

Form 604
Corporations Act 2001
Section 671B

Notice of change of interests of substantial holder

To Company	The Koala Company Limited (Koala)
ACN	619 538 671
1. Details of substantial holder (1)	
Name	Koala
ACN	619 538 671

There was a change in the interests of the substantial holder on	27/08/2026
The previous notice was given to the company on	07/04/2026
The previous notice was dated	07/04/2026

2. Previous and present voting power

The total number of votes attached to all the voting shares or interests in the company, scheme or fund that the substantial holder or an associate (2) had a relevant interest (3) in when last required, and when now required, to give a substantial holding notice to the company, scheme or fund, are as follows:

Class of securities (4)	Previous notice		Present notice	
	Person's votes	Voting power (5)	Person's votes	Voting power (5)
Fully paid ordinary shares (Shares)	67,303,946	74.96%	56,669,625	62.50%

3. Changes in relevant interests

Particulars of each change in, or change in the nature of, a relevant interest of the substantial holder or an associate in voting securities of the company, scheme or fund, since the substantial holder was last required to give a substantial holding notice to the company, scheme or fund are as follows:

Date of change	Person whose relevant	Nature of change (6)	Consideration given in relation to change (7)	Class and number of Securities affected	Person's votes affected
25/08/2026	Koala	Restrictions on the disposal of Shares under voluntary escrow deeds give Koala a 'relevant interest' in its own shares under section 608(1)(c) of the Corporations Act 2001 (Cth) (Act). Some of these Shares have been released from voluntary escrow. The voluntary escrow arrangements including the terms of their release, are summarised in section 9.5.3 of the Prospectus issued by Koala and Koala SaleCo Limited (ACN 695 286 634) on 13 March 2026. Koala has no right to acquire these Shares or to control the voting rights attached to these Shares.	None	10,634,321 Shares	10,634,321

4. Present relevant interests

Particulars of each relevant interest of the substantial holder in voting securities after the change are as follows:

Holder of relevant	Registered holder of securities	Person entitled to be registered as holder (8)	Nature of relevant interest (6)	Class and number of securities	Person's votes
Koala	Hinterland Capital Pty Ltd (ACN 604 036 866) as trustee for the DMilham Trust (Hinterland Capital)	Same as registered holder	Indirect, deemed relevant interest in its own escrowed shares under section 608(1)(c) of the Act.	18,692,056 Shares	18,692,056
	Perennial Value Management Limited ABN 22 090 879 904 (Perennial)	HSBC		18,519,757 Shares	18,519,757
	Perennial	BNP Paribas Securities Services		3,565,756 Shares	3,565,756
	Other Escrowed Securityholders	As per each registered holder		15,892,056 Shares	15,892,056

5. Changes in association

The persons who have become associates (2) of, ceased to be associates of, or have changed the nature of their association (9) with, the substantial holder in relation to voting securities in the company, scheme or fund are as follows:

Name and ACN/ARSN/APFRN (if applicable)	Nature of association
N/A	N/A

6. Addresses

The addresses of persons named in this form are as follows:

Name	Address
Koala	Unit 12, 37-41 O’Riordan Street, Alexandria NSW 2015
Hinterland Capital	Lot 1, Byron Street, New Brighton NSW 2483
Perennial	Level 27, 88 Phillip Street Sydney NSW 2000
Other escrowed securityholders	c/- Unit 12, 37-41 O’Riordan Street, Alexandria NSW 2015

Signature

print name

Melissa Norris

capacity

Joint Company Secretary

sign here

Signed by:

Melissa Norris

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date

27-Aug-2026 | 11:37 AEST

DIRECTIONS

- (1) If there are a number of substantial holders with similar or related relevant interests (eg. a corporation and its related corporations, or the manager and trustee of an equity trust), the names could be included in an annexure to the form. If the relevant interests of a group of persons are essentially similar, they may be referred to throughout the form as a specifically named group if the membership of each group, with the names and addresses of members is clearly set out in paragraph 6 of the form.
- (2) See the definition of "associate" in section 9 of the Corporations Act 2001.
- (3) See the definition of "relevant interest" in sections 608 and 671B(7) of the Corporations Act 2001.
- (4) The voting shares of a company constitute one class unless divided into separate classes.
- (5) The person’s votes divided by the total votes in the body corporate, scheme or fund multiplied by 100.
- (6) Include details of:

(a) any relevant agreement or other circumstances because of which the change in relevant interest occurred. If subsection 671B(4) applies, a copy of any document setting out the terms of any relevant agreement, and a statement by the person giving full and accurate details of any contract, scheme or arrangement, must accompany this form, together with a written statement certifying this contract, scheme or arrangement; and

(b) any qualification of the power of a person to exercise, control the exercise of, or influence the exercise of, the voting powers or disposal of the securities to which the relevant interest relates (indicating clearly the particular securities to which the qualification applies).

See the definition of "relevant agreement" in section 9 of the Corporations Act 2001.
- (7) Details of the consideration must include any and all benefits, money or otherwise, that any person from whom a relevant interest was acquired has, or may, become entitled to receive in relation to that acquisition. Details must be included even if the benefit is conditional on the happening or not of a contingency. Details must be included of any benefit paid on behalf of the substantial holder or its associate in relation to the acquisitions, even if they are not paid directly to the person from whom the relevant interest was acquired.
- (8) If the substantial holder is unable to determine the identity of the person (eg. if the relevant interest arises because of an option) write “unknown”.
- (9) Give details, if appropriate, of the present association and any change in that association since the last substantial holding notice.