage the succession of the chief executive officer and other senior executives.

Committee Members

The members of the People, Remuneration and Nomination Committee during the year were:

- Mr H Mackay-Cruise (Chair from 1 March 2026 through 30 June 2026)

Independent Non-Executive Director

- Mr G R C Barclay (Chair from 1 July 2025 through 28 February 2026)
Independent Non-Executive Director
- Ms K J Gramp
Independent Non-Executive Director

The managing director is invited to People, Remuneration and Nomination Committee meetings, as required, to discuss executives' performance and remuneration packages.

The People, Remuneration and Nomination Committee's charter is available on Codan's website.

Codan's policies and practices regarding the remuneration of non-executive directors, executive directors and other senior executives are disclosed in the remuneration report section of the annual report starting on page 95.

Trading in Codan securities by directors and employees

The key elements of Codan's Share Trading Policy are:

- identification of those restricted from trading – directors, officers, executives and senior managers, and their closely related parties, may acquire shares in Codan, but are prohibited from dealing in Codan shares:
 - between 1 January and the close of trading on the next ASX trading day after the half-year results are released to the ASX;
 - between 1 July and the close of trading on the next ASX trading day after the full-year results are released to the ASX;
 - during any additional blackout periods imposed by the Board; or
 - whilst in possession of price-sensitive information not yet released to the market;
- an additional approval process for directors, officers and executives;
- raising the awareness of legal prohibitions in respect of insider trading;
- prohibiting short-term or speculative trading in Codan's shares;
- prohibiting employees from entering into transactions which would have the effect of limiting their exposure to risk relating to unvested Codan securities or vested Codan securities which are subject to holding locks; and
- identification of processes for unusual circumstances where discretion may be exercised in cases such as financial hardship.

The policy also details the insider trading provisions of the *Corporations Act 2001* (Cth) and is reproduced in full on Codan's website.

ETHICAL STANDARDS

All directors, managers and employees are expected to act with the utmost integrity and objectivity, striving at all times to enhance the reputation and performance of the Group. Every employee has a nominated supervisor to whom they may refer any issues arising from their employment. Codan continues to review and confirm its processes to ensure that it does not trade with parties proscribed due to illegal or undesirable activities.

Conflict of Interest

Directors must keep the Board advised, on an ongoing basis, of any interest that could potentially conflict with those of Codan. The Board has developed procedures to assist directors to disclose potential conflicts of interest.

Where the Board believes that a significant conflict exists for a director on a Board matter, the director concerned does not receive the relevant Board papers and is not present at the meeting whilst the item is considered.

Code of conduct

Codan's code of conduct provides the framework around the conduct required of all of its employees in achieving its goals, and provides guidance around expected and acceptable standards of behaviour that are aligned with Codan's core values.

The Board is informed of any material breaches of the code of conduct. Codan's code of conduct and core values are available on its website.

Whistleblower protection policy

Codan recognises the importance of providing a safe, supportive and confidential environment in which its employees feel secure when reporting wrongdoing. The policy, which is available on Codan's website, encourages a commitment by employees at all levels of the organisation to report misconduct and outlines the reporting process they should follow. The Board is informed of any material incidents reported.

Anti-bribery and anti-corruption (ABAC) policy

Codan ensures that all dealings with third parties are carried out in accordance with its core values and in compliance with all applicable laws and regulations. Codan's ABAC policy, which is available on its website, sets out responsibilities in observing and upholding Codan's position on bribery and corruption, and provides information and guidance to employees on how to recognise and deal with associated issues. The Board is informed of any material breaches reported.

For further information on Codan's ethical standards and compliance programs, please refer to the ESG Report found within the annual report.

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee has a documented charter, approved by the Board. All members must be non-executive directors. The chair may not be the chair of the Board. The committee advises on the establishment

and maintenance of a framework of internal control and appropriate ethical standards for the management of the Group.

Committee members

The members of the Audit and Risk Committee during the year were:

- Ms S Adam-Gedge (Chair from 1 March 2026 through 30 June 2026)
Independent Non-Executive Director
- Ms K J Gramp (Chair from 1 July 2025 through 28 February 2026)
Independent Non-Executive Director
- Mr G R C Barclay
Independent Non-Executive Director

The external auditors, the managing director and the chief financial officer are invited to Audit and Risk Committee meetings at the discretion of the committee.

The responsibilities of the Audit and Risk Committee include reporting to the Board on:

- reviewing the annual and half-year financial reports and other financial information distributed externally; this includes approving new accounting policies to ensure compliance with Australian Accounting Standards and generally accepted accounting principles, and assessing whether the financial information is adequate for shareholder needs;
- reviewing Codan's report prepared in accordance with applicable Australian Sustainability Reporting Standards, including AASB S2 (**Sustainability Report**), and reporting to the Board on its completeness, compliance and suitability for approval;
- assessing management processes supporting external reporting;
- assessing corporate risk assessment processes;
- assessing and establishing an appropriate internal audit function;
- establishing procedures for selecting, appointing and, if necessary, removing the external auditor;
- assessing whether non-audit services provided by the external auditor are consistent with maintaining the external auditor's independence; the external auditor provides an annual independence declaration in relation to the audit;
- assessing the adequacy of the internal control framework and Codan's code of ethical standards;
- monitoring the procedures to ensure compliance with the *Corporations Act* 2001 and the ASX Listing Rules and all other regulatory requirements; and
- addressing any matters outstanding with auditors, Australian Taxation Office, Australian Securities and Investments Commission, ASX and financial institutions.

The Audit and Risk Committee reviews the performance of the external auditors on an annual basis and meets with them during the year to:

- discuss the proposed external audit plan and audit approach, identifying any significant changes in structure, operations, internal controls or accounting policies likely to affect the financial statements, and to review the fees proposed for the audit work to be performed;
- discuss Codan's Sustainability Report and climate-related financial disclosures, including the scope and approach of the external assurance procedures, the auditor's findings and any significant adjustments, recommendations or other matters arising from the assurance process;
- review the half-year and preliminary final report prior to lodgement with the ASX, and any significant adjustments required as a result of the auditor's findings, and recommend Board approval of these documents prior to announcement of results;
- review the results and findings of the auditor, the adequacy of accounting and financial controls, and monitor the implementation of any recommendations made; and
- as required, organise, review and report on any special reviews or investigations deemed necessary by the Board.

The Audit and Risk Committee's charter is available on Codan's website.

Integrity of financial reporting

The managing director and the chief financial officer have provided assurance in writing to the Board that Codan's financial records have been properly maintained and that the financial reports are founded on a sound system of risk management and internal compliance and control, which implements the policies adopted by the Board and is operating effectively. This declaration includes stating that the financial reports present a true and fair view, in all material respects, of Codan's financial condition and operational results and are in accordance with relevant accounting standards. This statement is required annually.

Monthly actual results are reported against budgets approved by the directors, and revised forecasts for the year are prepared regularly.

Periodic corporate reports

Processes are in place to verify the integrity of any periodic corporate reports released to the market that are not audited or reviewed by the external auditor.

The Continuous Disclosure Committee meets regularly to consider Codan's disclosure obligations, and announcements are prepared in accordance with Codan's Continuous Disclosure Policy and released to the market following consideration and approval by the Board. Administrative market announcements are reviewed and approved for release by the company secretary.

Other unaudited reports including the ESG report (excluding the audited Sustainability Report) in the annual report, investor and analyst presentations are released to the market following a comprehensive review by members of the senior executive team and the Board.

Assessment of effectiveness of risk management

The managing director and the chief financial officer have declared, in writing to the Board, that the financial reporting risk management and associated compliance and controls have been assessed and found to be operating efficiently and effectively. Operational and other compliance risk management processes have also

been assessed and found to be operating efficiently and effectively. All risk assessments covered the whole financial year and the period up to the signing of the annual financial report for all material operations in the Group.

Material business risks arise from such matters as actions by competitors and counterfeiters, government policy changes, the impact of exchange rate movements on the price of raw materials and sales, difficulties in sourcing raw materials, environmental risks, occupational health and safety, property, product quality, interruptions to production, changes in international quality standards, financial reporting and the purchase, development and use of information systems.

Oversight of the risk management system

The Board has in place a number of arrangements and internal controls intended to identify and manage areas of significant business risk. These include the setting and communication of the risk appetite within which management is expected to operate, consideration of new and emerging sources of risk, including sustainability, and the controls and mitigation measures put in place to deal with those risks, the establishment of committees, regular budget, financial and management reporting, organisational structures, procedures, manuals and policies, external financial and safety audits and insurance programmes, the retention of specialised staff and external advisers and the monitoring of management's performance against the risk management framework, which is reviewed annually.

The Audit and Risk Committee considers risk management in order to ensure risks are identified, assessed and appropriately managed. The committee reports to the Board on these matters on an ongoing basis.

Risk management and compliance and control

The Group strives to ensure that its products are of the highest standard. Towards this aim, it has certification to AS/NZS ISO 9001 and AS 9100.

The Board is responsible for the overall internal control framework, but recognises that no cost-effective internal control system will preclude all errors and irregularities. Comprehensive practices have been established to ensure:

- capital expenditure and revenue commitments above a certain size obtain prior Board approval;
- financial exposures are controlled, including the use of derivatives;
- occupational health and safety standards and management systems are monitored and reviewed to achieve high standards of performance and compliance with regulations;
- business transactions are properly authorised and executed;
- the quality and integrity of personnel;
- financial reporting accuracy and compliance with the financial reporting regulatory framework; and
- compliance with environmental regulation.

Internal audit

The Audit and Risk Committee is responsible for determining the need for an internal audit function for the Group. The committee has implemented a process whereby internal control reviews are completed on the high-risk areas of the business as identified on Codan's risk register.

Exposure to economic, environmental and social sustainability risks

The Group is exposed to material economic risks associated with global economic conditions, developing countries, government spending and exchange rate movements. The Audit and Risk Committee regularly reviews all material business risks and is satisfied that appropriate risk treatment strategies and controls have been developed and implemented.

Codan's exposure to environmental or social sustainability risks, and how those risks are managed, is set out in its ESG report on pages 28 to 87 of Codan's annual report.

CONTINUOUS DISCLOSURE

Codan is committed to complying with its continuous disclosure obligations in order to ensure that Codan's market announcements are accurate, balanced and expressed in a clear and objective manner, and that all stakeholders have equal and timely access to material information.

New and substantive investor and analyst presentations are released to the market before being made available to investors or analysts.

Codan provides copies of all market announcements to the Board promptly after they have been released to the market.

A copy of the Continuous Disclosure Policy is available on Codan's website.

COMMUNICATION WITH SHAREHOLDERS

Codan provides information about itself and its history, its key governance policies, including the Shareholder Communication Policy, on its website. The information can be found via "Who is Codan" at the top of the home page, in sections called "The Company" and "Corporate Governance".

The annual report is provided via Codan's website and distributed to all shareholders who request a copy. It includes relevant information about the operations of the Group during the year, changes in the state of affairs and details of future developments.

All key announcements made to the market, including investor and analyst presentations, are placed on the Codan's website after they are released to the ASX.

The full texts of notices of meetings and associated explanatory material are placed on Codan's website. The Board encourages full participation of shareholders at the annual general meeting to ensure a high level of accountability and identification with the Group's strategy and goals. The external auditor is requested to attend the annual general meetings to answer any questions concerning the audit and the content of the auditor's report.

Shareholders are requested to vote on the appointment and aggregate remuneration of directors, the granting of performance rights to directors and changes to the Constitution, a copy of which is available to any shareholder who requests it. All substantive resolutions are decided by way of a poll.

In order to communicate with shareholders quickly and to reduce paper usage, Codan encourages shareholders to receive communications electronically. Shareholders can do this by providing an email address to Codan's share registry, Computershare, at www.investorcentre.com, and by registering for investor alerts through Codan's website at www.codan.com.au/investor-centre/overview/.

Shareholders can also communicate with Codan at investors@codan.com.au and with Computershare at www.computershare.com.au.

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