



Corporate Governance Statement 2026

The Board of Radius Residential Care Limited (Radius Care, the Company) is committed to ensuring that the Company meets best practice governance principles and maintains the highest ethical standards by conducting our business safely and ethically and within the legal and regulatory framework. By doing this we can deliver the best outcomes for our residents, their families, shareholders, employees, customers and suppliers and the communities in which we operate.



This Corporate Governance Statement provides an overview of the Company's governance framework. It is structured to follow the March 2026 edition of the NZX Corporate Governance Code (NZX Code) and discloses the practices relating to the NZX Code's recommendations.

The Board regularly reviews the Company's corporate governance structures against the recommendations in the NZX Code and considers that during the year ended 31 March 2026 its practices and procedures substantially met NZX Code recommendations. This statement is a snapshot view of the Company's practices, processes and policies measured against the principles of the NZX Code.

The Company's suite of governance policies comprises:

CONSTITUTION

CHARTERS

- Board Charter
- Audit and Risk Committee Charter
- Remuneration and People Committee Charter

POLICIES

- External Auditor Independence Policy
- Financial Product Trading Policy
- Fraud Policy
- Market Disclosure Policy
- Whistleblower Policy
- Code of Conduct
- Diversity and Inclusion Policy
- Privacy Policy
- Remuneration Policy

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PRINCIPLE 1.

Ethical Standards

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

Code of Conduct

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

The Company’s standards of ethical behaviour are documented in the Company’s Code of Conduct, Employee Handbook and Board Charter (which includes a Director’s Code of Ethics).

Radius Care expects its Directors, employees and contractors to uphold high ethical standards in all dealings that they undertake. As a trusted provider of rest home and private hospital care in New Zealand, Directors and management recognise that maintaining high ethical standards helps supports safe, consistent delivery of care in a highly regulated environment. This underpins the confidence of residents, their families, employees, shareholders, suppliers, customers and the communities we serve.

Our commitment to ethical dealings is captured by the Company’s core brand attribute, “Exceptional People, Exceptional Care”, forming the key tenet of our Code of Conduct and Board Charter.

The Radius Care Code of Conduct and Board Charter outline how Directors and employees are to consistently act with honesty and integrity, comply with all policies and laws, work as a team and remain customer focused, avoid conflicts of interest, value and maintain professionalism, and act respectfully at all times.

Every new Director, employee and contractor is provided with a copy of the Code of Conduct and must confirm that they have read and understood the Code of Conduct. Radius Care has also recently implemented a refresher training module on the Code of Conduct via our online learning platform, which all employees must complete every two years. This ensures we continue to foster a culture of ethical conduct, accountability and integrity throughout our organisation.

The Code of Conduct and Board Charter are reviewed periodically and were last reviewed and approved by the Board in July 2025.

Whistleblower Policy

Any employee of Radius Care who believes on reasonable grounds that there is, or has been, serious wrongdoing within the organisation is encouraged to report it. The procedure for advising the Company of a suspected breach is set out in our Whistleblower Policy.

The Whistleblower Policy is reviewed periodically and was last reviewed and approved by the Board in March 2025.

Trading in Financial Products

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

Radius Care has a Financial Product Trading Policy, prohibiting the direct or indirect dealing of the Company’s financial products when holding inside information. All Directors, senior managers and employees of Radius Care and its subsidiaries must follow this policy where they intend to trade in Radius Care’s quoted financial products.

A duty of confidentiality is owed by these parties to protect the dissemination and use of confidential Company information.

The Financial Product Trading Policy also defines black-out periods during which certain restricted persons are prohibited in trading in Radius Care shares unless provided by a specific exemption by the Radius Care Chair or Chief Executive (CEO). Those periods are from Radius Care’s half-year or full-year balance date until the opening of the trading day immediately following the announcement of these results to the NZX. In addition, Radius Care’s CEO may notify Restricted Persons of additional “Black-Out” periods from time to time as directed by the Board.

The policy is reviewed periodically and was last reviewed and approved by the Board in November 2025.

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PRINCIPLE 2.

Board Composition and Performance

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

Role and Responsibilities of the Board

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

The Board has overall responsibility for all decision making within Radius Care. Day-to-day management of the Company, including being the Company’s principal representative, is delegated to the CEO. The Board’s functions are set out in the Board Charter and include:

- Ensuring that Radius Care’s goals are clearly established and strategies are in place for achieving them.
- Establishing policies for strengthening the performance of Radius Care, including ensuring that management is proactively seeking to build the business through innovation, initiative, technology, new products, new services and the development of its business capital.
- Monitoring the performance of management.
- Appointing the CEO, setting the terms of the CEO’s employment contract and, where necessary, terminating the CEO’s employment with Radius Care.
- Deciding on whatever steps are necessary to protect Radius Care’s financial position and the ability to meet its debts and other obligations when they fall due and ensuring that such steps are taken.
- Ensuring Radius Care’s financial statements are a fair representation of

the financial position of Radius Care and otherwise conform with the law.

- Ensuring Radius Care has appropriate risk management/regulatory compliance policies in place.

The Board has a statutory obligation to reserve responsibility for certain matters.

The Board monitors these matters by receiving reports and plans from management, maintaining an active programme of care home visits and through its annual work programme.

The Board uses committees to address certain issues that require detailed consideration by members of the Board who have specialist knowledge and experience. The Board retains ultimate responsibility for the functions of its committees and determines their responsibilities.

Details of the Radius Care Board’s role, composition, responsibilities, operation, policies and committees are provided in the Board Charter.

Director Nomination, Appointment and Reappointment

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

The Board is responsible for the process of appointment and reappointment of Directors, who are elected by shareholders. The Board identifies candidates to be nominated or re-elected as a Director through a procedure outlined in the Board Charter.

The Board is comprised of Directors who have a mix of skills, knowledge, experience and diversity to adequately discharge its responsibilities and add value to Radius Care. The Board considers diversity can be demonstrated by, amongst other things, gender, ethnicity, thought, experiential and social diversity.

Using a Board skills matrix, the Board has determined that to operate effectively and to meet its responsibilities it requires competencies in disciplines including executive leadership and strategy, governance, aged care, marketing, compensation, health and safety, finance and capital markets, risk and compliance, environmental and sustainability, legal and regulatory and people. A Board skills matrix has been included at page 7.

The current mix of skills and experience is considered appropriate for the responsibilities and requirements of governing Radius Care.

The Board looks to strengthen its oversight of issues in all disciplines, as required, via expert advice. During the year expert advice was sought in many of the above disciplines.

Letter of appointment

All Directors have entered into a written agreement with Radius Care setting out the terms of their appointment.

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Director Disclosures

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

A profile of each Director is available in the Annual Report and is also provided on Radius Care’s website. The profiles include information on the skills, experience and background of each Director. Details of Director attendance at Board and Board Committee meetings have been included in the Annual Report alongside the Board’s assessment of Director Independence.

Ownership of Radius Care shares by Directors is encouraged rather than being a requirement. Directors’ ownership interests, including the amount of shares held, are disclosed in the Annual Report and disclosed as required to NZX.

At this stage the Board does not currently have a tenure policy however it is committed to a regular refreshment programme to introduce new perspectives, skills, attributes and experience. The aims of the process are to:

- Identify future Board requirements, in terms of skills, Director numbers and diversity;
- Conduct a broad search for candidates that match the determined requirements; and
- To ensure a smooth transition of new Directors.

The period of appointment of current Directors is as follows:

	0-3 Years	3-9 Years	9+ Years
Number of Directors	1	2	3

The composition of Director independence is as follows:

	Independent	Executive
Number of Directors	4	2

Interests Register

The Board maintains an Interests Register. Any Director who is interested in a transaction with the Company must immediately disclose to the Board the nature, monetary value and extent of the interest. A Director who is interested in a transaction may attend and participate at a Board meeting at which the transaction is discussed but may not be counted in the quorum for that meeting or vote in respect of the transaction, unless it is one in respect of which Directors are expressly required by the Companies Act 1993 to sign a certificate. Particulars of entries made in the Interests Register for the year ended 31 March 2026 are included in the Director Disclosures section in the Annual Report.

Diversity

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

The Board seeks diversity in the skills, attributes, perspectives and experience of its members across a broad range of criteria so as to represent the diversity of shareholders, business types and regions in which it operates. Diversity, at Board level, among the management team and throughout the Company, is actively considered and reviewed by the Board.

Radius Care recruits, promotes and compensates on the basis of merit, regardless of gender, ethnicity, religion, age, nationality, sexual orientation, union membership or political opinion. A fundamental tenet of the Company’s values is Exceptional People, Exceptional Care together with: Commitment: Leaders in care; Courage: Do the right thing; Compassion: Act with empathy.

Responsibility for workplace diversity and the setting of measurable objectives is held by the Remuneration and People Committee.

The following table reports gender composition of the Board and management team as at 31 March 2026.

Details of the gender composition of Regional/Operations Managers and Care Home Managers have been included in the Annual Report.

	31 March 2026			31 March 2025		
	Male	Female	Gender Diverse	Male	Female	Gender Diverse
Directors	5	1	—	5	1	—
Senior Management	5	2	—	6	2	—

A formal Diversity and Inclusion Policy (available on Radius Care’s website) has been adopted and is reviewed periodically. This was last reviewed and approved by the Board in July 2025. Radius Care monitors and addresses matters covered by its Diversity and Inclusion Policy. The Board is comfortable with the metrics and culture referred to in the policy and this is an area of continual improvement and focus.

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Director Training

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

The Board encourages Directors to undertake appropriate training to enable them to remain current on how best to discharge their responsibilities and keep up to date on changes and trends in areas relevant to their work. Directors are provided with industry information and receive copies of appropriate Company documents to enable them to perform their role. In addition, visits to Radius Care’s care homes, and briefings from senior management and key advisors to Radius Care are arranged for Directors. If Directors undertake training at the Company’s expense, they are expected to give the Board an update.

The Board also ensures that new Directors are appropriately introduced to management, the care homes, the retirement villages and the online shop.

Board Performance Evaluation

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

The Board undertakes a regular assessment of Board, Director and committee performance. The Board will consider seeking assistance from external advisors as required. Through this regular assessment, the Board, committees and Directors have been found to have fulfilled all their duties and responsibilities for sound corporate governance as specified by the Board Charter.

Director Independence

Recommendations 2.8: A majority of the Board should be Independent Directors.

As at 31 March 2026, the Board comprised six Directors. The Board has considered which of the Directors are Independent Directors for the purposes of the NZX Listing Rules (the Rules). Four of the six Directors of Radius Care are Independent Directors, which is a majority of the Board.

The factors relevant to determining whether a Director is an Independent Director are the criteria set out in the Rules for Director independence and the factors described in the NZX Code that may impact Director independence.

The Company’s Constitution specifies that the Board shall have a minimum of three Directors; at least two Directors shall be ordinarily resident in New Zealand; and while the Company is listed, it shall have not less than the minimum number of Independent Directors prescribed by the Rules.

Brien Cree and Duncan Cook are non-independent Directors. Mary Gardiner, Bret Jackson, Hamish Stevens and Tom Wilson are Independent Directors. Brien Cree is also the Executive Chair and as a founding shareholder of Radius Care he plays an important role on the Board. As Executive Chair, Brien is focused on the formulation and execution of Radius Care’s strategic growth objectives. Duncan Cook has oversight of legal services provided to Radius Care and negotiates major contracts for the Company. Duncan has been a Director of Radius Care since 2010 before Radius Care was listed on the NZX. He is therefore regarded as an Executive Director.

Board Positions

Recommendation 2.9: An issuer should have an Independent Chair of the Board.

Brien Cree, as the Executive Chair of the Board, is an Executive Director and not independent, therefore, Radius Care is not compliant with this recommendation. As a founding shareholder of Radius Care, the Chair has extensive and indispensable knowledge of the company that he brings to the role of the Chair of the Board and is responsible for leading the Board, facilitating the effective contribution of all Directors and promoting constructive and respectful relations between Directors and between the Board and management.

The Chair is also responsible for setting the agenda for meetings of the Board and ensuring that adequate time is available for discussion of all agenda items, in particular strategic issues.

The roles of Board Chair, Audit and Risk Committee Chair and CEO are not held by the same person. Hamish Stevens is the Chair of the Audit and Risk Committee. Bret Jackson is the Chair of the Remuneration and People Committee.

Recommendation 2.10: The Chair and the CEO should be different people.

At Radius Care, the roles of Chair of the Board and CEO are separated to ensure that a conflict of interest does not arise.

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Board Skills Matrix

Creating Value

	Sector Knowledge Well represented in care sector knowledge including representation on Aged Care Association Board.		Balanced
	Executive Leadership/Strategic Thinking Former MD brings extensive leadership experience and strategic thinking.		High
	Growth Implementation Extensive experience in industry consolidation M&A activity.		High
	Developments Experience in retirement village development and construction management.		Balanced

Business Operations

	Health, Clinical and Aged Care Deep understanding of the critical elements and economic imperatives of the care business.		Balanced
	Technology & IT Experience in transforming processes in relation to technology and digital platforms.		Focus of future Board learning
	Marketing Brand well established by founder, experience in data driven marketing, digital sales and enhanced customer experience.		Balanced

People and Values

	Compensation/HR Leadership in exceptional people, exceptional care. Significant experience in culture and reward in large organisations.		Balanced
	Environmental and Sustainability Evolving sustainability strategies, experience in solar energy sources.		Focus of future Board learning

Governance

	Expertise Experience in best practice and corporate governance.		High
	HSE (Health and Safety) Experience in workplace health and safety including knowledge of legal obligations and regulations.		Balanced
	Risk Management Expertise in legal, regulatory, risk and compliance. Designated focus on cyber security.		High
	Finance, Accounting and Capital Markets Former CFO representation on audit committee, and extensive knowledge of use of and return on capital.		High

Key of Board members capabilities

High

Moderate

Low

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PRINCIPLE 3.

Board Committees

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

Board Committees

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

Recommendation 3.2: Employees should only attend audit committee meetings at the invitation of the audit committee.

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

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

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

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

The Board has established two committees to assist in the execution of the Board’s responsibilities. The current committees of the Board are the Audit and Risk Committee and the Remuneration and People Committee.

The Board may set up ad-hoc committees when required to efficiently and effectively carry out key governance functions, while retaining ultimate responsibility for all decisions and actions. Each committee focuses on specific areas of governance and together they strengthen the Board’s oversight of the Company. Committee membership is reviewed annually. Each committee has a written charter that sets out its mandate and is approved by the Board. The charters are reviewed periodically with any proposed changes recommended to the Board for approval.

Each committee has an annual work programme of matters to be addressed over the following 12-month period. Included in the work programme is an annual review of performance against the committee charter and objectives for the year. The committee’s review findings are reported to the Board.

Standing Committees of the Board

Audit and Risk Committee

Composition	- At least three members of the Board; a majority of members must be independent. - At least one member who has an accounting or financial background. - Committee Chair appointed by the Board; must be an Independent Director; not the Chair of the Board.
Roles	Responsibility for: - External financial reporting; - Internal control environment; - Business Assurance / Internal Audit and external audit functions; - Risk management.
Members	Hamish Stevens (Chair) Mary Gardiner Bret Jackson

All members of the committee are Independent non-executive Directors. The committee’s Chair, Hamish Stevens, is a qualified accountant and an Independent Director.

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Remuneration and People Committee

Composition	- At least three members of the Board; a majority of members should be independent. - Committee Chair appointed by the Board; being not the Chair of the Board.
Roles	Responsibility for: - Establishment of remuneration policies and practices for the CEO, key management and Directors; - Oversee remuneration-setting and review; and - Oversee the management of human resources activities.
Members	Bret Jackson (Chair) Duncan Cook Tom Wilson

Effective April 2026 Bret Jackson assumed the role of Chair of the Remuneration and People Committee. Prior to this, Duncan Cook was Chair of the Remuneration and People Committee.

Tom Wilson and Bret Jackson are Independent Directors and Duncan Cook is an Executive Director. Accordingly, the majority of the Remuneration and People Committee are Independent Directors.

Management Attendance at Committee Meetings

The management team and other employees attend committee meetings only at the invitation of the relevant committee.

The CEO and CFO are regularly invited to attend Audit and Risk Committee meetings. The CEO and GM People are regularly invited to attend the Remuneration and People Committee.

Other Committees

The Board has determined that at this point a separate Nomination Committee is not required. Director appointments are considered by the Board as a whole.

During the year to 31 March 2026, the Board delegated responsibility for the Sustainability Committee and the Climate Risk Working Group to the Audit and Risk Committee.

Management Committees

Board representatives also attend meetings of the Clinical Governance Committee.

‘Control Transactions’ Protocols

A Takeover Preparedness Manual has been prepared for the Company by external advisers and has been accepted by the Board. This manual sets out formal takeover offer protocols which help ensure the Company manages any takeover approach in accordance with the New Zealand Takeovers Code. In the event of a takeover approach, a sub-committee of the Board would be formed to manage the takeover, with the composition to be disclosed at the time the sub-committee is convened, together with confirmation that the members are independent of the bidder.

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PRINCIPLE 4.

Reporting and Disclosure

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

Shareholder Communications and Market Disclosure

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

The Board is committed to providing timely, orderly, consistent, accurate and credible information in accordance with legal and regulatory requirements to enable orderly behaviour in the market. The Board believes objective disclosure is fundamental to building shareholder value and earning the confidence of the investment community.

The Company has in place a Market Disclosure Policy designed to ensure this occurs. The policy includes procedures intended to ensure that disclosure is made in a timely and balanced manner and in compliance with the Rules. This will assist the Board to fulfil its obligation to keep investors and the market informed through a timely, clear and balanced approach that communicates all information which may have a material effect on the price of Radius Care shares, whether it is positive or negative, in accordance with the Rules.

Procedures are set out in the Policy to guide Directors, the management team and employees on the appropriate steps to take if they become aware of any information that may be material that is not generally available to the market.

All NZX and media releases are subject to an agreed sign off procedure which requires approval from the Chair of the Board or CEO. Significant market announcements, including the preliminary announcement of the half-year and full-year results, the consolidated financial

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statements for those periods and any advice of a change in earnings forecast are approved by the Board.

Directors consider at the end of each Board meeting whether there is any material information that should be disclosed to the market.

Governance Policy Suite

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

Key governance documents are available to investors and stakeholders on the Radius Care website.

Financial Reporting

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

The Board is committed to ensuring integrity and timeliness in its financial reporting and in providing information to the market and shareholders. A programme of clear, meaningful,

timely and effective communications with shareholders is centred around a comprehensive set of information regarding the Company's operations and results being available primarily in its six-monthly and full-year reports, in ad hoc releases lodged with NZX and also on its website.

The Audit and Risk Committee oversees the quality and integrity of external financial reporting including the accuracy, completeness, balance and timeliness of financial statements. It reviews interim and annual financial statements and makes recommendations to the Board concerning accounting policies, areas of judgement, compliance with financial reporting standards, stock exchange and legal requirements and the results of the annual external audit.

All interim and full-year consolidated financial statements are prepared in accordance with relevant financial standards.

Financial disclosures are made at least annually.

Non-Financial Reporting

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

Non-financial disclosures are made at least annually, by way of the Annual Report. Radius Care's Board has initiated a project to ensure an enhanced focus on sustainability within the Company. Radius Care is not a climate-reporting entity under the Financial Markets Conduct Act 2013. Radius Care has however elected to disclose its carbon footprint in its Annual Report.

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PRINCIPLE 5.

Remuneration

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

Remuneration Overview

Radius Care aims to reward employees with a level of remuneration commensurate with their position and responsibilities, and to ensure total compensation is competitive by market standards. This overview provides details of Radius Care’s approach to remuneration including incentive plans for executives that were in place or will be in place after the year ended 31 March 2026. Details of remuneration received by the CEO and the Directors for the year ended 31 March 2026 is set out in the Annual Report for FY26. The Radius Care Remuneration Policy is available on the Company website.

Director Remuneration

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

In accordance with best practice corporate governance, the structure of Director remuneration is separate and distinct from the remuneration of the CEO and other officers and is reviewed on an annual basis.

The Board reviews Director remuneration annually to ensure that the Company’s Directors are fairly remunerated for their services and that the level of skill and experience required to fulfil the role is recognised. They have no entitlement to any performance-based remuneration or participation in any share-based incentive schemes.

Each Director receives a base fee for services as a Director of the Company and an additional fee is paid for being a member of the Board committees. The payment of an additional fee recognises the additional time commitment and specific skills required by each Director who serves on those committees. All Directors are also entitled to be reimbursed for costs associated with carrying out their duties. Directors do not qualify for the payment of any retirement benefits.

Actual Director remuneration is disclosed in the Annual Report. As noted in the report, during the year ending 31 March 2026, the Board approved one-off payments to Directors in recognition of the additional professional services provided for strategic projects during the year ending 31 March 2026. These one-off payments reflected additional professional services, time commitments, specific skill sets and professional services provided.

Remuneration Principles

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

Radius Care is committed to equitable remuneration and reward practices and recognises that in order to support the business and its strategy, the Company must attract and retain people of a high calibre. Accordingly, the Board will set remuneration with regard to this and other business objectives.

Specifically, in relation to management, it is the policy of the Company to align executive remuneration with the performance of the Company and that executive remuneration should be comprised of both fixed and ‘at risk’ (or performance-based) elements. The purpose of this is to ensure that the interests of the management are aligned with the interests of the Company and its shareholders. A copy of the Remuneration Policy is available on the Radius Care website.

Executive Remuneration Framework

The Radius Care remuneration structure for senior management, including the CEO, comprises three elements:

- Total fixed remuneration (“TFR”);
- Short term incentive plan (“STIP”); and
- Long term incentive plan (“LTIP”).

The following summarises each component of executive remuneration:

a. Total Fixed Remuneration

TFR is based on the scale and complexity of the role, market relativities, qualifications and experience. Other benefits, including KiwiSaver and a car park, are additional to the fixed salary. TFR is reviewed annually.

b. Short Term Incentive Plan

The STIP is currently a cash payment which is dependent on the achievement of a combination of an underlying EBITDA target for the financial year and individual performance measures and is capped at a maximum achievement

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of 100% of the STIP. The performance measures are set by reference to the senior manager’s responsibility and particular projects relevant to that senior manager and the business or function for which they are responsible. The purpose of the STIP is to align individual performance with Radius Care’s objectives and reward executives for meeting measurable objectives linked to a financial year. Those considered for participation in the STIP programme must be able to impact the performance of their work area or function and also contribute to Radius Care’s overall performance.

- c. Long Term Incentive Plan
Radius Care has a LTIP which was approved by shareholders on 7 August 2025.

Remuneration Governance

Radius Care has a Remuneration and People Committee to assist the Board in the conduct of the Board’s responsibility with regard to people and culture, including remuneration.

The Remuneration and People Committee Charter can be found at www.radiuscare.co.nz/investors-centre/governance.

The Remuneration and People Committee is responsible for:

- Reviewing and recommending changes to Radius Care’s remuneration structure, people policies, procedures and practices, objectives and performance;
- Reviewing and recommending changes to the remuneration of the CEO and management, having regard to Radius Care’s strategy, vision, values, business objectives and performance, the responsibilities and performance of executives and the general external market; and
- Reviewing and recommending changes to Directors’ fees, taking into account the external market, work load, succession planning and the need to offer competitive fees to attract and retain non-executive Directors of a high calibre.

The Board is responsible for:

- Approving changes to Radius Care’s remuneration structure, people policies, procedures and practices, objectives and performance;
- Approving changes to the remuneration of the CEO and executives; and
- Recommending changes to non-executive Directors’ remuneration, for approval by shareholders.

CEO Remuneration

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

CEO Remuneration Summary

CEO remuneration for FY26 and FY25 is as follows:

	Name	Fixed Remuneration		Variable Remuneration		Total Remuneration
		Base Salary ¹	Benefits ²	STIP Amount Earned	Value of LTIP Shares Vested	
FY26	Andrew Peskett	\$556,584 ³	\$18,187	\$180,000	—	\$754,771
FY25	Andrew Peskett	\$511,106 ⁴	\$17,199	\$45,000	—	\$573,305

1. Actual salary paid includes holiday pay paid as per NZ legislation.
2. Benefits include KiwiSaver and car park.
3. This is a blended amount. The CEO’s fixed annual salary was \$541,800 for the period from April 2025 until August 2025. This then increased to \$563,472 in August 2025.
4. This is a blended amount. The CEO’s fixed annual salary was \$516,000 for the period from April 2024 until October 2024. This then increased to \$541,800 in November 2024.

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CEO Short Term Incentive Plan (STIP) Payment

For the FY26 financial year, the CEO’s STIP comprised a cash payment equal to 4.5% of the first million in excess of the budgeted pre-IFRS 16 EBITDA (exclusive of accruals for such STIP payments). Board discretion can then be exercised to award a further 4.5% on any EBITDA generated above this threshold. Total EBITDA for FY26 exceeded budget by \$4.0 million. The Board exercised its discretion in full, resulting in a total CEO STIP payment of \$180,000 based on financial performance for FY26.

Executive STIP Payment

For the FY26 financial year, each member of senior management was eligible for a STIP, comprising a cash payment equal to 3.3% of the budgeted pre-IFRS 16 EBITDA (exclusive of accruals for such STIP payments). Board discretion can then be exercised to award a further 3.3% on any EBITDA generated above this threshold. Total EBITDA for FY26 exceeded budget by \$4.0 million. The Board exercised its discretion in full, resulting in a total senior management STIP pool (excluding the CEO) of \$940,000 in recognition of the result achieved.

Long Term Incentive Plan (LTIP) Payment

On 7 August 2025 the Shareholders approved a LTIP for senior management and the CEO comprised of Performance Share Rights (PSRs).

These PSRs have been divided into three tranches. All PSRs relevant to each tranche will vest into ordinary shares in Radius if the 10-day VWAP, for the 10 trading days immediately prior to (and not including) the grant date, is equal to or greater than the target share price. The three tranches are:

- a. Tranche 1 will vest if the weighted average price of ordinary shares on the NZX Main Board over the 10 NZX trading days (“10 Day VWAP”) before 31 July 2027 is equal to or greater than 44 cents.
- b. If Tranche 1 does not vest, the share rights in that tranche will be added to and form part of Tranche 2, and will be eligible to vest in accordance with (c) or (e) below.
- c. Tranche 2 will vest if the 10 Day VWAP as at 31 July 2028 is equal to or greater than 66 cents.
- d. If Tranche 2 does not vest, the share rights in that tranche will be added to and form part of Tranche 3, and will be eligible to vest in accordance with (e) below.
- e. Tranche 3 will vest if 10 Day VWAP as at 31 July 2029 is equal to or greater than 88 cents.

In addition, if:

- a “Change of Control Transaction” (that is a takeover, merger or the like) occurs which results in a person or group becoming the controller of a majority of the voting shares of Radius Care; and
- the price or consideration per share paid in that Change of Control Transaction is equal to or greater than the share price specified in (a), (c) or (e) above in respect of a tranche which has not vested, then the share rights in that tranche will vest on completion of that Change of Control Transaction.

The total number of new ordinary shares to be issued to the executive team (if all of the share rights vest) is set out in the table below. These numbers have been calculated by dividing the respective share rights value by 22 cents, reflecting the weighted average price of Radius Care’s ordinary shares on the NZX Main Board over the 10 NZX trading days before 31 March 2025 of \$0.2135 rounded up to the nearest cent.

Executive Team	Share rights value per person	Number of shares per person
CEO	\$1,000,000	4,545,456
CFO	\$500,000	2,272,728
Senior Management	\$200,000	909,092

Recognition and Measurement

On 7 August 2025, 11,363,644 share rights were issued for nil consideration and a nil exercise price in relation to the LTIP Scheme. On 23 October 2025, a further 909,092 share rights were granted on the same terms and conditions as other participants. On 30 March 2026, 909,092 share rights lapsed and no share rights were exercised or expired during the period.

On 18 July 2025, the former share scheme, issued on 18 July 2022, lapsed with no shares vesting under the scheme.

and

PRINCIPLE 6.

Risk Management

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

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

The Board is responsible for ensuring that key business risks are identified and that appropriate controls and responses are in place to effectively manage those risks. The Board considers risk management an important governance function to protect stakeholders and optimise shareholder value.

The Board includes Directors with long-term experience in the care sector and with listed company governance experience. The Board’s complementary skill set and understanding of the core business have allowed it to implement strategies to mitigate risk, staff shortages and diversification of revenue.

The Board retains ultimate oversight of risk management, with the Audit and Risk Committee delegated with responsibility for ensuring that the Company’s risk management framework is appropriate and that it appropriately identifies, assesses, manages and monitors risks.

The Audit and Risk Committee’s responsibilities in relation to risk include:

- Assessing the effectiveness of and monitoring compliance with, the risk management framework;
- Identifying areas for thorough review on significant risks for inclusion in the agenda of the responsible Board and/or Board committee meeting;

- Reporting to the Board on progress with risk management work; and
- Reviewing and recommending policies for Board approval.

Risk management is an integral part of Radius Care’s business. Management has prepared a risk management framework incorporating a risk register, heat map of key risks, risk management principles and a risk policy statement. This approach is intended to embed a comprehensive, holistic, group-wide culture of risk awareness in senior management and in decision makers across the business, supported by a consistent method of identifying, assessing, controlling, monitoring and reporting Radius Care’s existing and potential risks.

The framework is used to identify those situations and circumstances in which the Company may be materially at risk and for which risk mitigation activities are appropriate. The objectives of the framework are to:

- Provide a consistent and structured way to identify, assess, manage and monitor risk across the Company;
- Ensure the Company manages the risks it faces in achieving its objectives; and
- Ensure staff and management are aware of and meet their responsibilities to identify, evaluate and treat the risks that may prevent or restrict the Company from achieving its objectives.

Risk management is a standing item on the agenda for Audit and Risk Committee meetings, with detailed reports provided by management.

Health and Safety Risk Management

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

Radius Care has a robust health and safety policy which requires all staff to be aware of safety in the workplace and to comply with all health and safety policies and procedures, bringing to the attention of their manager anything that poses a risk to any person. The health and safety plan is supported by policies and procedures for all levels of the organisation. Health and Safety is closely monitored through Radius Care’s systems and followed up through regular reporting and monthly meetings held at care home, regional and national level to ensure that any identified risks are monitored and addressed in a timely manner. Ongoing resources and training are provided to enable a safe environment at Radius Care. The Operations team is responsible for leading and managing health and safety risks and reports on performance with the aim of continuous improvement.

Insurance

Radius Care has insurance policies in place covering most areas where risk to its assets and business can be insured at a reasonable cost.

and

PRINCIPLE 7.

Auditors

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

External Auditor

Recommendation 7.1: The Board should establish a framework for the issuer's relationship with its external auditor. This framework should include the procedures prescribed in Recommendation 7.1 of the NZX Code.

Radius Care's Audit and Risk Committee Charter outlines the Company's commitment to an independent audit process that provides shareholders and the market with objective, robust, clear and timely financial reporting. The Audit and Risk Committee's responsibilities are to:

- Monitor the independence and effectiveness of the external auditors;
- Make recommendations to the Board on the appointment and termination of the external auditors;
- Approve the external audit terms of engagement, audit partner rotation and audit fee;
- Review the annual audit plan of the external auditors;
- Review and approve non-audit services performed by the external auditor in accordance with the External Auditor Independence Policy;
- Review the External Auditor Independence Policy on a regular basis; and
- Ensure the Key Audit Partner is rotated at least every five years.

The Audit and Risk Committee in consultation with management and the external auditor reviews the efficiency and effectiveness of the external audit process and provides a formal channel of communication between the Board, management and the external auditor. The Company's compliance with the External Auditor Independence Policy ensures that audit independence is maintained, both in fact and appearance.

Jason Daubney of Baker Tilly Staples Rodway acted as the external audit engagement partner in the financial year ended 31 March 2026. Baker Tilly Staples Rodway commenced its appointment from the financial year ended 31 March 2013 when the Company was privately owned. The Company listed on the NZX in December 2020, and Baker Tilly Staples Rodway have internal policies and procedures in place to ensure key audit personnel are rotated with sufficient regularity to avoid any risk to their independence. Radius Care has not yet set a maximum term for its audit firm.

Baker Tilly Staples Rodway has confirmed independence to the Audit and Risk Committee and that its independence was not compromised during the reporting period.

All non-assurance services provided must have the prior approval of the Audit and Risk Committee.

Recommendation 7.2: The external auditor should attend the issuer's Annual Meeting to answer questions from shareholders in relation to the audit.

The external auditor is regularly invited to meet with the Audit and Risk Committee, including occasions where management is not present.

The external auditor has been invited to attend the Annual Shareholders' Meeting and will be available to answer questions about the audit process and the independence of the auditor.

Internal Audit

Recommendation 7.3: Internal audit functions should be disclosed.

The Company does not have an in-house internal audit function. The internal control framework that Radius Care uses to manage risk is described in further detail under Principle 6 above. There are a number of internal controls overseen by the Audit and Risk Committee to ensure the integrity of key financial and operational data. Directors also pay attention to matters raised by Baker Tilly Staples Rodway, the external auditor.

and

PRINCIPLE 8.

Shareholder Rights and Relations

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

Shareholder Relations

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

The Board is committed to maintaining open and transparent communications with investors and other stakeholders. The Company’s website is an important channel through which key investor information is available. The annual report, NZX releases, governance policies and charters, transcripts of results briefings and a variety of corporate information are posted to the website.

Investor Communications

Recommendation 8.2: *An issuer should allow investors the ability to easily communicate with the issuer, including by designing its shareholder meeting arrangements to encourage shareholder participation and by providing shareholders the option to receive communications from the issuer electronically.*

The Board is committed to ensuring there is an active and high-quality investor relations programme in place. To achieve this Radius Care engages external consultants to provide advice and support to the Board and management, as required.

Radius Care generally holds its Annual Shareholders’ Meeting as a ‘hybrid’ meeting at a time and location that is convenient to shareholders, to facilitate and encourage shareholder participation.

Shareholders have the option of receiving their communications electronically. Contact details for Radius Care’s support office and its share registrar, MUFG Pension and Market Services, are available on the website.

Major Decisions

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

The Market Disclosure Policy sets out Directors’ commitment to timely and balanced disclosure and to advising shareholders on any major decisions. Where voting on a matter is required, the Board encourages investors to attend the meeting or to send in a proxy vote. Shareholders may raise matters for discussion at the Annual Shareholders’ Meeting either in person or by emailing Radius Care with a question to be asked.

Radius Care will conduct voting at its shareholders’ meetings by way of poll and on the basis of one share, one vote.

Additional Equity

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

The Board acknowledges the principle that where additional equity is sought through capital raising the interests of all existing financial product holders should be considered.

Availability of Notices of Meeting

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

Radius Care encourages shareholder participation at its Annual Meeting and the Board is committed to ensuring that notices of meetings of shareholders are released to NZX and posted to Radius Care’s website as soon as possible and at least 20 working days prior to the meeting.

and