

## **ASX ANNOUNCEMENT**

29 April 2026

### **Appointment of Andrew Kinkade as Regis Healthcare's Managing Director & Chief Executive Officer**

Regis Healthcare Limited (ASX:REG) (**Regis**) today announces the appointment of Andrew Kinkade as Managing Director & Chief Executive Officer of Regis Healthcare.

Andrew is a senior executive with more than 20 years' experience spanning aged care, healthcare, private equity and investment banking. He is currently Managing Director of Bupa Villages & Aged Care, leading a team of 8,000 people across 57 locations. In this role, Andrew has been widely recognised for delivering operational and cultural transformation, significant growth and value creation, while navigating regulatory reform and improving clinical care outcomes. More recently, Andrew has also supported Bupa's Asia Pacific strategy and key initiatives and is a Director on the Board of Bupa Hong Kong.

Prior to Bupa Aged Care, Andrew held executive healthcare roles at Bupa Dental Care, Catholic Healthcare and National Home Doctor Service. Earlier roles included strategy consulting at Bain & Company and Macquarie Group, where he worked in private equity, asset management and investment banking in London. He holds a Bachelor of Laws (First Class Honours) and a Bachelor of Accounting from the University of Technology Sydney. He qualified as a Chartered Accountant and Solicitor and is a member of the Australian Institute of Company Directors. Andrew will join Regis on Monday, 20 July 2026.

Andrew will succeed Dr Linda Mellors whose resignation was announced on 22 December 2025. Linda completes her notice period on 19 June 2026. The Regis Board acknowledges and thanks Linda for her leadership and significant contribution to Regis over the past six and a half years.

Graham Hodges, Chairman of Regis said: "Andrew is a values-based leader with deep sector experience. He brings an exceptional blend of operational leadership, strategic rigour and financial capability. His track record in delivering growth whilst leading complex transformations in highly regulated, people-intensive businesses makes him ideally suited to this role. The Board is delighted to welcome him."

Andrew Kinkade, incoming Managing Director & CEO, said: "I am thrilled to be joining Regis at such an exciting time for the company and the sector. Aged care is an industry I am deeply passionate about — it is a genuine opportunity to make a meaningful difference to the lives of older Australians and their families. Regis has built an outstanding reputation, and I look forward to working with the Board, leadership team and all Regis staff to build on that strong position and deliver the company's strategic and growth agenda."

Korn Ferry was appointed to conduct an independent search. In accordance with ASX Listing Rule 3.16.4, Regis has included the material terms of Andrew Kinkade's contract with Regis as an appendix to this announcement.

This announcement was authorised by the Board of Regis.

**ENDS****For further information, please contact:**

Malcolm Ross, General Counsel and Company Secretary  
+ 61 3 8573 0444, mross@regis.com.au

**About Regis**

Regis is one of the largest aged care operators in Australia. Founded over 30 years ago, Regis currently provides services to more than 10,000 older Australians through residential aged care homes, home care service hubs, day therapy and respite centres, and retirement villages. Regis prides itself on providing high quality care and services through its team of over 13,000 dedicated employees. To learn more about Regis visit <https://www.regis.com.au/>

## Appendix: Summary of Managing Director and CEO Remuneration Arrangements

Position	Managing Director & CEO
Start date	20 July 2026
Total Fixed Remuneration (TFR)	\$900,000 per annum (inclusive of superannuation).
Short Term Incentive (STI)	<p>Total STI at-risk remuneration of up to 50% of TFR, subject to achievement of performance conditions, awarded as a combination of 75% cash and 25% Share Rights, deferred for 1 year. If Share Rights are issued, they will be subject to shareholder approval.</p> <p>For the Financial Year ending 30 June 2027, any award under the STI Plan will be issued on a pro rata basis on the period of service during the financial year.</p>
Long Term Incentive (LTI)	<p>Total LTI at-risk remuneration of up to 100% of TFR, awarded as Performance Rights, subject to achievement of 3 year performance conditions.</p> <p>For the financial year ending 30 June 2027, any award under the LTI Plan will be on a pro rata basis, based on the period of service during the financial year and vesting conditions apply.</p> <p>The LTI Performance Rights award is subject to shareholder approval under ASX Listing Rule 10.14 at the Company's next Annual General Meeting. Full details will be provided in the Notice of Meeting.</p>
Notice period	6 months' notice by either party.
Post employment and customary terms	The remainder of Andrew's employment terms are customary terms for a position of this nature including non-compete and non-solicitation restrictions which apply for up to 12 months.
Sign-on Equity Award	<p>In connection with Andrew's appointment, the Board has approved a sign-on equity award of Performance Rights to the value of \$1,600,000 to compensate Andrew for foregoing unvested long-term incentive awards, forfeited from his previous employer ("Sign-on Award"). Performance Rights will be awarded based on the 20-day VWAP of Regis shares immediately preceding his Start Date.</p> <p>The Sign-on Award will vest in three tranches over 36 months (31.25% at 12 months, 33.75% at 24 months and 35% at 36 months from the Start Date), subject to no regulatory sanction or condition being received by any Group Company under the Aged Care Act 2024 and Andrew's continued employment, in which event some or all of the Sign On Award may be forfeited. Malus and clawback provisions apply in line with the LTI Plan Rules.</p> <p>The Board is satisfied that the Sign-On Award is structured in the best interests of shareholders and aligns Andrew's interests with shareholders from day one. The quantum is conservative relative to the historical outcomes and does not exceed the value of the forfeited award.</p> <p>The Sign-on Award is subject to shareholder approval under ASX Listing Rule 10.14 at the Company's next Annual General Meeting. If shareholder approval is not received, it may be paid in cash. Full details will be provided in the Notice of Meeting.</p>