

APPOINTMENT OF GROUP CHIEF FINANCIAL OFFICER

Monday, 17 NOVEMBER 2025 SYDNEY: Ramsay Health Care (ASX: RHC) today announces the appointment of Mr Anthony Neilson as Group Chief Financial Officer. Mr Neilson will commence on 24 November 2025 and is based in Sydney.

Mr Neilson is an accomplished finance and commercial executive with more than 30 years experience working for chartered accounting, banking and large ASX-listed companies in the energy, resources and infrastructure sectors.

Most recently he worked for Santos Ltd, an ASX 50-listed resources company, where he was Chief Commercial Officer for more than three years after having served as Chief Financial Officer for five years. He also served as Chief Executive Officer and Chief Financial Officer at Roc Oil Ltd, a formerly ASX-listed oil and gas producer.

During his time at Santos, Mr Neilson led the Group's finance, commercial, investor relations, IT, procurement and strategy functions and managed complex equity and debt market transactions totalling over \$4.5 billion in value. He has extensive experience in mergers and acquisitions, governance, capital management and large-scale transformation.

Mr Neilson holds a Master of Business Administration from the Australian Graduate School of Management at UNSW, is a Fellow of the Institute of Chartered Accountants and a Fellow of the Financial Services Institute of Australia.

Ramsay Health Care Managing Director and Group CEO, Natalie Davis, said: "Anthony brings extensive financial and commercial experience from complex organisations. His appointment further strengthens Ramsay's Group leadership and will enable us to accelerate our transformation to improve performance and returns on capital.

"Anthony joins Ramsay's new Group Executive team that possesses deep healthcare, commercial and transformation experience. Together we will build on Ramsay's strong foundation as a trusted healthcare provider, to transform our core hospital business and deliver improved returns for shareholders."

Authorised for release by Henrietta Rowe, Group Executive Legal & Company Secretariat.

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Ramsay Health Care
Group Executive Leadership Team



Natalie Davis
Group CEO &
Managing Director



Stuart Winters
Chief Operating
Officer Australia



Andrew Coombs
Chief Commercial
Officer Australia



Nick Costa
Managing Director
Ramsay UK Hospitals



Joe O'Connor
Managing Director
Elysium Healthcare
Commencing January 2026



Pascal Roché
Managing Director
Ramsay Santé



Colleen Harris
Group Executive
People & Sustainability



Anthony Neilson
Group Executive
Finance



Dr Brindan Suresh
Group Executive
Health & Strategy



Dr John Doulis
Group Executive
Technology & Digital



Henrietta Rowe
Group Executive Legal
& Company Secretariat