STEPCHANGE HOLDINGS LIMITED ACN 678 129 756 (Company)

CORPORATE GOVERNANCE STATEMENT

This Corporate Governance Statement is current as at 16 May 2025 and has been approved by the Board of the Company on that date.

This Corporate Governance Statement discloses the extent to which the Company has, as at 16 May 2025 followed the recommendations set by the ASX Corporate Governance Council in its publication Corporate Governance Principles and Recommendations (4th edition) (**Recommendations**). The Recommendations are not mandatory, however the Recommendations that have not been followed for any part of the reporting period have been identified and reasons provided for not following them along with what (if any) alternative governance practices were adopted in lieu of the recommendation during that period.

The Company's Corporate Governance Plan is available on the Company's website at https://stepchangeholdings.com/

RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION		
Principle 1: Lay solid foundations for management and overs	Principle 1: Lay solid foundations for management and oversight			
Recommendation 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.	YES	The Company has adopted a Board Charter that sets out the specific roles and responsibilities of the Board, the Chair and Board Committee and includes a description of those matters expressly reserved to the Board and those delegated to management. The Board Charter sets out the specific responsibilities of the Board, requirements as to the Board's composition, the roles and responsibilities of the Directors, Chairman and Company Secretary, the establishment, operation and management of Board Committees, Directors' access to Company records and information and details of the Board's performance review. A copy of the Company's Board Charter, which is part of the Company's Corporate Governance Plan, is available on the Company's website.		

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RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION
Recommendation 1.2 A listed entity should: (a) undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a Director; and (b) provide security holders with all material information	YES	The Company has guidelines for the appointment and selection of the Board in its Corporate Governance Plan. The Company's Nomination Committee Charter requires the Nomination Committee (or, in its absence, the Board) to ensure appropriate checks are undertaken before appointing a person, or putting forward to security holders a candidate for election, as a Director. As part of its preparation for listing the Company has undertaken
relevant to a decision on whether or not to elect or re- elect a Director.		policy and bankruptcy checks on all Directors appointed to the Board. Under the Nomination Committee Charter, all material
		information relevant to a decision on whether or not to elect or re- elect a Director must be provided to security holders in the Notice of Meeting containing the resolution to elect or re-elect a Director. Information in respect to each Directors experience and qualifications are outlined in the Prospectus. Directors will be put forward for re-election at the Company's Annual General Meeting in accordance with the Company's Director rotation policy.
Recommendation 1.3		The Company's Nomination Committee Charter requires each
A listed entity should have a written agreement with each Director and senior executive setting out the terms of their appointment.	YES	Director and senior executive have a written agreement with the Company which sets out the terms and specific responsibilities of that Director's or senior executive's appointment.
		The Company has entered into an executive service agreement with its Managing Director, Shane Bransby and has also entered into letters of appointment with each of its non-executive Directors setting out the key terms and conditions of their appointment.
Recommendation 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.	YES	The Board Charter outlines the roles, responsibility and accountability of the Company Secretary. In accordance with this, the Company Secretary is accountable directly to the Board,

RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION
		through the Chair, on all matters to do with the proper functioning of the Board.
Recommendation 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 as at the end of 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.31	No	The Company has a Diversity Policy which provides a framework for the Company to establish and achieve measurable diversity objectives. The Diversity Policy allows the Board to set measurable gender diversity objectives if considered appropriate, and to assess annually both the objectives if any have been set and the Company's progress in achieving them. The Company is yet to set measurable objectives for achieving gender diversity given its current size and limited operations at present. The Company intends to select the best available officers and staff for each relevant position in a non-discriminatory manner based on merit. The Board is committed to developing a diverse workplace where appropriate appointments and advancements are made on a fair and equitable basis. The Diversity Policy is available on the Company's website.
Recommendation 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	YES	The Company has a Performance Evaluation Policy which outlines the processes for the performance evaluation of the Board, its committees, individual Directors and senior executives on an annual basis as appropriate. As at the date of this Statement, no formal performance evaluation has yet been undertaken given the current stage of

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(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.		the Company's operations and the recent adoption of this framework. However, the Company will disclose if and when it has conducted any performance evaluations.
Recommendation 1.7 A listed entity should: (a) have and disclose a process for periodically evaluating the performance of its senior executives; and (b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.	Yes	The Board is responsible for monitoring the performance of executive officers. The Remuneration Committee (or in its absence the Board) will oversee the evaluation of the remuneration of executives based on specific criteria including business performance and whether strategic objectives have been met. As at the date of this Statement, no formal performance evaluation has yet been undertaken given the current stage of the Company's operations and the recent adoption of this framework. However, the Company will disclose if and when it has conducted any performance evaluations.
Principle 2: Structure the Board to add value		
Recommendation 2.1 The Board of a listed entity should: (a) have a nomination committee which: (i) has at least three members, a majority of whom are independent Directors; and (ii) is chaired by an independent Director, and disclose: (iii) the charter of the committee; (iv) the members of the committee; and (v) as at the end of each reporting period, the number of times the committee met throughout the period	Yes	The Company has a Nomination Committee Charter which outlines the processes it employs to address Board succession issues and to ensure that the Board has the appropriate balance of skills, experience, independence and knowledge of the entity to enable it to discharge its duties and responsibilities effectively. Given the current stage of the Company's operations, the Board as a whole (consisting of three Directors) will perform the role of a Nomination Committee in accordance with an established nomination and evaluation process outlined in the Nomination Committee Charter.

RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION
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, experience, independence and knowledge of the entity to enable it to discharge its duties and responsibilities effectively.		
Recommendation 2.2 A listed entity should have and disclose a Board skill matrix setting out the mix of skills and diversity that the Board currently has or is looking to achieve in its membership.	NO	The Nomination Committee Charter, requires that the Board create and maintain a Board skill matrix setting out the mix of skills and diversity that the Board currently has (or is looking to achieve) in its membership. The Board has not yet established a formal board skills matrix given the current state of its operations. As part of its preparation for listing on ASX it has sought to ensure it has Directors with a collective skill set for a software and services ASX listed company. As the Company grows the Board will review its membership proposing new candidates for directorships/executives having regard to the desired skills and experience required by the Company as well as the proposed candidates' diversity of background. Details of each of the Director's skills and experience are outlined in the Company's Prospectus.
Recommendation 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, association or relationship of the type described in Box 2.3 of the ASX Corporate Governance Principles and	YES	The Board Charter requires the disclosure of the names of Directors considered by the Board to be independent. The Company has disclosed those Directors it considered to be independent in its Prospectus. The Board currently considers Mr Adam Simpson to be independent Director.

RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION
Recommendation (3rd Edition), but the Board is of the opinion that it does not compromise the independence of the Director, the nature of the interest, position, association or relationship in question and an explanation of why the Board is of that opinion; and (c) the length of service of each Director		Mr Shane Bransby and Mr Geoff Lewis are not classified as independent directors as Mr Shane Bransby holds an executive role with the Company and is also a substantial shareholder. Mr Geoff Lewis is also substantial shareholder in the Company.
		The Board is of the opinion that Messrs Bransby and Lewis, interest and positions held do not compromise the independence of these directors and the Board is comfortable that these directors have the capacity to bring an independent judgment to bear on issues put before the Board and act in the best interests of the entity and its security holders generally.
		The Directors were appointed to the Board of the following dates - Adam Simpson – 2 October 2024
		- Shane Bransby - 19 August 2024
		- Geoff Lewis - 26 August 2024
		The Company will also disclose in its Annual Report the length of service of each Director, as at the end of each financial year.
Recommendation 2.4 A majority of the Board of a listed entity should be	NO	The Board currently comprises three directors, of which one is considered to be independent.
independent Directors.	NO NO	The Board considers that this is adequate for ensuring that decisions of the Board reflect the best interests of the Company and all of its security holders and are not biased towards the interests of any person or group.
Recommendation 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.	NO	The Board Charter provides that, where practical, the Chair of the Board should be a non-executive independent Director and should not be the CEO/Managing Director.

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		The Chair of the Company a non-executive Director, Mr Geoff Lewis. Mr Lewis is not classified as being an independent director given he is a substantia shareholder in the Company. The Board is however comfortable that whilst Mr Lewis is a substantial shareholder that he has the capacity to bring an independent judgment to bear on issues put before the Board and act in the best interests of the entity and its security holders generally.
Recommendation 2.6 A listed entity should have a program for inducting new Directors and providing appropriate professional development opportunities for continuing Directors to develop and maintain the skills and knowledge needed to perform their role as a Director effectively.	YES	The Nomination Committee (or, in its absence, the Board) is responsible for the establishment and facilitation and review of induction and continuing professional development programs and procedures for Directors to ensure that they can effectively discharge their responsibilities. The Company Secretary is responsible for facilitating inductions and professional development of Directors.
Principle 3: Act ethically and responsibly		
Recommendation 3.1 A listed entity should articulate and disclose its values.	YES	The Board has adopted Statement of Values for the purpose of ensuring that the Company's values create a link between the Company's purpose and its strategic goals by expressing the standards and behaviours that it expects from Directors, senior executives and employees to fulfil its purpose and meet its goals.
		The Company's Values are:
		(a) Customers First - our customers are the focus of everything we do. We seek to create value and be a trusted business partner for all our customers and stakeholders.
		(b) Excellence –we are committed to the pursuit of excellence and strive to innovate around the design and delivery of excellent products and services to our customers.

RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION
		(c) Honesty and Integrity – we establish trust and deal with integrity and honestly in interactions with our customers, suppliers, partners and people.
		(d) Teamwork - we work in teams and value the contribution of each other in achieving common goals.
		These Values are outlined in the Company Corporate Code of Conduct which is available on the Company's website.
Recommendation 3.2 A listed entity should: (a) have a code of conduct for its Directors, senior executives and employees; and (b) disclose that code or a summary of it.	YES	The Company's Corporate Code of Conduct applies to the Company's Directors, senior executives and employees. The Company's Corporate Code of Conduct which forms part of the Company's Corporate Governance Plan is available on the Company's website.
Recommendation 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.	YES	The Company has a Whistleblower Policy which forms part of the Company's Corporate Governance Plan and is available on the Company's website. The Authorised Officers will report to the Board any material incidents reported under the Whistleblower Policy. No incidents have been reported to date under this policy.
Recommendation 3.4 A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the board or a committee of the board is informed of any material breaches of that policy	YES	The Company has an Anti-Bribery and Corruption Policy which forms part of the Company's Corporate Governance Plan and is available on the Company's website. Material breaches of the Anti-Bribery and Corruption Policy should be reported to the Board by the Compliance Officer. No breaches have been reported to date under this policy.

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Principle 4: Safeguard integrity in financial reporting	Principle 4: Safeguard integrity in financial reporting				
Recommendation 4.1 The Board of a listed entity should: (a) have an audit committee which: (i) has at least three members, all of whom are non-executive Directors and a majority of whom are independent Directors; and (ii) is chaired by an independent Director, who is not the chair of the Board, and disclose: (iii) the charter of the committee; (iv) the relevant qualifications and experience of the members of the committee; and (v) 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 financial reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.	YES	The Company has adopted an Audit and Risk Committee Charter, however it does not have a separate Audit Committee. In view of the size and resources available to the Company, it is not considered that a separate Audit Committee would add any substance to this process. Acting in its ordinary capacity from time to time as required, the Board carries out the processes that would be undertaken by the Audit Committee under the Audit and Risk Committee Charter including the following processes to independently verify the integrity of the Company's periodic reports which are not audited or reviewed by an external auditor, as well as the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner: • through the Board devoting time at annual Board meetings to fulfilling the roles and responsibilities associated with maintaining the Company's internal audit function and arrangements with external auditors; and • through all members of the Board being involved in the Company's audit function to ensure the proper maintenance of the entity and the integrity of all financial reporting. As the Company's operations evolve, the Board will reconsider the appropriateness of forming a formal Audit Committee.			
Recommendation 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 the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate	N/A	The Company's Risk and Audit Committee Charter requires the CEO and CFO (or, if none, the person(s) fulfilling those functions) to provide a sign off on these terms. The Company intends to obtain such sign off on its financial accounts once listed on ASX.			

RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION		
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.				
Recommendation 4.3 A listed entity should disclose its process to verify the	YES	The Managing Director and Company Secretary are responsible for reviewing all communication to the market to ensure they are		
integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.		full and accurate and comply with the Company's obligations.		
Principle 5: Make timely and balanced disclosure				
Recommendation 5.1 A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	YES	The Continuous Disclosure Policy provides details of the Company's disclosure policy to ensure compliance with obligations under ASX Listing Rules and other relevant legislation.		
		The Corporate Governance Plan, which incorporates the Continuous Disclosure Policy, is available on the Company website.		
Recommendation 5.2	N/A	Following listing on ASX, market announcements will be circulated		
A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.		to the Board prior to being released for review and noting proposed date for lodgement. Confirmation of lodgement of material announcements will be provided to the Board after they have been made.		
Recommendation 5.3	YES	The Company's Continuous Disclosure Policy requires that investor		
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.		presentations be lodged with ASX prior to the investor briefing commencing.		

RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION	
Principle 6: Respect the rights of security holders			
Recommendation 6.1 A listed entity should provide information about itself and its governance to investors via its website.	YES	Information about the Company, its operations and its corporate governance, including copies of the Company's various corporate governance policies and charters, are available on its website.	
		Given the Company is yet to list of ASX, information in regard to the Company is limited to information outlined in its Prospectus (available on the Company's website www.lagomholdings.com.au). Post listing the Company intends to provide additional information on its website in respect to the operations, announcements, presentation and financial reports.	
Recommendation 6.2 A listed entity should design and implement an investor relations program to facilitate effective two-way communication with investors.	YES	The Company has adopted a Shareholder Communications Strategy which aims to promote and facilitate effective two-way communication with investors. The Strategy outlines a range of ways in which information is communicated to shareholders and is available on the Company's website as part of the Company's Corporate Governance Plan.	
Recommendation 6.3 A listed entity should disclose the policies and processes it has in place to facilitate and encourage participation at meetings of security holders.	YES	Shareholders are encouraged to participate at all general meetings and AGMs of the Company. Refer to the Company's Shareholder Communication Strategy available on the Company's website as part of the Company's Corporate Governance Plan.	
Recommendation 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	N/A	Following its listing on ASX, the Company intends to ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands	
Recommendation 6.5	YES	The Company's share register is currently maintained by Automic Registry Services. Once listed, Shareholders will have the option of receiving shareholder communications from the Company and	

RECOMM	MENDATIONS (4TH EDITION)	COMPLY	EXPLANATION
receive o	entity should give security holders the option to communications from, and send communications ntity and its security registry electronically.		Automic electronically, unless an original signature or documents is required.
Principle	7: Recognise and manage risk		
The Board (a) have of wh (i)	d of a listed entity should: a committee or committees to oversee risk, each nich: has at least three members, a majority of whom are independent Directors; and is chaired by an independent Director, disclose: the charter of the committee; the members of the committee; and as at the end of each reporting period, the	however it does not have a formal Risk Committee size and resources available to the Company, it is that a separate Risk Committee would add any sprocess. The Board as a whole is broadly responsible for ris including the review of any risk management sy systems that may be implemented by manage project basis. The Audit and Risk Committee (or tin its place) is responsible for the management of As the Company's operations evolve, the Board wappropriateness of forming a separate risk committee.	The Board as a whole is broadly responsible for risk management, including the review of any risk management system or series of systems that may be implemented by management on a perproject basis. The Audit and Risk Committee (or the Board acting in its place) is responsible for the management of financial risk. As the Company's operations evolve, the Board will reconsider the appropriateness of forming a separate risk management
(b) if it do satisfy emplo	number of times the committee met throughout the period and the individual attendances of the members at those meetings; or oes not have a risk committee or committees that y (a) above, disclose that fact and the process it oys for overseeing the entity's risk management ework.		
The Board (a) review mand	d or a committee of the Board should: w the entity's risk management framework with agement at least annually to satisfy itself that it nues to be sound; and	YES	The Risk and Audit Committee Charter requires that the Risk and Audit Committee should, at least annually, satisfy itself that the Company's risk management framework continues to be sound. As part of its preparation for listing on ASX, the Company undertook an analysis of all key risks facing this business which are

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(b) disclose in relation to each reporting period, whether such a review has taken place.		outlined in the Company's Prospectus. The Board intends to undertake and annual review of these risks.
Recommendation 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 risk management and internal control processes.	YES	The Risk and Audit Committee Charter provides for the Risk and Audit Committee to monitor the need for an internal audit function. The Company did not have an internal audit function for the past financial year given the stage and size of the Company's operations being an unlisted company. The Board will be responsible for ensuring that sound risk management policies are in place for the Company, and reporting to the Board as appropriate following the Company's listing on ASX. Management is further responsible for undertaking and assessing risk management and internal control effectiveness, and the Board assumes the responsibility to establish and implement effective management and internal control processes.
Recommendation 7.4 A listed entity should disclose whether it has any material exposure to environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks.	YES	The Audit and Risk Committee Charter requires the Audit and Risk Committee (or, in its absence, the Board) to assist management determine whether the Company has any material exposure to environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks. The Company's Corporate Governance Plan requires the Company to disclosure whether it has any material exposure to economic, environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks. As part of its preparation for listing on ASX, the Company undertook an analysis of all key risks facing this business which are outlined in the Company's Prospectus. The Board intends to undertake and annual review of these risks. Whilst no specific material ESG risks were identified, the Company is committed to the minimising the environmental impact of our products and

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		services and creating a high performing and highly engaged workforce.			
Principle 8: Remunerate fairly and responsibly					
Recommendation 8.1					
The Board of a listed entity should:	YES	The Company has adopted a Remuneration Committee Charter, which sets outs the remuneration framework and has an objective of ensuring reward for performance is competitive and appropriate to the results delivered. The Company seeks to align executive reward with the creation of value for shareholders.			
(a) have a remuneration committee which:					
(i) has at least three members, a majority of whom are independent Directors; and					
(ii) is chaired by an independent Director,		Company has not established a separate Remuneration			
and disclose:		Committee. In view of the size and resources available to the			
(iii) the charter of the committee;	Company, it is not considered that a separate Risk Cor would add any substance to this process.	Company, it is not considered that a separate Risk Committee			
(iv) the members of the committee; and		woold dad arry sobstatice to this process.			
(v) 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.					
Recommendation 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.	YES	The Remuneration Committee Charter provides that the Remuneration Committee, is responsible for establishing the policies and practices of the Company regarding the remuneration of directors and other senior executives and reviewing all components of the remuneration framework, advising the Board on the composition of the Board and its			

RECOMMENDATIONS (4TH EDITION)	COMPLY	EXPLANATION
		committees, reviewing the performance of the Board, its committees and the individual directors, ensuring the proper succession plans are in place and advising the Board in respect of the effectiveness of its corporate governance policies and developments in corporate governance. The remuneration of Directors and its CFO is disclosed in the Company's Prospectus.
Recommendation 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.	YES	The Company's Trading Policy includes a restriction on KMPs entering into any arrangement that would have the effect of limiting the exposure of the KMP to risk relating to an element of the KMP's remuneration that has not vested or remains subject to a holding lock. The Company's Trading Policy is available on the website.