EO Board of Directors

MEETING MINUTES
10-12 FEBRUARY 2026 | ENTREPRENEURS' ORGANIZATION
SUSAN CLOPPER

EO Board of Directors Meeting Minutes

10-12 February 2026 | Ho Chi Minh, Vietnam

EO Board of Directors:	Joaquin Cordero, Taunya Renson-Martin, Dave Loaney, Rom LaPointe, Alan Cheung, Steve Benitez, John Harrington, Prabhakar Kadavasal, Anthony Ramirez, Jennie Rello, Khuram Saleem
Executive Director:	Jamie Pujara
Senior Leadership Team:	David Stephenson, SVP of Technology
Corporate Secretary:	Susan Clopper
Guests:	As listed in the minutes below

10 February 2026

I. Call To Order and Welcome — Cordero

The Chair welcomed everyone and opened the meeting at 09:02 ICT.

II. Masterplan Workshop with Tecker International — Cordero, Haythorn

Trace Haythorn, Senior Consultant, Tecker International, joined the in-person meeting at 09:02 ICT.

A workshop was conducted with the Global Board and Tecker International in support of the Masterplan project. During the session, Tecker presented an analysis of interview data gathered to date, incorporating input from Global Board members.

The next phases of the project will include completing interviews with Tier 1 leaders and senior staff, conducting potential focus groups, and preparing a second round of analysis. This analysis will summarize overall themes and provide a compare-and-contrast assessment between Global Board perspectives and those of broader leadership and staff.

Trace Haythorn left the meeting at 14:08 ICT.

III. EO Accelerator Program — Hausseguy, Trautwein

Myrna Hausseguy, VP Accelerator, and Heiko Trautwein, Chair, EOA Task Force, joined the meeting at 14:09 ICT.

The purpose of the EO Accelerator (EOA) Task Force is to evaluate the structure of EOA and return to the Board with recommendations on how to move forward. The EOA Task Force presented two options to the Board to move forward. With a robust question-and-answer period, the EOA Task Force was requested to return with more detail on the options presented. The following motion was made and seconded:

> **IT IS RESOLVED** that the Board support the EOA 2.0 strategy as presented and authorizes the EOA Task Force to proceed with Phase 2 Design and Validation work through June 2026 to evaluate and document structural options for EO Accelerator's future operating model, and to return to the Board with a written

recommendation by June 2026 detailing the proposed structure and key terms for Board approval.

The motion passed unanimously.

Myrna Hausseguy and Heiko Trautwein left the meeting at 15:01 ICT.

The Chair thanked everyone and closed the meeting to go into Executive Session at 15:34 ICT.

11 February 2026

I. Call To Order and Welcome — Cordero

The Chair welcomed everyone and opened the meeting at 08:03 ICT.

II. Trainers 2.0 Task Force — Salinas, Ramirez, LaPointe

Hugo Salinas, Trainers 2.0 Task Force, joined the meeting at 08:40 ICT.

The Trainers 2.0 Task Force delivered the first of two progress reports to the Board as part of its preparation for a final recommendation to be presented at the April 2026 Board meeting. It was noted that any decisions made following the final recommendation would not be implemented for an extended period. Of the four deliverables required of the task force, the following status was given:

- Phase I: Complete - Board approval of the Charter
- Phase II: Partially Complete – Current state assessment and stakeholder input
- Phase III: In Progress – Draft globally scalable trainer framework options
- Phase IV: Not Started – Final Recommendations to Board for Review

Hugo Salinas left the meeting at 09:25 ICT.

III. Regional Council Meetings & Budget — Marchessault

Beth Marchessault, Chief Membership Officer, joined the meeting at 09:30 ICT.

The meeting cadence of Regional Councils was discussed relative to operational budget factors. After a brief question-and-answer period to assess Board perspectives, the decision was made to return to the March 2026 Board meeting with baseline budgets for regional sizing and meeting expenses for further discussion.

Beth Marchessault left the meeting at 10:15 ICT.

IV. Growth Portfolio Chair-elect Ratification — Renson-Martin

Due to the resignation of the Growth Portfolio Chair, the following motion was made and seconded:

Motion to Approve Rauna Singh, EO Gurgaon, as Growth Portfolio Chair, effective upon Board approval, to fill the vacancy for the unexpired portion of the current Chair's term for FY2026/2027 through 30 June 2027.

The motion passed unanimously.

V. Audit — Loaney

The Board received the Report on the Consolidated Financial Statements as of 30 June 2025, including 2024, prepared by CohnReznick. After a short period of questions and discussion, the following motion was made and seconded:

Motion to Approve the audited financial statements for FY2025 and 2024 performed by CohnReznick.

The motion passed unanimously.

VI. Platinum Members Initiative — Loaney

Following the presentation of funding figures for the Platinum Members Initiative, the Board requested that the Standing Finance Committee (SFC) return in March with a funding model that includes five-year projections and scenario variations for the initiative.

The Chair thanked everyone and closed the meeting at 12:26 ICT.

12 February 2026

I. Call To Order and Welcome — Cordero

The Chair welcomed everyone and opened the meeting at 09:01 ICT.

II. OSPC Quarterly Report (QPAR) — Lee

Aaron Lee, Chair, OSPC, joined the meeting at 09:15 ICT.

The Board received QPAR highlights, including confirmation that no change projects will be approved in Spring 2025, with further communications forthcoming. It was also noted that the All Planning Meeting (APM) will take place for two days following the Global Leadership Conference (GLC) in Dublin, Ireland. A Tier 1 Playbook is currently being developed.

Aaron Lee left the meeting at 09:39 ICT.

The Board discussed the importance of the continued operation of the OSPC, which is currently scheduled to sunset on 30 June 2026. After a brief discussion, the following motions were made and seconded:

Motion to Approve the continued operation of the OSPC as an Ad-Hoc Committee for EO fiscal year 2026/2027, subject to annual Board documentation review and approval requirements and subject to earlier modification or dissolution by further Board resolution.

The motion passed unanimously.

Motion to Approve Aaron Lee (EO Atlanta) to serve an additional one (1) year term as OSPC Chair for EO fiscal year 2026/2027 (through June 30, 2027), consistent with the applicable Path of Leadership process and Board ratification requirements.

The motion passed unanimously.

III. Long-term Chapter Planning (LTP) Run State — Rush, Hogan

Jason Rush, EO Arizona, and Courtney Hogan, Director of Strategy & Training Programs, joined the meeting at 09:45 ICT.

The LTP product produces multi-year plans and a robust set of long-term data output. This output also provides a set of long-term planning data for regions, Portfolios, and the organization overall. The change project focused on testing, evaluating, and refining the Long-Term Planning Summit. The approach included the following activities:

- Content Curation & Delivery
- Data Collection
- Content Review and Iteration
- Facilitator Training
- Communication Strategy

Successes of the LTP product were given with multiple options offered as to how the LTP product would continue in a run state with various funding models. If approved, the phased funding model would need to be approved by the Standing Finance Committee.

Jason Rush and Courtney Hogan left the meeting at 10:09 ICT.

After Board discussion, the following motion was made and seconded:

Motion to Approve the Long-Term Planning Product as a run-state product with a phased funding model.

The motion passed: 8 yes, 2 no.

IV. Leadership Communications Council (LCC) Renewal — Renson-Martin

The LCC was established to advise the Board on strategic communication matters related to leadership and governance. Its role, as outlined in the original charter, has proven crucial to EO's ongoing efforts to enhance organizational communication, brand narrative, and crisis management. Key achievements for the first year of the LCC include: the creation of a crisis communications manual, supporting the development of a brand narrative, creation of chapter naming protocol, and board-level communications support, amongst other achievements.

The following motion was made and seconded:

> **Motion to Approve** the continued operation of the LCC as an ad-hoc committee for FY2026/2027 subject to annual Board documentation review and approval requirements and subject to earlier modification or dissolution by further Board resolution.

The motion passed unanimously.

V. Technology Review — Stephenson

The Senior Vice President of Technology provided an in-depth report on the status of EO's technology programs. The following is a list of selected technology programs— not inclusive of all programs—that have been completed, are currently in progress, or are forthcoming:

- Member SSO – EO Nashville Chapter is using this now
- Hivebrite: Has been integrated with the CRM
- Chargebee: Was used for renewals during last year's renewal cycle
- Cvent for GLC: An event management platform now used for global and regional events
- Hubspot: Members can submit tickets now through Hubspot
- Marketing Hub: In progress and will give better analytics
- Case IQ: Governance to use for logging investigations
- Ironclad Contract Management: Allows the Legal Department to better facilitate contracts
- Terminally: A consent site that has been activated
- OneEO: Goes out to all members on 25 March 2026

The suggested members of the new Technology Advisory Council (TAC), to be active 01 July 2026, will be brought to the Board for approval in the coming months. The Data Analytics Department is now part of the Technology Department.

VI. GSEA — Morrell

Tamarin Morrell, Program Director, GSEA, joined the meeting at 13:02 ICT.

At the November 2025 Board meeting, the Board engaged in an in-depth question-and-answer period and requested additional information related to friction points, sponsorship opportunities, and linkage to EO's strategic priorities. The presentation delivered at this meeting was intended to address those requests.

- Friction Points: Seven of the eleven regions indicated their support for GSEA in principle and provided examples of how they have worked within the existing framework to integrate GSEA into their operations, while expressing a desire for additional support. Four regions expressed that they had not managed to successfully integrate the program within their region because of funding and staff bandwidth limitations, as well as program misalignment with the Regional Council's priorities.

- Sponsorship Opportunities: In its current format, GSEA has successfully generated a significant number of institutional partnerships, including the latest partnership with GEN's Entrepreneurship World Cup. This type of partnership supports brand visibility and assists in establishing EO externally.

In addition to this partnership, the Business Development team has secured a partnership with the Global Consortium for Entrepreneurial Colleges which yielded an in-kind donation of US$10,000 and are focusing on securing two additional institutional partners through GSEA in FY2025/26.

- Strategic Priorities: A key decision before the Board is to determine which strategic contribution(s) GSEA should prioritize moving forward.

As the Board evolves EO's position on Accelerator, Platinum members, and Communities, it was noted that there could be an opportunity to integrate GSEA in a way that will make clear how GSEA aligns with priorities while strengthening organizational coherence and helping resolve existing areas of internal friction.

Tamarin Morrell left the meeting at 13:31 ICT.

VII. Q2 Forecast with Re-allocations — Loaney

The SFC Chair presented the Q2 Forecast and Re-allocation recommendation to the Board for approval. In addition to the Q2 Forecast and Re-allocation, the Staffing and Budget Request was also presented. After a brief question-and-answer period, the following motions were made and seconded:

Motion to Approve the Standing Finance Committee recommendation of US$1,516,178 in additional budget requests for Q2 in FY2025/2026.

The motion passed unanimously.

Motion to Approve the request of US$1.2M in additional staffing budget request for FY2025/2026.

The motion passed unanimously.

VIII. Board Advisory Committees (BACs) — Harrington, LaPointe, Benitez

The Board received an update on the status of the five BACs that have been soft launched. The anticipated plan is to conduct two to four meetings per BAC within the next five months, while maintaining the scheduled full launch date of 01 July 2026. Success within the BACs was described as including better prepared Board discussions, intentional rotation of oversight topics, clear escalation of topics from the BACs to the full Board, and a shared understanding of what, when, and why matters are addressed. Another update will be given at the April 2026 Board meeting.

The Chair thanked everyone and closed the meeting at 16:10 ICT.

UNANIMOUS WRITTEN CONSENT

The following is a list of motions the Board approved by unanimous written consent (UWC) since the last regular Board Meeting to date:

IT IS RESOLVED to adopt to adopt the Board Resolution titled “PROHIBIT USE OF EO FUNDS OR OTHER EO RESOURCES TO PAY OR REIMBURSE MEMBER DUES,” attached hereto and incorporated herein by this reference. [ATTACHMENT #1]
02 February 2026

IT IS RESOLVED to approve the following GSEA Experts for a third term effective FY2026/2027.
23 February 2026

First Name	Last Name	Role	Chapter	Region	Term being ratified for	Term --how many terms (fiscal years) has the applicant held the role to which they are being put forward for?	Why is this candidate most suitable for the role
Robert	van der Zwart	GSEA Expert	EO Netherlands	Europe	FY 2026 - 202	Third term	In Europe, our GSEA program engagement has slowed down and there is a need to stabilize and re-energize participation. Robert has strong connections with the chairs and the program, and he collaborates effectively with the GSEA team. The other two candidates have not previously served as GSEA chairs, so continuing with Robert would help maintain program stability, with plans to consider new options for the following year. The GSEA team supports Robert's return.
Lisa	von Sturmer	GSEA Expert	Vancouver	Canada	FY 2026 - 202	Third term	Lisa is deeply passionate about GSEA and the GSEA program in Canada. She has strong, in-depth knowledge of how the program operates locally and continues to add significant value through her role. Lisa is being submitted for a third term as the expert and also serves on our national committee. As part of our succession planning, we are in the process of identifying her replacement, who will shadow her throughout the next financial year to ensure continuity and knowledge transfer.

ATTACHMENT #!

RESOLUTION
OF
JANUARY 28, 2026
OF THE
BOARD OF DIRECTORS OF ENTREPRENEURS' ORGANIZATION
TO
PROHIBIT USE OF EO FUNDS OR OTHER EO RESOURCES TO PAY OR REIMBURSE MEMBER DUES

WHEREAS, Entrepreneurs' Organization ("EO") is incorporated as a tax exempt entity pursuant to section 501(c)(3) of the U.S. Internal Revenue Code, and required to use its resources solely in furtherance of its approved public benefit purpose;

WHEREAS, the Board of Directors of EO ("Board") has identified ambiguity and inconsistent practice under existing provisions of EO's Policies & Procedures ("P&Ps") regarding the use of regional funds to assist with member dues, including indirect subsidies, which poses governance, fairness, and tax-exempt compliance risks;

WHEREAS, the Board wishes to address these issues by amending the P&Ps to eliminate these risks;

NOW, THEREFORE, IT IS RESOLVED, by the Board to:

1. Amend Section B of Chapter 3 of the P&Ps (Dues and Fees; Policies) by inserting a new subsection 4, as follows:

> 4. EO funds shall not be used at any level to pay or reimburse an individual's EO global or chapter dues, directly or indirectly, including through transfers to chapters or third parties. EO funds or other EO resources shall not be used or transferred at any level to pay or reimburse an individual member's EO global or chapter dues, directly or indirectly, including through transfers to chapters or third parties.

EO funds or other EO resources shall not be used or transferred at any level to pay or reimburse an individual member's EO global or chapter dues, directly or indirectly, including through transfers to chapters or third parties.

2. Amend Subsection B.4 of Chapter 3 of the P&Ps (Dues and Fees) by renumbering it as Subsection B.5.
3. Delete Subsection B.2.b.iii of Chapter 5 of the P&Ps (Regional Councils) in its entirety.
4. Amend Subsection B.3. of Chapter 5 of the P&Ps (Regional Councils) by renumbering it as Subsection B.2.c., inserting a new Subsection iv, and renumbering the subsequent subsections, as follows:

> c. Regional Councils may not:
>
> i. Violate or allow the violation of EO's core values.
>
> ii. Hire, manage, direct and/or fire EO global staff.
>
> iii. Reallocate use of restricted funds.
>
> iv. Use or authorize use of any EO funds to pay or reimburse any individual member dues, global or chapter, directly or indirectly, including through transfers to chapters or third parties.
>
> v. Launch, merge or shut down chapters without Global Board authorization.
>
> vi. Receive and/or withhold global dues paid by a chapter.
>
> vii. Deviate from the authorized uses of the EO logo and its brand standards.

viii. Deviate or allow chapters to deviate from global Bylaws and Policies and Procedures.

ix. Allow chapters to be un-chartered.

x. Amend global Bylaws and/or Policies and Procedures.

xi. Incorporate as a separate legal entity.

xii. Require or mandate chapter obligations that conflict with the obligations set forth in EO's Chapter Agreement.

Appendix A to this resolution, attached hereto and incorporated herein by this reference, includes the text of the charter documents to be amended in redline format for reference purposes. For clarity's sake, redline format means that all deleted text is shown in strikethrough formatting in red and all new text is double underlined in blue.

These resolutions have been duly adopted by unanimous written consent vote of the Board, shall be recorded in the minutes of the January 2026 Board meeting by the Secretary, and shall be in full force and effect as of the date set forth below.

Dated: January 28, 2026

(CORPORATE SEAL)

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Joaquin Cordero

EO Board Chair

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Taunya Renson-Martin

EO Board Chair-Elect