healius®

Annual Report 2026

Supporting better health outcomes for **Australians**

Healius Limited ACN 064 530 516

Contents

Operating and financial review

Directors and KMP

Directors' Report

Financial Report

Sustainability Report

Tax Transparency Report

Other information

Cover story – meet Alan

Alan is a patient at one of our Western Diagnostic Pathology (WDP) collection centres in Perth, WA, where he has been under the care of our Collector, Jun, for many years. Alan relies on regular pathology to monitor his kidney and liver function and has come to enjoy his frequent visits to get his blood tests. Alan recently visited our main WDP lab in Jandakot to see the pathology process in action.

"A lot of people don't like going to the doctor, but I look forward to going to Jun."

Alan – WDP Patient

We remain focused on providing better services for our patients and referrers, enabled by digital technologies, people and ways of working.

Supporting better health outcomes for Australians

About us

For over 35 years, Healius has been one of Australia's leading healthcare companies, committed to supporting quality, affordable and accessible healthcare for all Australians.

Our focus is on supporting clinical decisions through personalised insights and providing superior customer service. Healius' intention is to transform the service experience for our patients and referrers, as we build a digital future for diagnostics.

About Healius Pathology Network

From symptoms to certainty

Pathology enables early diagnosis and timely intervention.

Insight into the nation's health

Pathology data can provide unparalleled insight into population health trends.

Supporting Australia's GPs

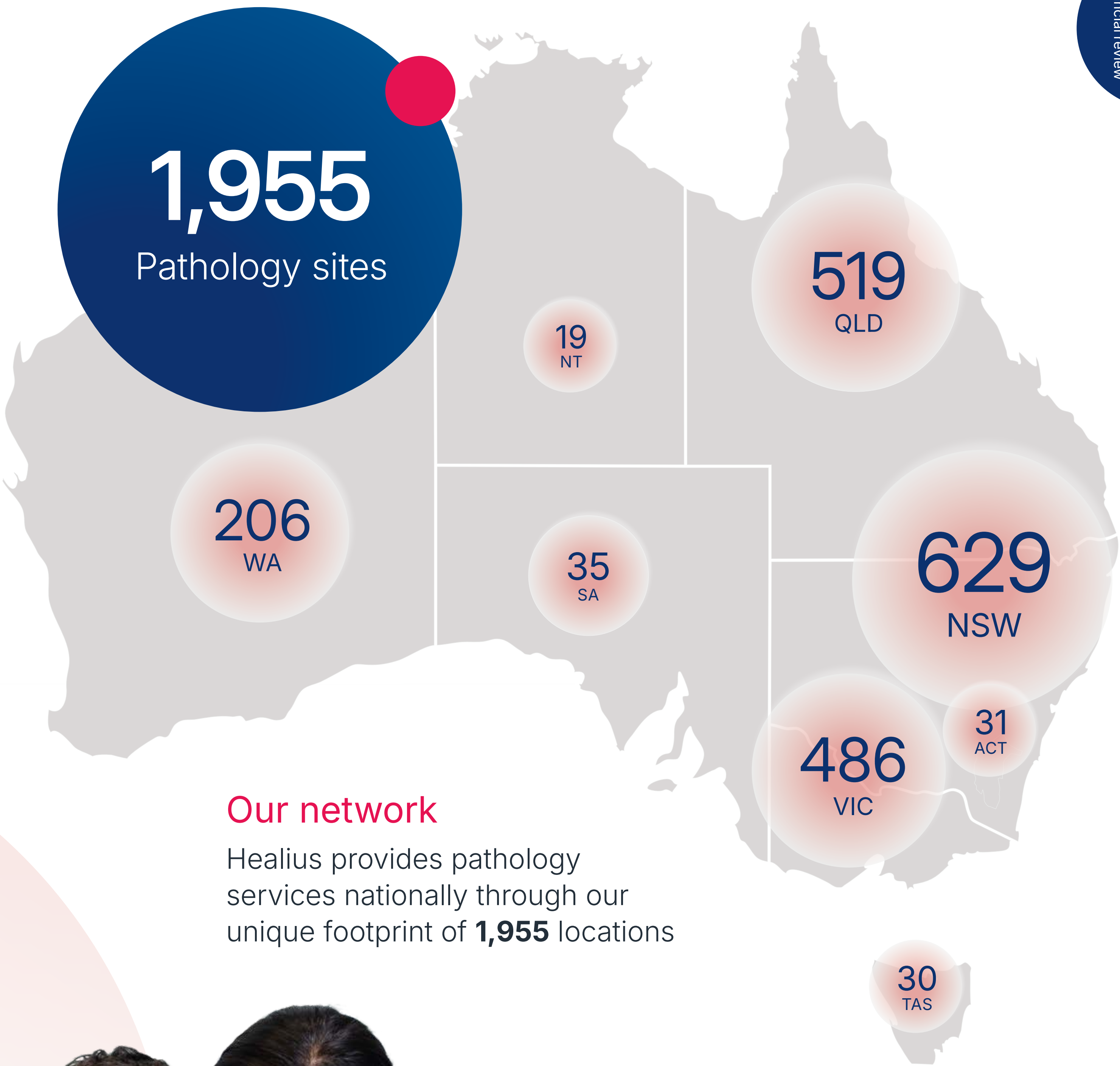
Partnership with RACGP expands access to high-quality pathology-led education.

Serving communities with the greatest needs

Over-represented in communities carrying the greatest health burden, including low socioeconomic areas.

From major hospitals to remote communities

Our network supports large public and private hospitals, regional health services, and remote Indigenous communities across Australia.



Our network

Healius provides pathology services nationally through our unique footprint of **1,955** locations

Pathology is the quiet engine of evidence-based healthcare

12
speciality brands, one pathology network

72
medical laboratories nationwide

1,883
patient collection centres across Australia

8,000+
people nationally

Supporting better health outcomes through education and awareness

Pathology is the quiet engine of evidence-based healthcare; it turns symptoms into certainty and enables early intervention before disease becomes irreversible. Beyond our critical work in diagnostic pathology, we believe we have a broader role to play in enabling better health outcomes for Australians through information and awareness.

To deliver on this role, Healius is systematically launching a series of evidence-based reports and initiatives to help inform and engage clinicians, policy makers, communities and patients.

Strengthening our commitment to quality GP education

In March 2026, Healius Pathology Network announced its strategic partnership with the Royal Australian College of General Practitioners (RACGP) to enhance GP learning.

To coincide with this partnership, Healius launched an education platform, education.healius.com.au, to connect GPs with trusted continuing professional development (CPD) aligned to their day-to-day practice needs.

Dr Tristan Dodds, Pathologist

The platform provides RACGP-accredited continuous clinical education to better support practitioners across Australia, including a National Surgical Skin Audit, National Cervical Audit and a Pre-diabetes and Diabetes Clinical Audit (Diabetes Audit), which is a new monitoring and education program designed to help GPs better support pre-diabetic and diabetic patients. Healius also continues to run targeted pathology-led education, such as webinars to raise GP awareness about Pharmacogenomic (PGx) testing.

Pathology insights on World Diabetes Day

In November 2025, Healius launched its inaugural Diabetes Watch Report, which draws on one of the most powerful tests available – the HbA1c test.

Healius has undertaken more than five million of these tests across Australia in the last two years. These tests show whether a person's blood glucose levels are healthy, pre-diabetic or diabetic and this information gives GPs the insights they need to change the course of the disease before complications take hold. At a population level, data from these tests highlights geographical hotspots, socioeconomic inequalities, and communities where the risk of diabetes is highest.

The good news is that pre-diabetes does not have to become diabetes. With a disciplined, national focus on earlier detection, and with the support of education programs like the Diabetes Audit, we can turn this trend around.

Healius' inaugural report marked the beginning of an ongoing commitment. Each year, Healius will update the Diabetes Watch Report with the latest evidence and insights to help inform clinicians, policymakers, communities and patients.

Pharmacogenomics (PGx) – the lifelong power of a single test

Finding the right medicine can sometimes involve trial and error. A pharmacogenomics (PGx) test helps GPs understand how a patient's genes may affect the way they respond to certain medicines, which helps guide more personalised prescriptions.

The test itself is as simple as a blood test or a mouth swab, but its results can show whether a medication is likely to work for an individual patient. It can help reduce the chance of side effects and avoid medicines that are less likely to work for individual patients.

In late 2025, Healius launched a national awareness campaign to encourage patients to undertake a simple DNA test to help prescribe the right medication, at the right dose, from the outset.

"PGx is a real game-changer in removing the trial and error of prescribing for individuals based on their DNA."

Dr Kym Mina
Chief of Genomics, Genomic Diagnostics

Health Misinformation Research Update

Research commissioned by Healius Pathology Network in December 2025 showed that AI-enabled search and summary tools have moved rapidly from the margins to the mainstream for Australians seeking health advice.

The research unveiled a growing risk gap: as information becomes faster and more persuasive, verification behaviours are weakening. Many Australians rely on AI-generated summaries without consistently checking sources or clinical context. This then increases the potential for misunderstanding, misdiagnosis or delayed care.

Despite the rise of AI, trust remains firmly anchored in pathology results.

Healius Health Misinformation Research Update

At the same time, trust in pathology results, healthcare professionals and pharmacists remains extremely high (98%). This is a critical finding because it highlights our responsibility, as a provider of diagnostic pathology services, to support a health information environment that prioritises accuracy, clinical integrity and patient safety.

The research found:

- 98% of Australians trust pathology results, healthcare professionals and pharmacists for health advice and information
- Half of all Australians have used AI for health information at some point
- Only one-third of AI users consistently click through to verify sources
- More people delay seeing a health professional due to cost (40%) or because they prefer to research online (31%) first.

Chair's letter

Dear Shareholders,

On behalf of the Board, I am pleased to present Healius' Annual Report for the year ended 30 June 2026. FY 2026 was a year of important progress as we improved financial performance, strengthened our position as a leading Australian pathology provider and continued to execute our T27 strategy.

Pathology remains central to Australia's healthcare system, supporting diagnosis, treatment decisions and chronic disease management. Demand continues to grow, driven by an ageing population, higher healthcare utilisation and advances in specialised and precision medicine. At the same time, the sector faces rising labour costs, increasing technology and compliance requirements, and ongoing funding pressures. These challenges reinforce the importance of productivity, innovation and disciplined execution.

Against this background, Healius remains focused on delivering high-quality, accessible and affordable diagnostic services through our extensive national network and trusted pathology brands. Our scale, expertise and national network position us well to respond to the evolving needs of patients, healthcare professionals and the broader healthcare system.

FY 2026 Financial Results and year ahead

Healius delivered improved underlying earnings in FY 2026, reflecting disciplined execution and cost control, network optimisation and a continued focus on revenue quality and operational efficiency. Group underlying revenue increased 2.1% to $1.37 billion, underlying EBITDA increased 8.1% to $258.6 million and underlying EBIT increased 76.6% to $30.2 million. These outcomes were achieved while managing significant labour cost pressures and maintaining our focus on service quality and patient care.

The quality of our earnings also improved, supported by revenue growth in specialised diagnostics with strong contributions from Agilex (up 14.1%), Genomic Diagnostics (up 16.9%) and Vetnostics (up 3.4%) with continued growth expected in FY 2027. While challenges remain across the healthcare sector, we enter FY 2027 with improved momentum and a clear strategic focus.

> While challenges remain across the healthcare sector, we enter FY 2027 with improved momentum and a clear strategic focus."
>
> Kate McKenzie
> HEALIUS CHAIR

During FY 2026, we continued to progress our T27 strategy, which remains central to building a simpler, stronger and more productive Healius. The strategy is focused on improving the quality of our revenue, strengthening operational performance, optimising our network and investing in the systems and digital capability needed to support better outcomes for patients, referrers and employees. These initiatives are intended to support improved workflows, productivity and efficiency over time.

Healius continued to advance its sustainability and climate strategy, strengthen its understanding of climate-related risks and opportunities, and enhance the governance and reporting frameworks that support our sustainability objectives.

Board Changes

During the year we welcomed Professor Bruce Robinson, Steven Rubic and Chris Hall, bringing significant additional depth and new perspectives to the Board – continuing our focus on maintaining the right mix of skills, experience and diversity. On behalf of shareholders, I thank those directors who concluded their service during the year for their commitment and valuable contribution.

Healius is operating in an industry that is increasingly important to Australia's healthcare future. With improved financial performance, a clear strategy, a strong leadership team and an unwavering commitment to patients and referrers, we are well positioned for the future. The Board remains confident that continued execution of our strategy will support further improvement in performance and long-term shareholder value.

On behalf of the Board, I thank our employees for their dedication and professionalism, and our shareholders for their ongoing support and confidence as we continue to deliver on our strategy and create sustainable long-term value.

Kate McKenzie
HEALIUS CHAIR

CEO's letter

> "Our patients and referrers are at the heart of all we do and improving their experience remains a key priority."

Paul Anderson

CHIEF EXECUTIVE OFFICER
& MANAGING DIRECTOR

Dear Shareholders,

It has been a year of significant operational improvement across the Healius Pathology Network in FY 2026. Ongoing challenges across the Australian healthcare sector aside, we have strengthened underlying earnings through improved revenue mix and disciplined cost control, while continuing to execute our T27 strategy and deliver on our purpose of supporting better health outcomes for Australians.

FY 2026 Results

In FY 2026, Healius reported Group underlying revenue growth of 2.1 per cent to $1.37 billion, underlying EBITDA increased by 8.1 per cent to $258.6 million and underlying EBIT increased by 76.6 per cent to $30.2 million.

These results reflect our focus on restoring performance through revenue quality, network optimisation and technology-enabled productivity.

In our divisions:

- Pathology revenues grew by 1.8%, despite a 1.3% reduction in volumes compared to the prior year, supported by pricing and favourable revenue mix. We saw strong growth in key segments such as Genomic Diagnostics, Public Hospitals, Veterinary Pathology and B2B including Clinical Trials.
- Agilex Biolabs' revenues increased by 14.1% to $43.6 million, EBITDA improved 67.2% to $10.7 million, and EBIT grew 137.0% to $6.4 million. Agilex Biolabs' strategic decision to enhance capabilities and focus on large molecule development work has contributed positively to revenue and earnings growth.

Operating environment

Pathology is fundamental to the health of our nation, supporting the prevention, diagnosis, treatment and monitoring of disease.

The sector continues to face significant pressure from lack of meaningful indexation, rising labour costs, changes to Medicare criteria for Vitamin B12 and Urine testing and lower face-to-face GP attendances.

The Fair Work Commission determination on gender-based undervaluation is already having a significant impact on labour costs for the entire sector and will put further pressure on pathology services across Australia. We continue to work closely with both Australian Pathology and the Department of Health, Disability and Ageing to find a solution to offset these labour cost increases.

In the meantime, we remain focused on strengthening the quality and diversity of our revenue, using our national scale more effectively through technology and directing resources to the areas where they can deliver the greatest value for patients, referrers and shareholders.

Disciplined cost management

Cost discipline in Pathology has been central to our progress in FY 2026. Overall cost growth was contained to 0.8 per cent, with labour costs flat year-on-year despite inflation and the impact of the Fair Work Commission's gender-based undervaluation determination.

Labour costs reduced by 2.9 per cent in the second half, while consumable costs reduced by 3.8 per cent for the full year, as a result of procurement benefits, favourable test mix and focused cost management.

Realising digital benefits

Over recent years, Healius has made a substantial investment in our digital health program.

In FY 2026, the major implementation phase of that program was completed and we are now realising meaningful operational and customer benefits.

Medway Collections Portal has now been rolled out across more than 1,700 collection centres, with more than 80 per cent of episodes processed digitally. Online bookings for special tests and the soon to be released Patient App are improving convenience and access for our patients, while eReferrals have been integrated with all the major practice management software systems.

Within our laboratories, we have moved the majority of analysers to a national Instrument Manager and continued the rollout of our Pathway workflow system. Pathway will provide the foundation for a more efficient, scalable and digitally enabled pathology network, and one laboratory system.

Supporting patients and referrers

Our patients and referrers are at the heart of all we do and improving their experience remains a key priority.

For our referrers, we introduced a number of enhancements in FY 2026, including a dedicated Client Service Liaison team, working alongside our field teams to support referrers with digital services. We also launched a dedicated doctor call-back line and enhanced our GP CPD education platform, making it easier for referrers to access educational support, information and professional development opportunities. In addition, our new monthly referrer newsletter reaches nearly 12,000 GPs nationally.

For our patients, improved communications and simpler and more transparent payment processes are reducing unnecessary administration and making it easier for patients to understand and access the services we provide. Healius continues to operate the largest number of collection centres in rural, regional and remote Australia, ensuring more Australians have access to important pathology services, close to home.

AI with a clear focus on value

We continue to invest carefully in AI technologies that deliver measurable benefits for our business and customers.

AI co-workers operated during FY 2026 in high-volume transaction and workforce-planning environments, delivering strong results and rapid payback. Two additional AI co-workers are now live, helping to reduce labour requirements and accelerate processes. IBEX AI is providing clinical decision support in complex histopathology and helping to improve turnaround times for referrers.

Trusted insights

As one of Australia's largest providers of diagnostic pathology services, we recognise our responsibility to support accurate, evidence-based health information.

During FY 2026, we released research demonstrating Australians' growing reliance on online and AI-generated health information. We also published our inaugural Diabetes Watch Report, which highlighted important trends in diabetes and pre-diabetes across Australia and the disproportionate impact on disadvantaged communities.

These initiatives reflect the broader role pathology can play across the health system, not only in diagnosing illness, but in providing the latest evidence and insights to help inform clinicians, policymakers, communities and patients. We have continued this work in FY 2027, with our Women's Health Report, highlighting risk factors for cardiovascular disease in women and our initiatives to support women's heart health.

The year ahead

As we enter the coming financial year, our T27 strategy remains firmly in place and we are focused on our goal of achieving mid-to-high single-digit EBIT margins.

While the external environment remains challenging, the progress we made in FY 2026 gives us confidence that we have the right strategy in place to continue to build momentum.

I would like to sincerely thank all of our people across the Healius Pathology Network for their continued commitment to our patients, referrers and each other. I'm incredibly grateful for their hard work this year, which has helped support the health of millions of Australians.

I would also like to thank our patients, referring practitioners and you, our shareholders, for your ongoing support.

Paul Anderson

CHIEF EXECUTIVE OFFICER
& MANAGING DIRECTOR

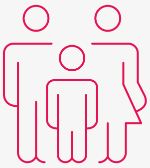
Our strategy

Healius Pathology Network is one of Australia's leading providers of private medical laboratory and pathology services.

Every day, we provide high-quality diagnostic services so that clinicians can make confident decisions and support better health outcomes for communities across Australia.

We are focused on transforming the service experience for our patients and referrers, as we build a digital future for diagnostics. Our strategy aims to provide better services for our patients and referrers through lean growth and more efficient processes. This is underpinned by our five strategic pillars summarised below.

1 Customer service



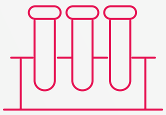
Our goal is to consistently provide high-quality service across all touch points with patients and referrers. There are three priority areas under this pillar:

- Growing our core business.
- Improving network and collections productivity.
- Enhancing the patient and referrer experience.

We are enhancing the patient experience through digital solutions that improve our service delivery. We are strengthening referrer partnerships with initiatives that help streamline their day-to-day practice and support their education needs.

We continue to optimise our collection centre network to ensure it delivers accessible, high-quality care that meets the needs of the communities we serve.

2 Laboratory modernisation



We operate a complex network of laboratories across Australia.

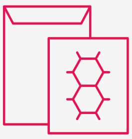
Simplifying and automating the workflows in our laboratories, standardising processes and enhancing productivity through technology and AI, where appropriate, is our principal objective.

The three priority areas under this pillar are:

- Improving the efficiency and quality of laboratory operations.
- Optimisation of logistics, namely our courier fleet and network.
- Reduction in consumable spend.

The laboratory modernisation work is well underway – the main objective is to increase efficiency and reduce the administrative burden on our teams, so that they can focus on the science with cost efficiencies a natural by-product.

3 Emerging diagnostics



A priority for the business is to capitalise on new and emerging areas.

Key to this is diversifying revenue to be less Medicare Benefits Schedule (MBS) centric and adding higher margin products to our portfolio.

This strategic pillar includes:

- Genomic Diagnostics.
- B2B and B2C offerings, including clinical trials.
- Veterinary Pathology.

4 Digital technologies

Digital technology is a key enabler of our strategy, helping to drive revenue growth or enabling efficiencies through automation and process improvement.

There are three components of our digital framework:

- Customer-facing solutions to improve services for patients and doctors through Healius' Medway suite of customer products.
- Clinical systems that underpin core laboratory workflows through the Pathway suite of clinical products.
- A modern data platform that provides secure infrastructure.

Our digital capability is maturing with a suite of digital products that deliver on our key objectives of improving our customer service, modernising our laboratories, and pursuing emerging diagnostic opportunities in growth areas.

5 People & ways of working

Healius' national operating model is designed to create a standardised and uniform way of working across the organisation, and to reduce complexity in our business.

This results in a leaner structure without compromising the quality of our service.

There are three core operational functions:

- **Customer & Commercial** – focused on improving services for patients and referring doctors across customer-facing touchpoints including collection centres and referrer education resources.
- **Laboratory Operations** – efficiently operating the network with standardisation and uniformity. Digital automation, and AI where appropriate, will be the significant drivers of achieving step-change in efficiency.
- **Clinical Integration** – our clinical expertise is at the core of everything we do. Healius' Clinical Advisory Council ensures all clinical decisions are co-ordinated across the organisation, playing an active role in the strategic direction and commercial decision-making process.

Our strategy is focused on our patients and referrers. It is enabled by technology and new ways of working within our business and has been communicated and embedded across the organisation.

Climate

Healius' climate strategy is integrated into the overall business strategy outlined above. Key objectives are to:

1. Minimise operational costs through energy and resource efficiency
2. Enhance business resilience by anticipating climate-related risks and opportunities
3. Meet regulatory requirements related to climate and sustainability

Further information regarding our climate strategy is contained in the 2026 Sustainability Report.

Key risks and prospects for future years

Effective risk management is key to Healius achieving its strategic objectives, building a sustainable business, and protecting shareholder value.

A range of risk factors may influence and affect Healius' future performance, business operations and financial condition, either individually or in combination. Healius assesses the consequence and likelihood of risks in all relevant and significant areas of the business. Material risks that apply to the macro operating environment, and those specific to Healius, are summarised in this section.

RISK	RISK PRIORITIES	AIMS AND ACTIONS
Government policy and revenue concentration	A majority of Healius' revenue is derived from bulk-billed services, which are paid through the Australian Government's Medicare Benefits Schedule (MBS). A significant proportion of pathology activity remains subject to MBS items that have experienced limited or no indexation over an extended period. This makes profitability susceptible to funding settings, including the outcome of Federal Budget processes. Government initiatives may reduce testing volumes by restricting eligibility criteria for certain bulk-billed services, and reduce duplicate diagnostic testing through increased sharing of patient health information between providers. Healius provides pathology services to public hospitals in certain states and territories, but this revenue is dependent on these governments continuing to outsource such services.	Healius is focused on expanding non-MBS revenue streams and adding higher value products and services to its portfolio through leveraging opportunities in emerging diagnostics, such as genomics and veterinary pathology. Healius continues to pursue network and cost optimisation initiatives to improve efficiency in response to ongoing funding constraints.
Economic impacts	Healius faces ongoing inflationary pressures that continue to affect core operational expenses such as labour, rent, and consumables. Healius remains reliant on general practitioner (GP) referrals. Continued economic or policy-driven change in referral patterns remain a risk to volumes.	Healius maintains its market position by bulk billing certain tests and focusing on a consumer-centric approach, operational excellence, and network optimisation. Healius continues to focus on higher-value referral segments, including specialists and corporate and commercial customers, and on optimising expenses, to improve its resilience to changes in macro-economic and referral conditions.
Healthcare customers and consumers	Healius' revenue and profitability are dependent on maintaining strong relationships and favourable commercial agreements with customers and consumers, including private health funds, public and private hospitals, and other corporate and government entities. Healius also relies on being the continued choice and preference of healthcare professionals to refer patients, and individual consumers using Healius' facilities. The mix of referral sources also continues to evolve, as between specialist, corporate and government-related referral channels.	Healius actively invests in its facilities, systems, people, and services to meet and exceed the needs and expectations of its customers. Healius also has a dedicated Customer & Commercial team, responsible for maintaining relationships with stakeholders.

RISK	RISK PRIORITIES	AIMS AND ACTIONS
Resource availability, skills and capabilities, and employee relations	Healius continues to operate in a challenging workforce environment characterised by persistent shortages in specialised pathology and medical workforce roles, particularly Chemical Pathology and Immunology. Workforce constraints are driven by structural skills shortages, strong competition for specialist talent, limited training capacity and uncertainty regarding future specialist training funding arrangements. In addition, changes in employment legislation, industrial relations frameworks and Fair Work Commission determinations, including phased wage increases for pathology collectors, continue to increase labour cost pressures without corresponding increases in Medicare funding. These factors may impact workforce sustainability, succession planning, service capacity and the ability to meet future demand.	Healius is focused on building a sustainable workforce pipeline through active engagement with training colleges, universities and government stakeholders, while supporting registrar and trainee pathways and advocating for continued investment in specialist training programs. The Group continues to strengthen succession planning, targeted recruitment and retention strategies, and leadership development initiatives for critical specialist roles. Healius also invests in employee engagement and wellbeing programs, competitive remuneration, professional development opportunities and comprehensive employee benefits to support attraction and retention. In parallel, the Group is leveraging automation, digital pathology, modern technology and flexible workforce models to enhance productivity, workforce resilience and service delivery capability.
Data management and cyber security	Healius manages sensitive clinical and financial information across a large, distributed network. Unauthorised access or data loss, whether from a cyber attack, data breach, or actions by employees, could have severe and adverse impacts on Healius' operational and financial performance and its business reputation, and in a severe scenario could also affect the continuity of patient care. The Government is currently consulting with the industry in relation to the classification of pathology and other related services as a prescribed asset class under the Security of Critical Infrastructure Act (SOCI Act). If enacted into law, Healius will be required, in time, to meet additional security related legal obligations that will have cost, time and other implications.	Healius takes appropriate steps to protect personal information and has an ongoing program to protect clinical and financial data within its systems. Healius' Cyber Security Framework is informed by the Australian Cyber Security Centre Information Security Manual and supported by a cyber risk controls program with oversight from the Healius Board. The security program is founded on a process to: Identify, Protect, Detect, Respond, and Recover from data management and security issues. Healius continues to strengthen its security controls and enhance its response capabilities. Healius, as a member of Australian Pathology, is participating in the SOCI Act reform consultation process.

RISK	RISK PRIORITIES	AIMS AND ACTIONS
Operational resilience	Healius operates a large, geographically dispersed network of laboratories and collection centres, supported by a small number of critical digital systems and logistics arrangements. Concentration in these systems and in key logistics functions represents a potential single point of disruption for Healius' operations.	Healius continues to develop and enhance business resilience capabilities including maintaining business continuity and disaster recovery plans as part of its ongoing resilience program.
Supply chain and modern slavery	Healius depends on third-party suppliers for consumables and other medical equipment. The prices and availability of these items may vary and affect the efficiency and availability of its services. Healius is also cognisant of its modern slavery obligations within these supply chains.	Healius is committed to ethical sourcing and mitigating the risks of modern slavery. Healius employs a dedicated procurement team which is responsible for selecting reputable suppliers. Where possible, suppliers are required to comply with the Supplier Code of Conduct under standard terms of engagement. To oversee and mitigate modern slavery risks, Healius utilises supplier questionnaires, conducts thorough due diligence and risk assessments, and provides specialised training for its procurement team. Healius has a Human Rights Policy in place.
Competition	A change in competition may impact Healius' profitability, the ability to attract and retain people, or secure attractive locations for its businesses. Competition may come from new entrants into the market, existing competitors, or from disruptive technologies that may change the way services are delivered, including artificial intelligence and automation, that may change the way pathology and other diagnostic services are delivered.	Healius aims to maintain its competitive position through a focus on and investment in data-led operations, consumer centricity, product innovation, network optimisation, and developing organisational competencies for the future.
Reputation and regulatory compliance	Healius recognises that its reputation, which has been built over time, can be easily eroded by an event that creates an adverse perception of the Group among consumers, customers, investors, or rating agencies, directly or indirectly impacting earnings and value. Healius is navigating a period of concurrent regulatory change spanning funding, industrial relations, security, data-sharing, accreditation, privacy and climate-reporting requirements, which increases the cumulative compliance and assurance burden across the Group.	Healius monitors legislative and regulatory developments and engages proactively to manage this risk. Healius also maintains an active role in relevant industry associations to help inform policy discussions and regulatory developments.
Medical indemnity claims and costs	Through its provision of pathology services, Healius is exposed to the risk of medical indemnity or litigation. While all laboratory test methods must meet scientifically rigorous criteria before they can be used in clinical practice, there remains the possibility of inaccurate test results. Current or former patients may, in the normal course of business, start or threaten litigation for medical negligence against Healius.	Healius aims to uphold quality standards and a culture of accountability through its risk and governance systems, policies, and procedures. This includes the active involvement of executive and clinical management to ensure quality healthcare and minimise the risk of reputational damage. Healius also has in place medical indemnity and other insurance arrangements to mitigate its financial exposure.

RISK	RISK PRIORITIES	AIMS AND ACTIONS
Climate change and regulatory reporting requirements	Healius is subject to both physical and transition risks. Healius acknowledges that increases in the frequency and severity of extreme weather events may lead to business disruption in the event of physical damage to facilities and infrastructure assets, as well as impacting the availability of workforce and supply chains. Separately, mandatory climate-related financial disclosures under the *Corporations Act 2001* (Cth), including reporting under AASB S2 *Climate-related Disclosures*, introduce additional Director accountability and assurance requirements over time.	Healius maintains detailed business continuity plans (including contingent services and alternative courier routes) for critical business functions, so as to minimise disruption to operations and stakeholders. Mandatory climate related disclosures have been addressed through Healius' climate reporting governance and assurance process, including management preparation and review of the Sustainability Report, oversight by the Board, and progressive external assurance over climate-related disclosures as required under the mandatory reporting framework. FY 2026 represents the first year of preparing a Sustainability Report in accordance with mandatory climate reporting requirements. Refer to page 86 for full report.
Accreditation and licensing	Healius' pathology and diagnostic services depend on robust clinical governance, quality assurance and operational processes across the collection, testing and reporting lifecycle. The business also relies on maintaining required accreditations, approvals and licenses under Australia's regulatory framework. A loss of accreditation or key licenses, including as a result of a clinical governance or process failure, could adversely affect operations, revenue, reputation and profitability. In addition, ongoing updates to pathology accreditation standards and regulatory requirements may increase compliance obligations and associated costs/risks for pathology providers.	Healius is committed to maintaining its accreditation and strong clinical governance, and maintains robust quality systems, policies, and procedures across collection, testing and reporting lifecycle, including clear accountability structures. This framework, combined with oversight from executive and clinical management, minimises the risk of accreditation loss and supports patient safety.
AI and automation governance	Healius is increasingly deploying artificial intelligence (AI) and automation across clinical and administrative functions, including AI-enabled diagnostic support tools used in pathology services and a number of tools supporting finance and workforce-planning processes. If not managed appropriately, these tools/systems could expose AI drawbacks (model error, inconsistent performance or bias) and result in adverse patient-safety, regulatory and reputational consequences.	The organisation has established governance, policy, and oversight frameworks to support the responsible, secure, and ethical use of AI. AI-enabled solutions are subject to human oversight, risk assessment, and review processes that consider regulatory, privacy, cybersecurity, and patient safety impacts. Ongoing monitoring and validation help ensure AI tools continue to perform as intended, while information security, data governance, and privacy controls support compliance and the appropriate handling of clinical and operational data.

Group performance

This operating and financial review includes an analysis and description of underlying results which are defined as reported results adjusted for non-underlying items. The Directors believe that presentation of underlying results (non-IFRS (International Financial Reporting Standards) financial information) is useful for investors to understand the entity's core results from operations. A reconciliation of underlying to reported results for the year ended 30 June 2026 is set out below and Note A1 to the financial statements.

	2026 $M	2025 $M	BETTER/(WORSE) %
Underlying revenue	**1,373.2**	1,344.5	2.1%
Underlying EBITDA	**258.6**	239.3	8.1%
Depreciation and amortisation	**(228.4)**	(222.2)	(2.8%)
Underlying EBIT	**30.2**	17.1	76.6%
Non-underlying items	**(27.1)**	(32.0)	15.3%
Non-cash impairment charges	**(332.0)**	(495.2)	33.0%
Transactions with discontinued operations	**–**	(16.9)	–
Reported EBIT	**(328.9)**	(527.0)	37.6%
Interest	**(49.1)**	(65.1)	24.6%
Tax (expense)/benefit	**(30.9)**	29.1	(206.2%)
(Loss)/profit from discontinued operations	**(6.7)**	411.8	(101.6%)
Reported NPAT	**(415.6)**	(151.2)	(174.9%)

Market conditions

The Pathology sector continues to operate in a challenging operating environment.

GP attendances were down 0.9% on the preceding 12 months, with face-to-face GP attendances down 2.7% as Telehealth grew by 8.4%. Specialist attendances were up 2.9% over the same timeframe.

The majority of items on the Medicare Benefits Schedule (MBS) continue to receive no indexation, while changes to criteria for Vitamin B12 and Urine testing has negatively impacted volumes and further reduced funding.

Labour rates have increased materially, driven by the decision from Fair Work Commission (FWC) on gender-based undervaluation under the Health Professional and Support Services Award, and more broadly the increase to minimum Award wages which has outstripped inflation.

Industry fundamentals remain positive, supported by growing healthcare demand from an ageing population, rising chronic disease and increasing health complexity. Pathology remains central to disease prevention, diagnosis and treatment, underpinning expected medium to long-term growth.

Group underlying results

FY 2026 was a year of significant operational improvement for Healius, with stronger underlying earnings, improved second-half Pathology margins and disciplined cost management offsetting continued sector volume and labour cost pressures. Healius remains focused on restoring sustainable margin and cashflow performance through revenue quality, network optimisation and technology-enabled productivity.

Group underlying revenue improved 2.1% in FY 2026, supported by fee growth in Pathology and strong revenue growth in Agilex Biolabs. Group underlying EBIT for the year was $30.2 million, up $13.1 million on prior comparative period (pcp).

Healius' strategy to diversify its revenue base and execute cost saving initiatives contributed to margin expansion in FY 2026.

Interest costs of $49.1 million were 24.6% lower than pcp, primarily due to lower average debt levels.

Group reported results

Reported revenue excludes transactions with discontinued operations. The reconciliation between underlying and reported revenue is set out below:

	2026 $M	2025 $M
Underlying revenue	**1,373.2**	1,344.5
Transactions with discontinued operations	–	(0.3)
Reported revenue	**1,373.2**	1,344.2

Reported EBIT includes items which Healius has identified as non-underlying, non-cash impairment charges and transactions with discontinued operations. The reconciliation between underlying and reported EBIT is set out below:

	2026 $M	2025 $M
Underlying EBIT	**30.2**	17.1
Digital transformation costs	**(9.2)**	(19.6)
Transaction costs	**(1.3)**	(1.6)
Termination and other costs	**(16.6)**	(10.8)
Non-underlying items	**(27.1)**	(32.0)
Impairment of goodwill	**(332.0)**	(495.2)
Non-cash impairment charges	**(332.0)**	(495.2)
Transactions with discontinued operations	–	(16.9)
Reported EBIT	**(328.9)**	(527.0)

The adjustments between underlying and reported EBIT are as follows:

- Digital costs of $9.2 million are part of the multi-year digital transformation program. From 1 January 2026, digital costs are recognised in the underlying results as business as usual.
- Transaction costs are costs incurred in relation to the sale process for Agilex Biolabs.
- Termination and other costs of $16.6 million relates to costs incurred to restructure the Customer & Commercial, Operations and Support functions post Lumus divestment.

As required by Accounting Standards, a non-cash impairment charge of $332.0 million against goodwill has been recognised in FY 2026. The charge does not impact underlying earnings, cash flow or banking covenants.

Accounting Standards also require that deferred tax assets of $31.5 million relating to carried forward tax losses are derecognised and included within the Group's tax expense for the year ended 30 June 2026. Healius has not recognised $14.0 million of deferred tax assets relating to FY 2026. Although derecognised as a tax asset, the Company retains access to these carried forward tax losses and remains confident that the losses will be used to offset taxable income over coming financial periods.

The reconciliation between underlying and reported loss after tax is set out below:

	2026 $M	2025 $M
Underlying EBIT	**30.2**	17.1
Interest	**(49.1)**	(65.1)
Notional interest recharged to Lumus Imaging	–	12.6
Tax benefit at 30%	**5.7**	10.6
Underlying loss after tax	**(13.2)**	(24.8)
After-tax adjustments to underlying EBIT	**(251.5)**	(369.0)
Tax differential for non-deductible items	**(144.2)**	(148.6)
Transactions with discontinued operations, net of tax	–	(11.8)
Notional interest recharged to Lumus Imaging, net of tax	–	(8.8)
(Loss)/profit from discontinued operations	**(6.7)**	411.8
Reported loss after tax including discontinued operations	**(415.6)**	(151.2)

Divisional results

Pathology

UNDERLYING	2026 $M	2025 $M	BETTER/(WORSE) %
Revenue	**1,329.6**	1,306.4	1.8%
EBITDA	**247.9**	232.9	6.4%
Depreciation and amortisation	**(224.1)**	(218.5)	(2.6%)
EBIT	**23.8**	14.4	65.3%

Pathology revenues grew by 1.8%, despite a 1.3% reduction in volumes compared to the prior year, supported by pricing and favourable revenue mix. Excluding hospital contracts exited in the year and the addition of new contracts, volumes grew by 0.3% for the year. Strong growth in key segments such as Genomic Diagnostics, Public Hospitals, Veterinary Pathology and B2B including Clinical Trials, contributed to an average fee per episode increase of 4.0% in FY 2026 as well as overall revenue growth.

Volumes were impacted due to a combination of Medicare drivers (changes to B12 and Urine testing criteria introduced in July 2025 and GP attendances reducing by 0.9% vs pcp) and changes in Pathology business (the loss of two material hospital contracts and a significant rationalisation of the Healius ACC footprint which has decreased by 100 to 1,883 at the end of the year).

EBITDA for FY 2026 improved by 6.4% to $247.9 million and EBIT improved significantly in 2H 2026 to $18.6 million, with an EBIT of $23.8 million for FY 2026. The EBIT margin for FY 2026 was 1.8% and improved to 2.8% for 2H 2026.

Cost management

Cost growth in FY 2026 was contained to 0.8% with labour costs flat year-on-year inclusive of inflation and the impact of the Fair Work Commission (FWC) gender undervaluation determination. Importantly, labour costs reduced by 2.9% in 2H 2026.

A detailed labour optimisation program including productivity measures has been undertaken and implemented during the year. This resulted in an approximately 5% FTE headcount reduction across the organisation with the flow on benefits showing in the full year labour costs and the significant reduction in these costs in the last quarter.

The lack of any meaningful indexation of Medicare revenues or funding support for additional FWC costs requires constant focus on labour efficiencies, rationalising our collection centre footprint and reducing our regional laboratory footprint where these are not financially viable. We continue to utilise technology where possible to drive efficiency, including the use of artificial intelligence (AI) across tasks such as workforce planning and invoicing, rolling out automation for manual laboratory tasks such as microbiology and reducing other major expenses including logistics and support costs.

Consumable costs have reduced by 3.8% as a result of favourable test mix, procurement benefits and strong cost management initiatives.

Corporate and support costs

Healius committed to deliver annualised corporate and support cost savings post the divestment of Lumus Imaging between $15.0 million and $20.0 million by the end of FY 2026. Total annualised cost savings amounting to $24.4 million have been delivered as at June 2026.

Digital technology investment

Healius has completed the major implementation phase of its digital investment program and has transitioned these capabilities into business-as-usual operations, with digital costs included in underlying results from 1 January 2026. The focus is now on benefits realisation, with the digital platform expected to support productivity, service quality and margin improvement across the pathology network.

The platform is already changing how patients, referrers and collection centres interact with Healius. The Medway Collections Portal has been rolled out across more than 1,700 collection centres, with over 80% of episodes now processed digitally. Online appointment bookings for special tests and the Patient App, currently in soft-live, are also improving access and convenience.

For referrers and collection centre teams, eReferrals have been integrated with all major practice management software systems, while AI-enabled workflows are reducing downstream manual data entry and errors. A modern payment solution using Square terminals is now in place in all ACCs for out-of-pocket fees, including patient consent at the point of collection.

The next wave of benefits is expected to come from laboratory operations, where Healius has moved the majority of analysers to one national Instrument Manager and continued the rollout of the Pathway Laboratory Portal. These platforms will support shared staffing across States, laboratory specialisation by test category, improved reporting and clinical decision support, higher pathologist productivity and better billing practices.

The genomics module supports Healius' fastest-growing segment by digitising complex DNA sequencing and analysis workflows, with expected benefits in turnaround times and bioinformatic insights for referring doctors, particularly in reproductive and oncology testing.

Together, these capabilities provide the foundation for a more efficient, scalable and digitally-enabled pathology network.

Artificial intelligence (AI)

Healius continues to invest in AI across multiple areas of the business with a strong focus on productivity and return on investment. AI co-workers operated during FY 2026, supporting high-volume transaction environments and workforce planning, with both delivering strong results and rapid payback of investment costs. Two additional AI co-workers are now live in production, driving labour efficiencies and accelerating processes. Plans are also underway to expand AI-supported capabilities into other back-office functions, including manual data entry and invoicing, with implementation targeted for FY 2027.

IBEX AI is being used for clinical decision support in complex histopathology and continues to improve turnaround times for referrers across the country.

Fair Work Commission – Gender-based undervaluation

The final decision on the classification of all roles and increases for both Pathology Collectors and Health Professionals was finalised by the FWC during the year. Phase one for Pathology Collectors from 1 April 2026 had an impact of $1.8 million in the underlying results.

The full year impact for Collectors, Scientists and Laboratory Technicians is estimated to be approximately $15.0 million in FY 2027 as phase two comes into effect from 1 October 2026. Healius is working closely with both Australian Pathology and the Department of Health, Disability and Ageing to find a solution through the Medicare Benefits Schedule to support these labour cost increases that cannot be passed through to patients directly.

Agilex Biolabs

UNDERLYING	2026 $M	2025 $M	BETTER/(WORSE) %
Revenue	**43.6**	38.2	14.1%
EBITDA	**10.7**	6.4	67.2%
Depreciation and amortisation	**(4.3)**	(3.7)	(16.2%)
EBIT	**6.4**	2.7	137.0%

Agilex Biolabs' revenues increased by 14.1% to $43.6 million, EBITDA improved 67.2% to $10.7 million, and EBIT grew 137.0% to $6.4 million.

Agilex Biolabs' strategic decision to enhance capabilities and focus on large molecule development work has contributed positively to revenue and earnings growth as the business capitalised on the shift in market demand. The Brisbane bioanalytical laboratory which opened in August 2025 is a significant milestone in Agilex Biolabs' growth-orientated expansion of its national footprint in major health hubs. With expanded capabilities, Agilex Biolabs has a solid pipeline and is well positioned to secure additional flow cytometry and peripheral blood mononuclear cell work as well as downstream study support opportunities.

Strategic review of assets – Agilex Biolabs

As announced on 13 May 2026, following several unsolicited approaches Healius is exploring a sale of Agilex Biolabs. The business has received strong interest from potential acquirers and the process remains ongoing. Healius expects to provide shareholders with an update in advance of the Annual General Meeting. UBS Securities Australia Limited is assisting Healius in the process.

Cash flow and capital management

Group net debt and key ratios on 30 June 2026 were as follows:

	2026 $M	2025 $M
Gross bank loans	**100.0**	–
Cash	**(67.2)**	(57.2)
Net debt/(cash)	**32.8**	(57.2)
Bank gearing ratio (covenant ≤3.5x)	**1.2x**	(1.0x)
Bank interest cover ratio (covenant ≥3.0x)	**8.8x**	80.9x

Healius ended FY 2026 with net debt of $32.8 million and remains well within its banking covenants as at 30 June 2026 with the gearing ratio at 1.2x (covenant is less than 3.5x) and interest cover ratio at 8.8x (covenant is greater than 3.0x).

The increase in debt funding was driven predominately by investment in growth capex and several non-recurring items including the settlement of a historical dispute with the Australian Taxation Office, cost in relation to the divestment of Lumus Imaging, termination costs related to right sizing of the business and Digital transformation costs.

Restoring sustainable positive cash flow remains a key priority. Revenue improvement through volume, mix and pricing, together with robust cost rationalisation will be central to achieving this outcome as expected in FY 2027.

REPORTED	2026 $M	2025 $M
Gross cash flows from operating activities	**227.1**	285.7
Net tax payment	**(16.0)**	–
Net cash flows from operating activities	**211.1**	**285.7**
Lease payments	**(229.4)**	(269.6)
Maintenance capex [1]	**(16.5)**	(31.3)
Free cash flow	**(34.8)**	**(15.2)**
Growth capex [1]	**(26.8)**	(34.6)
(Payment)/proceeds from sale of business	**(22.4)**	795.2
Proceeds from sale of property, plant and equipment	**0.5**	0.7
Net interest paid and finance costs	**(6.5)**	(23.0)
Net debt funding	**100.0**	(426.1)
Dividends paid	**–**	(299.9)
Net increase/(decrease) in cash	**10.0**	**(2.9)**

1 Maintenance and growth capex comprises of purchases of property, plant and equipment, and intangible assets.

Board of Directors

Kathryn (Kate) McKenzie BA, LLB, MAICD

Non-Executive Chair

Kate McKenzie was appointed as a Non-Executive Director in February 2021 and has been Chair of the Healius Board since November 2023. She is a Member of both the Risk Management Committee and the People, Governance & Remuneration Committee.

Kate is a highly experienced Chief Executive Officer and Non-Executive Director. She has a passion for innovation and technology and extensive experience in building great cultures and teams as well as delivering growth, productivity and change management. Kate's executive career included over 30 years' experience in the telecommunication and government sectors in Australia, New Zealand and Hong Kong. Kate held several senior roles at Telstra from 2004 to 2016 the last of which was as Chief Operating Officer and 7 years in senior roles in the NSW Government including as Director General of the NSW Department of Industrial Relations. Kate also served 3 years as Chief Executive Officer of Chorus, New Zealand's largest provider of telecommunications infrastructure before commencing her Non-Executive Director career in 2019.

Kate is a Non-Executive Director of Stockland Corporation Limited (ASX:SGP), Geelong Port, iOR Pty Ltd and Allgas Energy Pty Ltd. She is also a member of Bain & Company's Advisory Council. Kate's past board roles have included being the Non-Executive Chair of NBN Co Limited (5 years), and a Non-Executive Director of AMP Limited (3 years), Allianz Australia (8 years), Foxtel (4 years), Sydney Water, Reach, CSL and WorkCover.

Kate is a member of Chief Executive Women, has served on the Telstra Foundation, Telstra's philanthropic arm, and has had a long history of involvement in promoting the interests of First Nations communities.

Kate holds a Bachelor of Arts and Bachelor of Laws and is a member of the Australian Institute of Company Directors.

Paul Anderson B COM, CA, AGIA

Managing Director and Chief Executive Officer

Paul Anderson was appointed as Chief Executive Officer in March 2024. Prior to this, he held the position of Group Chief Financial Officer.

Paul is an experienced business leader with an extensive background in industries facing significant disruption. He was previously Chief Executive Officer of Network Ten and more recently, Executive Vice President at Viacom CBS Networks Australia & New Zealand. He also spent more than a decade working abroad at CLS Holdings plc in London and KPMG in New Zealand.

Paul holds a Bachelor of Commerce from the University of Otago, is a Chartered Accountant and is an Associate of the Governance Institute of Australia.

Sally Evans BHSC, FAICD, GAIST

Non-Executive Director

Sally Evans was appointed as a Non-Executive Director in August 2018. She is Chair of the People, Governance & Remuneration Committee and a member of the Risk Management Committee.

Sally has over 30 years' experience in private, government and social enterprise sectors and has worked in Australia, New Zealand, the United Kingdom and Hong Kong with responsibilities across the broader Asia Pacific region.

Sally is a Non-Executive Director of Allianz Australia Life Holdings Ltd and related entities, and a number of Opal Healthcare entities. She recently retired as a Non-Executive Director of Oceania Healthcare Limited (NZX/ASX:OCA) having been appointed in 2018.

Sally is a Fellow of the Australian Institute of Company Directors, a Graduate of the Australian Institute of Superannuation Trustees, and holds a Bachelor of Applied Science from the University of Otago.

Christopher (Chris) Hall BBus, MAICD, MBA

Non-Executive Director

Chris Hall was appointed as a Non-Executive Director in September 2025. As Mr Hall was nominated for appointment by Tanarra Capital, he is not considered independent.

Chris brings to the Board extensive experience across asset management, superannuation and, recently, biotechnology. His career has included roles as Chair, Non-Executive Director and Chief Investment Officer, along with senior executive positions in Australia and Hong Kong.

Chris' current roles include Chair of BiomeBank, Non-Executive Director, Investment Committee Chair and Audit Committee Member of AMP Super, Non-Executive Director and Chair of the Audit & Risk Committee of Funds SA, Investment Committee Chair of Perks Private Wealth, Member of the Advisory Board to the Long-Term Value Fund at Tanarra Capital, and a Member of the Merlon Capital Partners Advisory Board.

Chris holds a Bachelor of Business from the University of South Australia and has completed the Professional Management Program (MBA Program) at the University of Adelaide. He is also a member of the Australian Institute of Company Directors.

Katherine (Kathy) Ostin B COM, F FIN, GAICD

Non-Executive Director

Kathy Ostin was appointed as a Non-Executive Director in December 2024. She is Chair of the Audit Committee and a member of the People, Governance & Remuneration Committee.

Kathy was an Audit, Assurance and Risk Consulting Partner at KPMG from 2005 to 2017 and has extensive experience in the aged care and healthcare sectors, having established and led KPMG's Health, Aging and Human Services audit practice from 2006 to 2018. During her 24 years with KPMG, Ms Ostin worked in Australia, the US, Asia and the UK.

Kathy's other current listed company roles include being a Non-Executive Director of 3P Learning Limited (ASX:3PL), dusk Group Limited (ASX:DSK) [1], Kyron Capital Group (ASX: KYN – formerly ASX:ENN) and BID Corporation Ltd (JSE:BID).

Kathy holds a Bachelor of Commerce (Accounting and Finance) from the University of New South Wales and is a Fellow of the Financial Services Institute of Australasia and a Graduate of the Australian Institute of Company Directors.

Professor Bruce Robinson AC MD, MSC, FRACP, FAAHMS, FAICD

Non-Executive Director

Professor Bruce Robinson was appointed as a Non-Executive Director in February 2026 and has been a member of the Board's Audit Committee since April 2026.

Professor Robinson is a renowned physician, academic, and advisor with over 25 years' experience as a leader in healthcare.

In addition to being a highly experienced practising endocrinologist, Professor Robinson currently serves on the boards of a number of major listed healthcare entities. He is Chair of Mayne Pharma Group Limited (ASX:MYX) (since January 2026; Non-Executive Director since August 2014) and a Non-Executive Director of Cochlear Limited (ASX:COH) (since December 2016). He is also a Non-Executive Director of British speciality pharmaceutical company CS Pharmaceuticals Ltd (since 24 October 2024) and an advisor to Minter Ellison.

Professor Robinson's former roles include Chair of the Australian Government's taskforce of expert clinicians charged with reviewing the Medicare Benefits Schedule, the Medical Benefits Schedule Review Taskforce, and chair of Australia's peak advisory and funding body for medical research, the National Health and Medical Research Council. He is a former Dean of the University of Sydney's Medical School, the former head of the Cancer Genetics Unit at the Kolling Institute, Royal North Shore Hospital, and the former Head, Division of Medicine, Royal North Shore Hospital.

Professor Robinson was awarded a Doctor of Medicine from the University of Sydney in 1990, having earlier undertaken a fellowship at Harvard Medical School and graduated from the University of Sydney with a Master of Science degree. Professor Robinson is a Fellow of the Australian Institute of Company Directors.

1 Kathy Ostin has notified the Board of dusk Group Limited of her intention to resign as a Director effective on or before 31 December 2026.

Steven Rubic MBA, FAICD, BHA, FCHSM

Non-Executive Director

Steven Rubic was appointed as a Non-Executive Director in December 2025 and has Chaired the Board's Risk Management Committee since April 2026.

Steven has over 30 years of executive leadership in healthcare including leading large multi-site national areas of operations. He has held CEO positions at St Vincent's and Mater Health Sydney, I-MED Radiology Network and Healthscope.

Steven is also an experienced Non-Executive Director. He is currently a Non-Executive Director of the Mater Hospitals Group and CHL's aged care business and the Deputy Chair of private equity owned InvoCare. His previous Board roles include being a Non-Executive Director of Pacific Smiles Group Limited (formerly ASX: PSQ), Chris O'Brien Lifehouse and the Garvan Institute of Medical Research.

Steven holds a Master of Business Administration (MGSM) and a Bachelor of Health Administration (UNSW). He is a Fellow of both the Australian Institute of Company Directors and the Australasian College of Health Service Management.

Charles (Charlie) Taylor BEC, LLB, MPHIL ECONOMICS

Non-Executive Director

Charlie Taylor was appointed as a Non-Executive Director in March 2023. He is a member of the Audit Committee and a member of the People, Governance & Remuneration Committee.

Charlie has over 30 years' experience in international advisory, having retired, in 2020, as a Senior Partner at McKinsey & Company where he built and led the Public and Health Sector practice. He has advised many of Australia's private and public sector healthcare organisations on topics including strategy, digital, operations and growth transformations, global expansion and supply chains, mergers and acquisitions and board governance. Charlie has initiated multi-year research efforts on healthcare, COVID response, productivity and innovation and has published research articles and reports on healthcare reform lessons from around the globe.

Charlie is also a Non-Executive Director at Cardiex Ltd (ASX:CDX), Research Australia, Woolcock Institute, Maclaughlin River Pastoral Company and AgX Global. He is a Senior Advisor at GNG Partners and recently retired as Chair of the NSW Innovation and Productivity Council. Charlie is the Honorary Federal Treasurer for the Liberal Party and a Board member on the Liberal Party Federal Executive.

Charlie holds a Bachelor of Economics (First Class) and Laws (Hons) received at the University of Sydney and a Master of Philosophy in Economics received at Cambridge University.

Key Management Personnel

Paul Anderson B COM, CA, AGIA

Managing Director and Chief Executive Officer

Paul Anderson was appointed as Chief Executive Officer in March 2024. Prior to this, he held the position of Group Chief Financial Officer of Healius.

Paul is an experienced business leader with an extensive background in industries facing significant disruption. He was previously Chief Executive Officer of Network Ten and more recently, Executive Vice President at Viacom CBS Networks Australia & New Zealand. He also spent more than a decade working abroad at CLS Holdings plc in London and KPMG in New Zealand.

Paul holds a Bachelor of Commerce from the University of Otago, is a Chartered Accountant and an Associate of the Governance Institute of Australia.

Andrew Thomson B.Acc

Chief Financial Officer

Andrew Thomson was appointed as Chief Financial Officer in October 2025.

Andrew is an experienced transformation and commercial finance leader with extensive experience across the resources, infrastructure, logistics and services sectors in the UK, Singapore, USA and Australia.

Andrew joined Healius from BIS Industries, where he held the role of Chief Financial and Commercial Officer and has a demonstrated history of success across a range of industries. He has previously held leadership roles at Pacific National, Broadspectrum (formerly Transfield) and BHP.

He holds a Bachelors degree in Accountancy from the University of Glasgow and qualified as a Chartered Accountant (Scotland).

Directors' Report
for the year ended 30 June 2026

The Directors of Healius Limited (referred to as 'Healius' or 'the Company') submit their Report for the financial year ended 30 June 2026 (referred to as 'the year' or 'FY 2026'), accompanied by the Financial Report of Healius and the entities it controlled (referred to as 'the Healius Group' or 'the Group') from time to time during the year. Pursuant to the requirements of the *Corporations Act 2001* (Cth) (Corporations Act), the Directors report as follows:

Directors

CONTINUING DIRECTORS DURING FY 2026

- Kathryn (Kate) McKenzie
- Paul Anderson
- Sally Evans
- Katherine (Kathy) Ostin
- Charles (Charlie) Taylor

NEW DIRECTORS DURING FY 2026

- Christopher (Chris) Hall (from 30 September 2025)
- Steven Rubic (from 1 December 2025)
- Professor Bruce Robinson AC (from 2 February 2026)

DIRECTORS WHO CEASED IN FY 2026

- Dr Michael Stanford AM (retired as a Non-Executive Director on 30 September 2025)
- Neil Vinson (retired as a Non-Executive Director on 30 September 2025)
- Professor John Mattick AO (retired as a Non-Executive Director on 31 March 2026)

Qualifications and experience of Directors

CONTINUING DIRECTORS

The qualifications and experience of each new and continuing Director are set out on pages 21 to 23 of this Annual Report.

FORMER DIRECTORS

Dr Michael Stanford AM MB BS MBA

Dr Michael Stanford was appointed to the Board in September 2023 and retired effective 30 September 2025. He served as a member of the Audit Committee and Chair of the Risk Management Committee.

Michael has over 20 years' experience as a Chief Executive Officer and Managing Director of large multi-campus and multi-service healthcare organisations with national and international areas of operation, including St John of God Health Care, Australian Hospital Care Ltd, North-Western Health, North-Eastern Health Care Network and Austin & Repatriation Medical Centre.

Michael holds a Bachelor of Medicine and Surgery from the University of New South Wales and a Master of Business Administration from Macquarie University. He is a Member of the Order of Australia for significant service to the health sector.

Professor John Mattick AO FAA, FTSE, FAHMS, FRSN, FRCPA(HON), GAICD

Professor John Mattick was appointed to the Board in March 2022 and retired effective 31 March 2026. He served as a member of both the Audit and Risk Management Committees.

John is a Professor in the School of Biotechnology and Biomolecular Science at UNSW Sydney. From 2018 to 2019, he was Chief Executive of Genomics England, which was established by the UK government to foster the use of genetic information in healthcare. He was Director of the Garvan Institute of Medical Research in Sydney from 2012 to 2018, where he established high throughput NATA accredited DNA sequencing and genome analysis facilities.

John was a member of the Australian Health Ethics Committee (AHEC) of the National Health & Medical Research Council (NHMRC) from 1997 to 2003, an advisor to the Australian Law Reform Commission's Inquiry into the Protection of Human Genetic Information and Gene Patenting & Human Health, and the AHEC Committee to Revise the Ethical Guidelines on Assisted Reproductive Technology.

John is a Fellow of the Australian Academies of Science, Technology & Engineering, and Health & Medical Sciences, and an Honorary Fellow of the Royal College of Pathologists of Australasia. He was appointed an Officer of the Order of Australia in 2001 for services to scientific research in the fields of molecular biology, genetics and biotechnology.

Neil Vinson B.ENG. (CBE)., MC-MGMTFIN

Mr Vinson was (nominated by Tanarra Capital) was appointed to the Board on 1 March 2025. Mr Vinson retired as a Non-Executive Director on 30 September 2025.

Directors' Report
for the year ended 30 June 2026

Committees of the Board in FY 2026

AUDIT COMMITTEE	PEOPLE, GOVERNANCE AND REMUNERATION COMMITTEE	RISK MANAGEMENT COMMITTEE
Chair	**Chair**	**Chair**
Kathy Ostin	Sally Evans	Steven Rubic (from 1 April 2026) Kate McKenzie (from 1 October 2025 until 31 March 2026) Michael Stanford (until 30 September 2025)
Members	**Members**	**Members**
Charlie Taylor Michael Stanford (until 30 September 2025) John Mattick (until 31 March 2026) Bruce Robinson (from 1 April 2026) Kate McKenzie (Ex Officio)	Kate McKenzie Charlie Taylor Kathy Ostin	Kate McKenzie (until 30 September 2025 and from 1 April 2026) Sally Evans John Mattick (until 31 March 2026)

Group Company Secretary

QUALIFICATIONS AND EXPERIENCE OF COMPANY SECRETARIES

Kylie Brown BA/LLB, GAICD

Kylie Brown joined Healius in May 2025 as Group General Counsel and Company Secretary. She was subsequently also appointed as Chief Risk Officer. In her role, Kylie is responsible for leading Healius' legal, risk and company secretariat team and facilitating effective corporate governance across Healius.

Kylie is a highly skilled General Counsel, Company Secretary and leader with experience in the telecommunications industry, major events and at a top tier law firm. Prior to joining Healius, Kylie was with NBN Co for 14 years, where she most recently held the position of NBN Co's primary Company Secretary and Executive General Manager – Legal in NBN Co's Legal and Regulatory team. From 2000 to 2010, Kylie was a Senior Associate in private practice at Corrs Chambers Westgarth and prior to that, was a lawyer at Moray & Agnew from 1997 to 2000.

Kylie has a Bachelor of Laws and Bachelor of Arts from Macquarie University, is a Graduate of the Australian Institute of Company Directors and holds a Certificate in Governance Practice from the Governance Institute of Australia.

Andrew Thomson B.Acc

Andrew Thomson was appointed as a Company Secretary of the Company in October 2025. He is also the Group Chief Financial Officer, and was appointed to that role in October 2025.

Andrew is an experienced transformation and commercial finance leader with extensive experience across the resources, infrastructure, logistics, and services sectors in the UK, Singapore, USA and Australia. Andrew joined Healius from BIS Industries, where he held the role of Chief Financial and Commercial Officer and has a demonstrated history of success across a range of industries. He has previously held leadership roles at Pacific National, Broadspectrum (formerly Transfield) and BHP.

Andrew holds a Bachelors degree in Accountancy and qualified as a Chartered Accountant (Scotland).

FORMER COMPANY SECRETARY

Steven Humphries was Group Chief Financial Officer and a Company Secretary of the Company from 20 March 2023 until 29 October 2025. Steve spent more than 35 years working in professional services including 23 years as a Senior Assurance Partner at PwC. He has extensive experience working across numerous industries including the healthcare, manufacturing, construction, technology, media & communications, and resources sectors. He is a Chartered Accountant and holds a Bachelor of Science degree in Business Studies and Politics (Combined Honours) from the University of Aston in Birmingham, UK. He is a Fellow of both the Institute of Chartered Accountants in Australia and The Institute of Chartered Accountants England and Wales, and is a graduate of the Australian Institute of Company Directors.

Directors' Report
for the year ended 30 June 2026

Directors' meetings during FY 2026

The number of meetings of the Board and of each Board Committee held during FY 2026 and attendances by the members of the Board and the Board Committees are set out below:

	BOARD OF DIRECTORS		AUDIT COMMITTEE		PEOPLE, GOVERNANCE AND REMUNERATION COMMITTEE		RISK MANAGEMENT COMMITTEE	
DIRECTOR	ELIGIBLE	ATTENDED	ELIGIBLE	ATTENDED	ELIGIBLE	ATTENDED	ELIGIBLE	ATTENDED
Kate McKenzie [1]	16	16	5	5	4	4	4	4
Paul Anderson	16	16	–	–	–	–	–	–
Sally Evans	16	16	–	–	4	4	4	4
Chris Hall [2]	12	12	–	–	–	–	–	–
John Mattick [3]	9	9	4	3	–	–	3	3
Kathy Ostin	16	16	5	5	4	4	–	–
Bruce Robinson [4]	10	10	1	–	–	–	–	–
Steven Rubic [5]	10	9	–	–	–	–	1	1
Michael Stanford [6]	4	4	2	2	–	–	1	1
Charlie Taylor	16	16	5	5	4	4	–	–
Neil Vinson [7]	4	4	–	–	–	–	–	–

1 Kate McKenzie served as Chair of the Risk Management Committee from 1 October 2025 until 31 March 2026.
2 Chris Hall was appointed as a Director effective 30 September 2025.
3 John Mattick retired as a Director effective 31 March 2026.
4 Bruce Robinson was appointed as a Director effective 2 February 2026 and became a member of the Audit Committee effective 1 April 2026.
5 Steven Rubic was appointed a Director effective 1 December 2025 and became a member, and Chair, of the Risk Management Committee effective 1 April 2026.
6 Michael Stanford retired as a Director effective 30 September 2025. Michael served as Chair of the Risk Management Committee from 8 August 2024 and was a member of the Audit Committee until his retirement as a Director effective 30 September 2025.
7 Neil Vinson retired as a Director effective 30 September 2025.

Further meetings occurred during the year on specific issues, including meetings of the Chair with the CEO and meetings of Directors with management. From time to time, Directors attend meetings of committees of which they are not currently members.

Directorships of other listed companies held by Directors

DIRECTOR	COMPANY	POSITION	DATE APPOINTED	DATE CEASED
Kate McKenzie	Stockland Corporation Limited (ASX:SGP)	Director	02/12/2019	
Sally Evans	Oceania Healthcare Limited (NZX/ASX:OCA)	Director	23/03/2018	
Kathy Ostin	3P Learning Limited (ASX:3PL)	Director	6/8/2021	
	dusk Group Limited (ASX:DSK)	Director	16/9/2020	TBA [8]
	LDR Capital Property Fund (ASX:LED – formerly ASX:ECF)	Director	1/1/2024	4/2/2026
	Kyron Capital Group (ASX:KYN – formerly ASX:ENN)	Director	1/1/2024	
	Next Science Limited (ASX:NXS) – Delisted 11/2/2026	Director	24/10/2023	
	Bid Corporation Limited (JSE:BID)	Director	15/5/2026	
Charlie Taylor	Cardiex Limited (ASX:CDX)	Director	01/03/2024	
Bruce Robinson	Cochlear Limited (ASX:COH)	Director	13/12/2016	
	Mayne Pharma Group Limited (ASX:MYX)	Director	Director – 26/08/14 Chair – 14/1/2026	
Steven Rubic	Pacific Smiles Group Limited (ASX:PSQ) – Delisted 5/11/2025	Director	8/5/2023	31/10/2025

8 Kathy Ostin has notified the Board of dusk Group Limited of her intention to resign as a Director effective on or before 31 December 2026.

Significant change in the state of affairs

There was no significant change in the Group's state of affairs during the financial year.

Directors' Report

for the year ended 30 June 2026

Principal activities

During FY 2026, the Group's principal activity was pathology services, including speciality pathology and clinical trials.

Operating and financial review

An operating and financial review of the Group for the year, and the results of those operations, appears on pages 16 to 20 of this Report. The review includes an analysis of underlying results which are defined as reported results adjusted for non-underlying items. The directors believe that the presentation of Underlying results non-IFRS (International Financial Reporting Standards) is useful for investors to understand the entity's financial results from operations.

Events after the end of the year

As announced on 13 May 2026, following several unsolicited approaches, the Group is exploring a sale of Agilex Biolabs. Subsequent to year end, the Group has received non-binding indicative offers from multiple parties. Due diligence is now underway with shortlisted parties.

There have not been any other matters or circumstances that has arisen since the end of the financial year that has significantly affected, or may significantly affect, the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

Future developments

Disclosure of information regarding likely developments in the operations of the Group in future financial years (including the Group's business strategies) and the expected results of those operations other than as disclosed in this Report is likely to result in unreasonable prejudice to the Group. Accordingly, no further information is included in this Report.

Proceedings on behalf of the Company

There are no proceedings brought or intervened in, or applications to bring or intervene in proceedings, on behalf of the Company by a member or other person entitled to do so under section 237 of the Corporations Act.

Rounding of amounts

The Company is an entity of a kind referred to in ASIC Corporations (Rounding in Financial/Directors' Report) Instrument 2026/183, dated 24 March 2026, and in accordance with that Instrument, amounts in this Report and the Financial Report are rounded off to the nearest hundred thousand dollars, or where the amount is $500,000 or less, zero in accordance with that Instrument.

On-market buyback

Pursuant to ASX listing Rule 4.10.18, the Company notes there is no on-market buyback in progress as at the date of this Report.

Securities purchased for employee incentive scheme

During FY 2026, the Company did not purchase any securities for its employee incentive scheme.

Dividends

No dividends were paid or declared for FY 2026.

Healius operates a Dividend Reinvestment Plan (DRP) and a Bonus Share Plan (BSP). These plans were suspended effective close of business on 16 February 2016 until further notice.

Shares under Option or Right

Details of rights on issue during FY 2026 are set out in the table below. Further details of the rights on issue are set out on page 72. There were no options on issue during the financial year.

	OPENING BALANCE	ISSUED SINCE PRIOR ANNUAL REPORT	CONVERTED SINCE PRIOR ANNUAL REPORT	LAPSED SINCE PRIOR ANNUAL REPORT	CLOSING BALANCE
Transformation Long-Term Incentive Plan (TLTIP) FY 2020–22	616,606	–	–	(616,606)	–
FY23 Long-Term Incentive Plan	2,847,416	–	–	(2,847,416)	–
FY24 Long-Term Incentive Plan [1]	3,400,891	–	–	–	3,400,891
Non-Executive Director Share Plan [2]	–	45,955	(22,978)	–	22,977
Balance as at date of this Report	**6,864,913**	**45,955**	**(22,978)**	**(3,464,022)**	**3,423,868**

1 All FY24 Long-Term Incentive Plan Rights on issue lapsed on 18 August 2026.

2 22,977 share rights were exercised and converted to full paid ordinary shares under the Non-Executive Share Plan on 27 August 2026.

Shares issued on the exercise of Options or Rights

During, or since the end of FY 2026, 45,955 fully paid ordinary shares have been issued on the exercise of 45,955 Share Rights issued under the Non-Executive Share Plan. No shares were issued on the exercise of Performance Rights.

Indemnification of officers and auditors

Subject to the following, no insurance premium was paid during or since the end of FY 2026 for a person who is or has been an officer or auditor of the Group.

During the year, Healius paid a premium in respect of a contract insuring the Directors and Executive Officers of Healius and of any related body corporate, against liability incurred that is permitted to be covered by section 199B of the Corporations Act. It is a condition of the insurance contract that its limits of indemnity, the nature of the liability indemnified, and the amount of the premium, not be disclosed.

The Constitution of Healius provides that each officer of Healius must be indemnified by Healius against any liability incurred by that person in that capacity. However, Healius must not indemnify that person if to do so would be prohibited by section 199A of the Corporations Act, any other statutory provision, or judge-made law. Pursuant to this requirement, each Director of Healius is party to a Deed of Indemnity/Officer Protection Deed and D&O Coverage, which provide indemnity against liability as a Director, except to the extent of indemnity under an insurance policy or where prohibited by statute.

To the extent permitted by law, Healius has agreed to indemnify its auditor, Ernst & Young (Australia) (EY), as part of the terms of its audit engagement agreement, against claims by third parties arising from the audit (for an unspecified amount).

No payment has been made to indemnify EY during or since FY 2026. Healius has not otherwise, during or since the end of FY 2026, indemnified or agreed to indemnify an officer or auditor of Healius or any related body corporate against a liability as such an officer or auditor.

Past employment with external auditor

There is no person who has acted as an officer of the Group during the year who has previously been a partner at EY when that firm conducted Healius' audit.

Non-audit services

During the year EY performed certain other services in addition to their statutory duties as auditor.

The Audit Committee reviews the non-audit services performed by the auditor on a case-by-case basis. In accordance with advice received from the Audit Committee, the Directors are satisfied that the provision of these non-audit services by the auditor (or by another person or firm on the auditor's behalf) is compatible with, and did not compromise, the auditor independence requirements of the Corporations Act. The Directors are so satisfied because the Audit Committee or its delegate has assessed each service, having regard to auditor independence requirements of applicable laws, rules and regulations, and concluded in respect of each non-audit service or type of non-audit service that the provision of that service or type of service would not impair the auditor's independence.

A copy of the Auditor's Independence Declaration as required under section 307C of the Corporations Act is included in this Report. Details of amounts paid or payable to the auditor of the Group for audit and non-audit services provided during the year are given in Note E8 on page 84 of this Report.

Management of safety risks

As a leading healthcare provider, Healius remains unwavering in its commitment to fostering a safe work environment for our team members, patients, and customers. We continuously review and update our health and safety management system to meet regulatory and operational requirements, ensuring alignment with the highest standards.

Healius maintained stable workplace health and safety performance throughout FY 2026 while continuing to strengthen the maturity of its Workplace Health & Safety (WHS) management system.

WORKPLACE HEALTH & SAFETY PERFORMANCE OVERVIEW

	TARGET	FY 2026	FY 2025
Completion of Health and Safety Plan activities by work sites	90% of planned activities completed	95%	94%
Mini Audits – measuring compliance to Health & Safety Management System	75% Compliance Rate	97% of the 105 audits met or exceeded the target	97% of the 98 audits met or exceeded the target
Internal Health & Safety audits – measuring compliance to National Audit Tool Version 3	80% Compliance Rate	56% of the 9 audits met or exceeded the target	88% of the 34 audits met or exceeded the target
Number of WHS prosecutions	Zero	Zero	Zero
Lost Time Incidents per Million Hours Worked[1]	Zero	11.3	11.8

1 Healius calculates the Lost Time Injury Frequency Rate (LTIFR) based on all incidents resulting in any loss of time. In contrast, standard calculations typically consider only incidents where a worker misses a full shift. This approach by Healius ensures a more accurate representation of incidents that necessitate time off for workers, providing a clearer picture of workplace safety and its impact on our workforce.

PERFORMANCE ANALYSIS

During the year, the internal audit program adopted a more targeted approach, focusing on higher-risk warehouse and courier operations while work continued to enhance the Group's broader WHS assurance framework. Five of the nine internal audits achieved benchmark compliance of greater than 80%. Of the four audits that did not achieve the benchmark, two fell just short of the 80% threshold. Although opportunities for improvement were identified, no high-risk non-conformances were detected, providing assurance that critical WHS controls remained effective across these higher-risk environments.

In FY 2026, 95% of planned WHS activities were completed across the Group, exceeding our benchmark and demonstrating our strong commitment to safe and healthy workplaces. Audit programs continued to provide assurance across our operations, with 97% of sites meeting or exceeding compliance expectations.

The LTIFR was 11.3 per million hours worked, showing a modest improvement on FY 2025.

LOOKING FORWARD

In FY 2027, Healius will continue to strengthen workplace health and safety through practical initiatives that support our people and our operations. Key priorities include:

- Continuing to strengthen the WHS assurance program, with a focus on higher-risk operational environments.
- Implementing psychosocial risk management training for people leaders to support the management of psychosocial risks.
- Continuing to strengthen critical risk programs, including occupational violence prevention and occupational exposure management.
- Improving the use of safety data and workforce feedback to identify emerging risks and support continuous improvement.

These priorities are expected to support safe workplaces, strengthen organisational resilience and reinforce Healius' commitment to protecting the health, safety and wellbeing of our people, patients and customers.

WORKERS' COMPENSATION MANAGEMENT

We continue to effectively manage workers' compensation through a combination of self-insurance and traditional insurance arrangements. Regular actuarial valuations and Board reporting ensure strong oversight, while our people are supported with clear information on rights, responsibilities, and claims processes.

Environmental regulation

The operations of the Group are not subject to any site-specific environmental Licences or permits which would constitute particular or significant environmental regulation under the laws of the Australian Government or an Australian Territory.

Healius, through its internal policy and processes, is committed to managing operations in an environmentally sustainable manner to maximise resource efficiency in relation to the consumption of energy and natural resources and minimise waste.

More information on the Group's sustainability initiatives is available in the Sustainability Report on page 86.

Remuneration Report (Audited)

This report sets out the remuneration arrangements for the Company's executive Key Management Personnel (KMP) and Non-Executive Directors for the year ended 30 June 2026 (FY 2026). It is prepared in accordance with section 300A of the *Corporations Act 2001* (Corporations Act).

Directors' Report
for the year ended 30 June 2026

Letter from the Chair of the People, Governance and Remuneration Committee

Dear Shareholder,

The pathology sector continues to operate in a challenging operating environment – GP attendances are down, the majority of items on the Medicare Benefits Schedule continue to receive no indexation and labour rates have increased materially.

Organisation Performance for FY 2026

Despite the above, FY 2026 was a year of significant operational improvement, with stronger underlying earnings and improved margins. Significant progress has been made on T27 initiatives. Investing in growth capex and restoring sustainable positive cash flow remain key priorities for FY 2027.

As announced on 13 May 2026, Healius is exploring a sale of Agilex Biolabs. The business has received strong interest from potential acquirers and the process remains ongoing.

Remuneration Outcomes for FY 2026

The applicable metrics and underlying performance targets for FY 2026 have been fully disclosed in this report along with performance against each metric during FY 2026. This is in line with the enhanced transparency of our remuneration framework following investor feedback during FY 2026.

As disclosed previously, half (50%) of any award under KPI 3 of the Bespoke Incentive that applied for FY 2026 was to be awarded in restricted shares vesting in 12 months (subject to continuing employment and claw back). As the threshold for KPI 3 in FY 2026 was not achieved, no award was made under this metric.

Looking Ahead

The FY 2027 remuneration framework will revert to a more conventional short term incentive plan (with an equity-based deferral component) and long-term incentive plan (fully equity-based with earnings growth and total shareholder return targets over a three-year performance period including a deferral portion). The performance measures and underlying targets for both incentive plans will continue to align with the T27 plan.

As this will be the first LTIP following the Bespoke Incentive Plan, it will be a transition LTIP award structure comprising two tranches: Tranche 1 (weighted 33%) being 1 July 2026 – 30 June 2028; and Tranche 2 (weighted 67%) being 1 July 2026 – 30 June 2029. The dual tranche award structure has been put in place to mitigate any retention risks over this critical transition period. The vesting period for both tranches will be the conventional three years with cliff vesting (any equity that vests under Tranche 1 will be subject to disposal restrictions for an additional 12 months).

Following an independent and robust external market benchmarking analysis, the fixed remuneration for the CEO and CFO will be increased by 3.4% for FY 2027. This increase had regard to ongoing assessment of role scope and contribution, relevant market relativities, general wage movements and ongoing consideration of retention and succession planning. The Board was also cognisant that no adjustment was made to fixed remuneration in FY 2026.

To proactively and further reinforce shareholder alignment, it has been proposed for the increase in the CEO's fixed remuneration to be awarded in equity (with vesting subject to continuing employment over FY 2027) alongside the more conventional fully equity-based LTIP incentive framework for FY 2027. Going forward, the Board will consider increasing the proportion of fixed remuneration awarded in equity.

Sally Evans
Independent Non-Executive Director
Chair of the People, Governance and Remuneration Committee

1. Healius' Remuneration Governance

Healius' Remuneration Governance Framework and the Charter of the People, Governance and Remuneration Committee are available on the corporate governance page of the Company's website at: www.healius.com.au/corporate-governance

In summary, the remuneration governance framework is as follows:

Healius Board

Ultimate responsibility for all Senior Executive remuneration-related matters

People, Governance and Remuneration Committee

Sally Evans – Chair | Kate McKenzie | Charlie Taylor | Kathy Ostin

Appointed and authorised by the Board to assist in fulfilling its statutory and fiduciary duties.

The Committee is responsible for making recommendations to the Board about:
- Healius' Purpose, Mission and Values
- Governance
- People & Culture
- Senior Executive remuneration, recruitment, retention, performance evaluation, incentives and termination
- Diversity
- Remuneration framework for Non-Executive Directors
- Board succession planning and leadership development
- Performance evaluation of the Board, its Committees and Directors
- Required competencies of Directors
- Appointment and re-election of Directors

CEO & Group Executive, People & Culture	Independent Advisors	Other stakeholders

A. To assist it in meeting its responsibilities, the Committee has the authority to seek information and retain legal, accounting or other advisers, consultants or experts. While the Committee engaged remuneration consultants during FY 2026, no remuneration recommendations were provided, as defined in the Corporations Act.

B. The Committee communicates with Senior Executives about remuneration-related matters, to ensure that Senior Executives are aware of the Board's performance expectations and the connection between the achievement of the Board's strategy for Healius, shareholder value and financial rewards for management.

C. The Committee consults widely with stakeholders including shareholders, proxy advisers and other stakeholders on their views on remuneration policy and disclosures.

2. Response to feedback on the 2025 Remuneration Report

Following the 2025 Remuneration Report, the Board engaged with shareholders and proxy advisors to understand any outstanding concerns with our executive remuneration strategy and framework. The response was largely consistent with the issues raised in the 2024 Remuneration Report. An update on the resolution of these issues is outlined below.

CONCERN	RESPONSE	DETAILS
Implemented in FY 2025/FY 2026		
1. Insufficient disclosure of Bespoke Incentive Plan measures/metrics.	As was the case for the FY 2025, the applicable metrics and underlying performance targets for FY 2026 have been disclosed along with performance against each metric during FY 2026.	Pages 36, 37
2. All awards under the Bespoke Incentive Plan are cash-based with no deferral component.	As disclosed in FY 2025, half (50%) of any award under KPI 3 was to be awarded in restricted shares vesting in 12 months (subject to continuing employment and claw back). As the threshold for KPI 3 in FY 2026 was not achieved, no award was made under this metric.	Page 37
3. The CEO has an insufficient stake in the Company.	As disclosed in FY 2025, the CEO acquired 37,837 shares in the Company on 20 November 2024. Following the 2025 Annual General Meeting (AGM), the CEO purchased a further 111,902 shares. At 30 June 2026, he held 305,462 performance rights under the Company's LTIP. For FY 2027, a component of the CEO's FY 2027 fixed remuneration is proposed to be awarded in equity alongside the more conventional fully equity-based LTIP incentive framework.	Pages 35, 36, 40
Implementation proposed in FY 2027		
4. Performance periods for Bespoke incentive Plan awards are too short.	Given the criticality of setting cost-out and T27 Strategic Plan initiatives, the applicable performance period for KPI 2 and KPI 3 was two years. The introduction of an equity-based deferral component for KPI 3 meant that any KPI 3 award has been assessed over the two-year period (to the end of FY 2026) with an additional 12-month deferral period (subject to continued employment and claw back).	Pages 36, 37
5. Alignment of performance incentive targets to T27 Plan.	KPI 2 and 3 of the Bespoke Incentive Plan was closely aligned with the T27 Strategic Plan. The Board has reintroduced a more conventional and market prevalent STIP and LTIP incentive framework for FY 2027, including an equity-based STI deferral component and a fully equity-based. LTIP award assessable against earnings growth and shareholder return measures over a two-to-three-year transition period. The FY 2027 performance measures and underlying targets will align with the T27 Strategic Plan.	Pages 35, 36, 37
6. LTI allocation currently accounts for the hypothetical value of dividends payable over the performance period.	Allocation for the FY 2027 LTIP will not account for the hypothetical value of dividends payable. Instead, dividend equivalent awards are proposed to be made in shares (not cash) for actual (rather than expected) dividends paid during the relevant performance period having regard to the actual number of performance rights that ultimately vest and are converted into shares.	Pages 35, 36

3. Overview of FY 2025, FY 2026 and FY 2027 senior executive remuneration framework

Remuneration Principles

- Support Healius' Purpose, Mission and Values and the business strategy
- Attract, reward and retain high calibre senior executives being executive Key Management Personnel (KMP) and other members of the Executive Leadership Team (ELT)
- Align the rewards of these executives to performance and sustained shareholder value
- Continually review to ensure commercially relevant

Fixed Remuneration (FAR)

- Externally benchmarked against market relativities and relevant executive talent market.
- Based on individual experience with awards above the mid-point only where an individual has extensive experience and track record of performance in the industry, the role and due to the scope of responsibilities.
- Ongoing assessment against change in role scope, market relativities (including developments in the relevant executive talent market) and general wage movements.
- Ongoing consideration of retention and succession planning.

FY 2025 and 2026 Bespoke Incentive Plan

- To incentivise and reward achievement of the outcomes of the strategic review, delivery of the simplified operating model and sustainable pathology margins over FY 2025 and FY 2026.
- More details on the applicable measures, weighting and achievement/progress against each measure is provided in section 5.3 below.
- Award opportunity comprised of cash and deferred equity. The equity was in the form of Restricted Shares vesting one year beyond the performance period subject to on-going employment.
- Scaling of financial hurdles to include stretch targets to incentivise senior executives to continue to outperform.
- Any award is subject to Board discretion to claw back unvested and vested equity to prevent a senior executive receiving inappropriate benefits where, for example, they have breached their duties to Healius, there has been a financial misstatement or the vesting of an incentive is otherwise not justified or supportable.

FY 2027 Short-term Incentive Plan (STIP) and Long-term Incentive Plan (LTIP)

- The Board has reintroduced a more conventional and market prevalent STIP and LTIP incentive framework for FY 2027.
- STIP to incentivise and reward the achievement of a Target EBIT Margin for FY 2027 which aligns with the T27 Strategic Plan. Targets have been set having regard to the significant increase in labour costs resulting from the Fair Work Commission's decision on gender-based undervaluation.
- STIP award opportunity comprises cash (67% weighting) and deferred equity (restricted shares, 33% weighting, vesting subject to on-going employment).
- LTIP to reward multi-year performance and help retain key talent. Comprises a grant of Performance Rights. Performance measures align with T27 Strategic Plan and comprise 50% Earnings Per Share (EPS) growth and 50% Total Shareholder Return (rTSR) compared against healthcare organisations within the S&P/ASX 300 Health Care Index.
- As this will be the first LTIP following the Bespoke Incentive Plan, it will be a transition LTIP award structure comprising two tranches: Tranche 1 (weighted 33%) being 1 July 2026 – 30 June 2028; and Tranche 2 (weighted 67%) being 1 July 2026 – 30 June 2029. The dual tranche award structure has been put in place to mitigate any retention risks over this critical transition period. To ensure underlying targets remain sufficiently challenging, the proposed EPS growth hurdle for FY 2028 (in dollar value) is significantly more challenging than for FY 2029.
- Any Performance Rights that vest under the first tranche will be converted to shares and subject to disposal restrictions for an additional 12-month period (the vesting period for both tranches will be the conventional three years with cliff vesting). It is the Board's intention that the FY 2028 LTIP will comprise a single three-year tranche with cliff vesting.
- Any STIP award or LTIP vesting will be subject to Healius' claw back policy, if it transpires that they were based on materially incorrect performance information or that actions taken by the relevant senior executive to secure a benefit were, are or will be detrimental to the best interests of Healius.
- Dividend equivalent awards to be made in shares for actual dividends paid during the relevant performance period and have regard to the actual number of performance rights that ultimately vest.

4. Executive Key Management Personnel – FY 2026

Key Management Personnel (KMP) are the Non-Executive Directors, the Managing Director and employees who have authority and responsibility for planning, directing and controlling the material activities of the Group, directly or indirectly. The following roles and individuals were identified as executive KMP for FY 2026 (Non-Executive Directors are identified in section 7).

ROLE	NAME	DATES
Managing Director & Chief Executive Officer (CEO)	Paul Anderson	1 July 2025 – current
Chief Financial Officer (CFO)	Steve Humphries	1 July 2025 – 12 October 2025
	Andrew Thomson	13 October 2025 – current

5. Executive KMP – FY 2026 Outcomes

5.1 FY 2026 FIXED ANNUAL REMUNERATION (FAR)

FAR amounts for the CEO and CFO are listed below. FAR amounts are set having regard to the scope of the role, market benchmarks (including developments in the relevant executive talent market), and the skills and experience of the individual.

POSITION	ANNUAL FAR
CEO	$1.325m
Current CFO	$685.0k
Former CFO	$703.5k

The Board undertook a comprehensive benchmarking exercise (including obtaining independent external advice) as part of setting the CEO's and CFO's FAR during FY 2026. This benchmarking involved a detailed analysis of the total pay arrangements of corresponding positions within a peer group of broadly comparable (predominantly Healthcare with a limited number of Industrials and Communication Services) and similarly sized (by market capitalisation and revenue) organisations. The resulting remuneration arrangements had regard to the strong commercial experience and criticality of the incumbents and the prevailing executive talent market.

5.2 FY 2026 SHORT-TERM INCENTIVE PLAN (STIP) AND LONG-TERM INCENTIVE PLAN (LTIP)

As a result of the introduction of the Bespoke Incentive Plan (refer section 5.3 below), no STIP or LTIP awards were made in FY 2026. The Board has reintroduced a more conventional and market prevalent STIP and LTIP incentive framework for FY 2027 (including an equity-based STI deferral component and transition LTIP award).

As noted in the FY 2025 Remuneration Report, for FY 2027 the Board has set a maximum short term incentive opportunity for the CEO of 100% of FAR and a maximum long term incentive opportunity of 125% of FAR. The same incentive opportunities have been set for the CFO.

The applicable performance measures, which align with the T27 Strategic Plan are Target EBIT Margin for STIP, and EPS Growth (50% weighting) and Relative TSR (50% weighting) for LTIP. The rTSR Comparator Group is proposed to be constituents of the S&P/ASX 300 Health Care Index.

5.3 FY 2025 AND FY 2026 BESPOKE INCENTIVE (CEO AND CFO)

The CEO and CFO were offered a one-off bespoke incentive arrangement for FY 2025 and FY 2026. The bespoke incentive was structured to reflect the strategic priorities of implementing the outcome from the strategic review undertaken during FY 2024, delivering a simplified operating model and achieving sustainable pathology margins.

KPI 1: Successful completion of Lumus divestment (FY 2025)

- Weighting: 40% of award for CEO, 30% of award for CFO.
- Achieved in FY 2025.
- 100% of award component paid.
- A fully-franked dividend of 41.3 cents per share was paid to shareholders in May 2025, reflecting the successful divestment.

KPI 2: Deliver net savings in overhead costs and corporate cost rationalisation (FY 2026)

- Weighting: 25% of award for CEO, 30% of award for CFO.
- Cost-out program for a simpler and more streamlined business following Lumus divestment during FY 2025.
- 50% of the award component became payable at December 2025 for achieving annualised net savings in excess of $15 million. Half of this was paid in March 2026 and the residual half to be paid in FY 2027, in accordance with the plan.
- The remaining 50% of the award component became payable for achieving $20.0 million in annualised cost savings, with $24.4 million delivered as at June 2026.
- Total KPI 2 award for the CEO was $1.0 million, $254,306 for the current CFO and $315,000 for the former CFO.

5.3 FY 2025 AND FY 2026 BESPOKE INCENTIVE (CEO AND CFO) (CONTINUED)

KPI 3: EBITDA performance (FY 2025/2026)

- Weighting: 35% of award (plus potential 50% uplift for out-performance) for CEO, 40% for CFO (plus potential 50% uplift for out-performance).
- Up to 50% of this award component was payable following completion of FY 2025, subject to achievement of the Group's FY 2025 EBITDA margin targets set by the Board: 50% for 18.5%, 80% for 20.5%, 100% for 21.0% and 150% for 22.0%. EBITDA margin for FY 2025 was 17.8% and therefore no award was paid for FY 2025 EBITDA performance.
- In the event the FY 2025 EBITDA margin target is not achieved, 100% will be paid at the end of FY 2026 if the target EBITDA margin of 21% is achieved in that year.
- 100% of the award component is payable following completion of FY 2026, subject to achievement of the Group's FY 2026 EBITDA margin targets set by the Board: 50% for 19.5%, 80% for 20.5%, 100% for 21.0% and 150% for 23.0%. The underlying FY 2026 EBITDA margin targets align with the T27 Strategic Plan.
- 50% of any award will be paid in cash following Board approval of the FY 2026 financial statements. The remaining 50% in restricted shares (equity) vesting on 30 June 2027 (subject to continued employment). This was approved for the CEO and CFO in FY 2025 and FY 2026 respectively.
- FY 2026 EBITDA margin was 18.8%. As this is below the minimum FY 2026 target of 19.5%, no award is payable.

Other conditions associated with one-off incentive:

- No incentive will be payable if employment ceases prior to the relevant metric being achieved (the exception is in a change of control event, or where employment is terminated by the Company without cause, in which case eligibility will remain). In this instance, the term 'termination without cause' means termination of employment by the Company other than for summary dismissal or for sustained under performance as determined by the Board acting reasonably.
- Any incentive award is subject to the claw back provisions in the Company's Equity Plan Rules.
- If there is a change of control event, the Board may exercise its discretion to accelerate payment of any component of the incentive based on performance.
- The maximum value of the incentive for the CEO is $4.7 million and a value at target of $4.0 million. The maximum value of the incentive for the current CFO is $1.0 million and a value at target of $0.8 million, which has been prorated given his commencement date. The target KPIs are considered a stretch. Any incentive paid will be subject to all withholdings and deductions required by law.

The Bespoke Incentive Plan has now concluded with all KPIs now having been formally assessed. The Board has reintroduced a more conventional and market prevalent STIP and LTIP incentive framework for FY 2027. Refer to section 3 for further details.

5.4 FY 2024 LONG-TERM INCENTIVE PLAN (LTIP)

The purpose of the FY 2024 LTIP was to create a link between longer-term performance and reward by providing an at-risk element of executive remuneration that focused on a three-year period. Outcomes for the FY 2024 LTIP were measured following the end of FY 2026.

The number of performance rights allocated under the FY 2024 LTIP was determined by dividing each individual's LTI opportunity by $2.926 (reflecting the 10 trading day volume weighted average price of the Company's shares from commencement of the performance period, less expected dividends).

In addition to a continued service condition throughout the measurement periods, there were performance measures applicable to the LTIP. These are set out below and were applicable to all KMPs.

LTIP PERFORMANCE MEASURE	ALLOCATION
Group rTSR	50%
Group Underlying EPS Growth	50%

5.4 FY 2024 LONG-TERM INCENTIVE PLAN (LTIP) (CONTINUED)

rTSR was selected by the Board to motivate senior executives to drive returns which outperform those of comparable companies. rTSR has a positive gate. It is measured against the constituents of a benchmark group of the S&P/ASX 100-200 index excluding financial services, resources and technology stocks and calculated as follows:

PERFORMANCE BAND	rTSR RANK (P VALUE)	% OF PERFORMANCE RIGHTS
Below Entry	<P50	Nil
Entry	P50	50%
Between Entry and Maximum	P51–P74	Straight line 51%–99%
At or above Maximum	≥P75	100%

Underlying EPS was also selected by the Board to ensure alignment to shareholder returns. There were three relevant EPS performance hurdles: Entry, Target and Maximum calculated in absolute cents per share of FY 2026.

The vesting schedule for the Underlying EPS component of the FY 2024 LTI plans is as follows:

		TARGET
	% OF RIGHTS EXERCISABLE	2024 LTIP (CENTS PER SHARE)
Below Entry	Nil	Below 12.5
Entry	50%	12.5
Between Entry and Target	Straight line 51%–89%	Between 12.5 and 13.3
Target	90%	13.3
Between Target and Maximum	Straight line 91%–99%	Between 13.3 and 14.0
At or above Maximum	100%	14.0 or above

LTIP outcomes

The performance conditions for the FY 2024 LTIP were found not to have been met. Consequently, the Performance Rights granted under this plan did not vest and will therefore lapse.

5.5 FY 2026 COMPANY PERFORMANCE

The following provides a summary of the key financial results for the Company over the FY 2026 period and the previous four financial years (comparatives have not been restated) in accordance with the requirements of the Corporations Act:

FY	REVENUE (UNDERLYING) $M	REPORTED NPAT $M	UNDERLYING NPAT $M	CLOSING SHARE PRICE $	CHANGE IN SHARE PRICE $	TOTAL DIVIDENDS PAID IN YEAR $
30-Jun-26	**1,373**	**(416)**	**(13)**	**0.39**	**(0.40)**	–
30-Jun-25	1,334	(151)	(25)	0.79	(0.71)	0.413
30-Jun-24	1,746	(646)	(4)	1.50	(1.68)	–
30-Jun-23	1,707	(368)	26	3.18	(0.49)	0.060
30-Jun-22	2,338	308	309	3.67	(0.96)	0.168

6. Executive KMP – Statutory Disclosures FY 2026

6.1 EXECUTIVE KMP – STATUTORY DISCLOSURE FY 2026

The following tables outline the remuneration received by Healius' executive KMP during FY 2026 prepared according to statutory disclosure requirements and applicable accounting standards.

		SHORT-TERM				POST	LONG-TERM		SHARE-BASED PAYMENTS		
	YEAR	SALARY[1]	CASH STI[2]	NON-MONETARY[3]	ANNUAL LEAVE[4]	SUPER[5]	LSL[4]	OTHER[6]	LTI[7]	TERMINATION[8]	TOTAL
Current Executive KMP											
Paul Anderson	**2026**	**1,295,000**	**500,000**	**2,567**	**(850)**	**30,000**	**3,547**	**–**	**4,073**	**–**	**1,834,337**
Paul Anderson	2025	1,178,415	1,725,000	1,905	22,114	29,932	3,547	375,000	18,070	–	3,353,983
Andrew Thomson[9]	**2026**	**468,370**	**254,306**	**1,829**	**20,501**	**21,452**	**610**	**–**	**–**	**–**	**767,068**
Andrew Thomson[9]	2025	–	–	–	–	–	–	–	–	–	–
Former Executive KMP											
Steve Humphries[10]	**2026**	**191,901**	**78,750**	**1,238**	**17,602**	**8,548**	**(8,780)**	**(78,750)**	**739**	**371,777**	**583,025**
Steve Humphries[10]	2025	673,568	708,750	1,905	(2,858)	29,932	3,554	236,250	13,985	–	1,665,086
Total	**2026**	**1,955,271**	**833,056**	**5,634**	**37,253**	**60,000**	**(4,623)**	**(78,750)**	**4,812**	**371,777**	**3,184,430**
	2025	1,851,983	2,433,750	3,810	19,256	59,864	7,101	611,250	32,055	–	5,019,069

1 Represents the salary received during the financial year, excluding super, for the period in their capacity as a KMP.
2 Cash STI represents amounts accrued in FY 2026 for the FY 2025/26 Bespoke Incentive Plan. Refer to section 5.3 for further details.
3 Represents the taxable value of fringe benefits for the respective Fringe Benefits Tax year ended 31 March.
4 Changes in accrued leave represent annual leave and long service leave (LSL) accrued or utilised during the financial year. Negative amounts (if any) represent the utilisation of annual leave for continuing employees and reversal of balances for former employees.
5 Super amounts for former KMPs have been prorated to reflect the period served as a KMP.
6 Other long-term benefits in FY 2025 relates to amounts accrued for the FY 2027 payable element of the FY 2025/26 Bespoke Incentive Plan. Refer to section 5.3 for further details.
7 Relates to the Performance Rights for FY 2024 LTIP – refer to section 5.4. No Performance Rights granted in relation to FY 2025 or FY 2026 due to the Bespoke Incentive Plan being issued for these years – refer to section 5.3. Amounts have been calculated in accordance with AASB 2 Share-based Payments.
8 Termination benefits relates to notice period post step down date while retained in an advisory capacity, plus the accounting recognition of Long Term Incentive plans (prorated for the period after step down date).
9 Andrew Thomson was appointed Group CFO from 13 October 2025.
10 Steve Humphries ceased being a KMP on 12 October 2025.

6.2 EXECUTIVE KMP – PERFORMANCE RIGHTS AND OPTIONS VESTED, LAPSED AND AWARDED DURING FY 2026

6.2.1 Rights and Options vested and lapsed

The table below details movements during the year in the number of Rights and Options in Healius Limited held by KMP, their close family members, and entities controlled, jointly controlled or significantly influenced by KMP or their close family members.

NAME	GRANT	BALANCE AT BEGINNING OF YEAR (NO.)	RIGHTS/OPTIONS AWARDED AS COMPENSATION DURING YEAR (NO.)[1]	RIGHTS/ OPTIONS VESTED/ EXERCISED DURING YEAR (NO.)[2]	RIGHTS/ OPTIONS LAPSED DURING YEAR (NO.)	RIGHTS/ OPTIONS FORFEITED DURING YEAR (NO.)	BALANCE AT END OF YEAR (NO.)
Current Executive KMP[3]							
Paul Anderson	Performance Rights	381,349	–	–	(75,887)	–	305,462
Former Executive KMP[4]							
Steve Humphries	Performance Rights	255,848	–	–	(61,793)	(13,988)	180,067

1 No Performance Rights or Options were granted in FY 2026.
2 No Performance Rights or Options vested in FY 2026.
3 No Performance Rights or Options were granted to Andrew Thomson in FY 2026.
4 Closing Performance Rights is as at 12 October 2025, being the date Steve Humphries ceased being a KMP.

6.2.2 Rights issued

No Performance Rights granted in relation to FY 2026. Bespoke incentive granted for FY 2025/26 – refer to section 5.3 above.

6.3 EXECUTIVE KMP – EQUITY HOLDINGS FY 2026

Ordinary Shares

The table below details movements during the year in the number of ordinary Shares in Healius Limited held by executive KMP, their close family members, and entities controlled, jointly controlled or significantly influenced by executive KMP or their close family members.

NAME	BALANCE AT BEGINNING OF YEAR (NO.)	VESTING OF RIGHTS/ OPTIONS(SHARES ISSUED) (NO.)	SHARES PURCHASED/ (SOLD) (NO.)	BALANCE AT END OF YEAR (NO.)
Current Executive KMP				
Paul Anderson	37,837	–	111,902	149,739
Andrew Thomson	–	–	–	–
Former Executive KMP[5]				
Steve Humphries	49,289	–	–	49,289

5 Closing equity holding is as at 12 October 2025, being the date Steve Humphries ceased being a KMP.

Healius' Minimum Shareholding Policy requires a shareholding of 1.0x FAR for KMP and 0.5x for other members of the ELT. Participants are required to hold 50% of their vested Performance Rights as Shares until their minimum level is achieved.

7. Non-Executive Directors (NED) – Fees, Remuneration and Holdings

7.1 NON-EXECUTIVE DIRECTOR FEES

The aggregate annual fee limit for NED remuneration is $2 million, which was approved by shareholders in 2023.

The following table sets out the fees applicable to NEDs in FY 2026. No changes were made to NED fees in FY 2026 and there is no increase planned for FY 2027.

FUNCTION	ROLE	FY 2026 ($)
Main Board	Chair	329,000 [1]
	Member	140,000
Audit Committee People, Governance and Remuneration Committee Risk Management Committee	Chair	30,000
	Member	15,000

1 The Chair's remuneration is all inclusive and the Chair is not entitled to receive any additional remuneration for being Chair, or a member, of any committee of the Board.

NEDs do not participate in Healius' incentive programs. Healius pays superannuation to NEDs in accordance with Australian superannuation guarantee legislation. Termination benefits other than those accrued through superannuation contributions are not provided to NEDs.

Healius' Minimum Shareholding Policy requires NEDs to hold Healius Shares to the value of one year's fees with the holding to be in place no later than 30 June 2025 for NEDs appointed on or before 8 September 2020 and for any other NED, no later than five years after appointment. At the time of release of this report, all NEDs are in compliance with this policy.

A NED Share Plan, under which NEDs can salary sacrifice fees for Healius Shares, was approved by shareholders at the Company's 2019 AGM, and continues to be in operation.

Healius' full NED Remuneration Policy and Procedure can be found at www.healius.com.au/corporate-governance

7.2 NON-EXECUTIVE DIRECTOR REMUNERATION

The following table outlines the remuneration received by Healius' NEDs during FY 2026 prepared according to statutory disclosure requirements and applicable accounting standards.

NAME	YEAR	BOARD FEES $	COMMITTEE FEES $	SUPERANNUATION $	TOTAL $
Current Non–Executive Directors					
Kate McKenzie	**2026**	**297,687**	**–**	**31,313**	**329,000**
	2025	320,517	–	8,483	329,000
Sally Evans	**2026**	**125,000**	**40,179**	**19,821**	**185,000**
	2025	125,560	40,360	19,080	185,000
Charlie Taylor	**2026**	**125,000**	**26,786**	**18,214**	**170,000**
	2025	125,560	35,861	18,565	179,986
Kathy Ostin (from 1 December 2024)	**2026**	**140,000**	**45,000**	**–**	**185,000**
	2025	81,667	12,500	–	94,167
Chris Hall (from 30 September 2025)	**2026**	**93,693**	**–**	**11,307**	**105,000**
	2025	–	–	–	–
Steven Rubic (from 1 December 2025)	**2026**	**72,400**	**6,617**	**9,554**	**88,571**
	2025	–	–	–	–
Bruce Robinson (from 2 February 2026)	**2026**	**50,678**	**3,302**	**6,652**	**60,632**
	2025	–	–	–	–
Former Non–Executive Directors					
John Mattick (until 31 March 2026)	**2026**	**93,750**	**20,089**	**13,661**	**127,500**
	2025	125,560	26,906	17,534	170,000
Michael Stanford (until 30 September 2025)	**2026**	**31,250**	**10,045**	**4,955**	**46,250**
	2025	125,560	39,218	18,952	183,730
Neil Vinson (from 1 March 2025 until 30 September 2025)	**2026**	**31,250**	**–**	**3,750**	**35,000**
	2025	41,982	–	4,813	46,795
Gordon Davis (until 1 December 2024)	**2026**	**–**	**–**	**–**	**–**
	2025	52,126	11,170	7,306	70,602
Ravi Jeyaraj (until 2 August 2024)	**2026**	**–**	**–**	**–**	**–**
	2025	10,928	–	1,313	12,241
Total	**2026**	**1,060,708**	**152,018**	**119,227**	**1,331,953**
	2025	1,009,460	166,015	96,046	1,271,521

Directors' Report
for the year ended 30 June 2026

7.3 NON-EXECUTIVE DIRECTOR EQUITY HOLDINGS AS AT 30 JUNE 2026

NAME	INSTRUMENT	OPENING BALANCE NUMBER	PURCHASED/ISSUED NUMBER	VESTED NUMBER[1]	CLOSING BALANCE NUMBER
Current Non–Executive Directors					
Kate McKenzie[2]	Shares	140,149	–	–	140,149
	NED Share Rights	–	–	–	–
Sally Evans[3]	Shares	126,867	–	–	126,867
	NED Share Rights	–	–	–	–
Charlie Taylor[4]	Shares	132,900	–	–	132,900
	NED Share Rights	–	–	–	–
Kathy Ostin[5]	Shares	–	71,669	22,978	94,647
	NED Share Rights	–	45,955	(22,978)	22,977
Chris Hall	Shares	–	–	–	–
	NED Share Rights	–	–	–	–
Steven Rubic[6]	Shares	–	160,000	–	160,000
	NED Share Rights	–	–	–	–
Bruce Robinson	Shares	–	–	–	–
	NED Share Rights	–	–	–	–
Former Non–Executive Directors					
John Mattick[7]	Shares	54,317	200,000	–	254,317
	NED Share Rights	–	–	–	–
Michael Stanford[8]	Shares	72,468	–	–	72,468
	NED Share Rights	–	–	–	–
Neil Vinson[9]	Shares	–	17,045	–	17,045
	NED Share Rights	–	–	–	–

1 NED share rights are issued under the NED Share Plan to participating NEDs through salary sacrifice. All securities were issued pursuant to shareholder approval under ASX Listing Rule 10.14.
2 140,149 ordinary shares held by MCK Family Holdings Pty Ltd.
3 49,528 ordinary shares held by HTFS Nominees Pty Ltd <Evans A/C>, 9,557 ordinary shares held by Sally Evans and 67,782 ordinary shares held by Citigroup Nominees on behalf of CPU Share Plans Pty Ltd for Sally Evans as beneficial owner.
4 100,000 ordinary shares held by Charlie Taylor and 32,900 ordinary shares held by Citigroup Nominees on behalf of CPU Share Plans Pty Ltd for Charlie Taylor as beneficial owner.
5 21,779 held by Kathy Ostin, 49,890 held by Nitso Pty Ltd ATF The Ostin-Shortus Family Trust and 22,978 ordinary shares held by Citigroup Nominees on behalf of CPU Share Plans Pty Ltd for Kathy Ostin as beneficial owner.
6 160,000 ordinary shares held by Steven Rubic.
7 Closing equity holding is as at 31 March 2026, being the date John Mattick ceased being a Non-Executive Director.
8 Closing equity holding is as at 30 September 2025, being the date Michael Stanford ceased being a Non-Executive Director.
9 Closing equity holding is as at 30 September 2025, being the date Neil Vinson ceased being a Non-Executive Director.

8. Other FY 2026 remuneration terms

8.1 EXECUTIVE EMPLOYMENT TERMS

KEY TERM	CEO	CFO
Employing company	Idameneo (No. 789) Ltd (This is the service company in the Healius Group and a large number of Group employees are employed by this entity).	
Basis of employment	Permanent full time. No fixed or maximum term.	Permanent full time. No fixed or maximum term.
Period of notice	12 months, from either party.	12 months, from either party.
Termination without notice	Healius may terminate the Senior Executive's employment without notice if, in the opinion of Healius, the Senior Executive engages in misconduct, fraud, commits a serious or persistent breach of the agreement, or other specified circumstances occur.	
Termination payments	Maximum of 12 months Fixed Annual Remuneration (Healius is not required to pay or provide, or procure the payment or provision, of any payment or benefit to the Senior Executive which would require shareholder approval). The treatment of incentives under the STIP and LTIP in the case of termination is addressed in separate sections of this Report.	

8.2 TRANSACTIONS WITH KMP

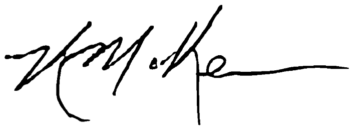
KEY TERM	SUMMARY OF KEY TERM
Transactions with current KMP	From time to time, KMPs (and their personally-related entities) enter into transactions with the Healius Group, including the use or provision of services under normal customer, supplier or employee relationships. These transactions: • occur within a normal employee, customer or supplier relationship on terms and conditions no more favourable than those which it is reasonable to expect the Group would have adopted if dealing at arm's length with an unrelated person; • do not have the potential to adversely affect decisions about the allocation of scarce resources made by users of the financial report, or the discharge of accountability by the KMP; and • are trivial or domestic in nature.
Loans to current KMP	No loans have been made to any of the KMP or their related parties during FY 2026.

Directors' Report
for the year ended 30 June 2026

Signing of Directors' Report

Signed in accordance with a resolution of the Directors made pursuant to section 298(2) of the *Corporations Act 2001*.

On behalf of the Directors



Kate McKenzie
Chair

23 September 2026

Corporate Governance Statement

Healius is committed to a high standard of corporate governance.

The Board has established a comprehensive Corporate Governance framework. Throughout FY 2026, Healius' governance arrangements were generally consistent with the Corporate Governance Principles and Recommendations (4th edition) published by the ASX Corporate Governance Council in February 2019.

Healius' FY 2026 Corporate Governance Statement can be viewed here:
www.healius.com.au/corporate-governance

Auditor’s Independence Declaration

Ernst & Young
200 George Street
Sydney NSW 2000 Australia
GPO Box 2646 Sydney NSW 2001

Tel: +61 2 9248 5555
Fax: +61 2 9248 5959
ey.com/au

Shape the future
with confidence

Auditor’s independence declaration to the directors of Healius Limited

As lead auditor for the audit of the financial report of Healius Limited and for the review of the selective sustainability information in the sustainability report for the financial year ended 30 June 2026, I declare to the best of my knowledge and belief, there have been:

a. No contraventions of the auditor independence requirements of *the Corporations Act 2001* in relation to the audit and review;

b. No contraventions of any applicable code of professional conduct in relation to the audit and review; and

c. No non-audit services provided that contravene any applicable code of professional conduct in relation to the audit and review.

This declaration is in respect of Healius Limited and the entities it controlled during the financial year.

Ernst & Young

Katrina Zdrilic
Partner
23 September 2026

Independent Auditor's Report

Shape the future
with confidence

Ernst & Young
200 George Street
Sydney NSW 2000 Australia
GPO Box 2646 Sydney NSW 2001

Tel: +61 2 9248 5555
Fax: +61 2 9248 5959
ey.com/au

Independent auditor's report to the members of Healius Limited

Report on the audit of the financial report

Opinion

We have audited the financial report of Healius Limited (the Company) and its subsidiaries (collectively the Group), which comprises the consolidated statement of financial position as at 30 June 2026, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes to the financial statements, including material accounting policy information, the consolidated entity disclosure statement and the directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

a. Giving a true and fair view of the consolidated financial position of the Group as at 30 June 2026 and of its consolidated financial performance for the year ended on that date; and

b. Complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to audits of the financial report of public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial report of the current year. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, but we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the financial report* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial report. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial report.

Shape the future
with confidence

Carry Value of Goodwill

Why significant	How our audit addressed the key audit matter
As disclosed in Note B2 the Group tests goodwill for impairment annually and whenever there is an indicator that the asset may be impaired to determine whether the recoverable value of the cash generating unit (CGU) exceeds its carrying amount. An impairment charge of $332 million was recorded against goodwill of the Pathology CGU during the year. As a result of the write-off, the Group's consolidated balance sheet at 30 June 2026 includes goodwill of $98 million (2025: $430 million). A fair value less cost of disposal model was used to calculate the recoverable amount of the CGU. The impairment test incorporates significant judgement and estimates based on conditions existing at 30 June 2026. The estimates and assumptions relate to future performance, market and economic conditions. This was considered a key audit matter due to the value of the balance relative to the Group's total assets, extent of audit effort and significant judgement required to assess the reasonableness of cash flow forecasts, growth rates, discount rates and terminal growth rates used by the Group in undertaking the impairment test.	Our audit procedures included the following: ▶ Assessed whether the impairment testing methodology used by the Group met the requirements of Australian Accounting Standards. ▶ Assessed the reasonableness of future cash flow forecasts, by considering our knowledge of the business, the reliability of previous forecasts and budgets, current trading performance and corroborating data with external information where possible. ▶ Assessed the appropriateness of other key assumptions such as the discount and growth rates applied with reference to publicly available information on comparable companies in the industry and markets in which the Group operates. ▶ Tested the mathematical accuracy of the cash flow models and model mechanics. ▶ Assessed the risk adjusted cash flow forecasts with reference to the Board approved business budget. ▶ Identified and assessed changes in key assumptions from prior periods and performed sensitivity analyses on these assumptions including discount rates, terminal growth rates and EBITDA forecasts for the Group's CGU. ▶ Assessed the implied EBITDA multiples as a cross-check of the recoverable amount derived from the discounted cashflow models against a range from comparable companies and transactions. ▶ Considered the market capitalisation compared to the implied equity value as a cross-check. ▶ We involved our valuation specialists in performing these procedures. ▶ Assessed the adequacy of the financial report disclosures contained in Note B2.

Shape the future
with confidence

Deferred Tax Loss Asset Recoverability

Why significant	How our audit addressed the key audit matter
As disclosed in Note E3 of the financial report during the year ending 30 June 2026, the Group concluded that it is not probable that all deferred tax assets relating to tax losses will be realised within the foreseeable future and therefore recognised only those tax losses for which recovery was deemed probable in line with Australian Accounting Standard AASB 112 Income Taxes. This resulted in the derecognition of deferred tax losses of $31.5 million. The probability assessment of the utilisation of the deferred tax assets, related to tax losses, involves inherent subjectivity and estimation of the timing and quantum of the Group's future taxable profits, which requires a significant level of judgement. The recoverability assessment is based on forecasts of future taxable income with significant assumptions that are affected by future performance, market and economic conditions. Following the derecognition of deferred tax losses, at 30 June 2026, the Group's consolidated balance sheet includes a remaining deferred tax asset of $62.9 million which includes tax losses of $10.8 million. This was considered a key audit matter, due to the value of the balance relative to the Group's total assets and the significant judgement required to assess the recoverability of the deferred tax assets.	Our procedures included the following: ▶ Reviewed the reasonableness of key assumptions of future taxable income forecasts by comparing key assumptions to historical actual data and the reliability of previous forecasts. ▶ Tested the mathematical accuracy of the cash flow models and model mechanics. ▶ Recalculated taxable profit adjustments in the risk adjusted cash flow forecast. ▶ Challenged management's assessment that documented the factors to support the recoverability as probable. ▶ Assessed the adequacy of the disclosures on deferred tax positions and assumptions contained in Note E3 to the financial report.

Information other than the financial report and auditor's report thereon

The directors are responsible for the other information. The other information comprises the information included in the Company's 2026 annual report, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon, with the exception of the Remuneration Report and our related assurance opinion.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial report

The directors of the Company are responsible for the preparation of:

- The financial report (other than the consolidated entity disclosure statement) that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001*; and
- The consolidated entity disclosure statement that is true and correct in accordance with the *Corporations Act 2001;* and

Shape the future
with confidence

for such internal control as the directors determine is necessary to enable the preparation of:

- The financial report (other than the consolidated entity disclosure statement) that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and
- The consolidated entity disclosure statement that is true and correct and is free of misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

Independent Auditor's Report

Shape the future
with confidence

- Plan and perform the Group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial report. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated to the directors, we determine those matters that were of most significance in the audit of the financial report of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on the audit of the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in pages 31 to 44 of the directors' report for the year ended 30 June 2026.

In our opinion, the Remuneration Report of Healius Limited for the year ended 30 June 2026, complies with section 300A of the *Corporations Act 2001*.

Responsibilities

The directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.

Ernst & Young

Ernst & Young

Katrina Zdrilic
Partner
Sydney
23 September 2026

Directors' Declaration

The Directors of Healius Limited (Healius) declare that:

A. in the Directors' opinion, there are reasonable grounds to believe that Healius will be able to pay its debts as and when they become due and payable,

B. in the Directors' opinion, the financial statements and notes thereto, for the financial year ended 30 June 2026, are in accordance with the *Corporations Act 2001* (Cth), including section 296 (compliance with accounting standards) and section 297 (true and fair view),

C. the financial statements and notes thereto are in compliance with International Financial Reporting Standards issued by the International Accounting Standards Board as provided in the introduction to the Notes to the consolidated financial statements,

D. there are reasonable grounds to believe that Healius and the controlled entities identified in Note D2 will be able to meet any obligations or liabilities to which they are, or may become, subject to by virtue of the Deed of Cross Guarantee between Healius and those controlled entities pursuant to ASIC Corporations (Wholly-owned Companies) Instrument 2016/785,

E. the Directors have been given the declarations required by section 295A of the *Corporations Act 2001* (Cth) from the Chief Executive Officer and Chief Financial Officer for the year ended 30 June 2026, and

F. the consolidated entity disclosure statement presented on page 85 is true and correct.

Signed in accordance with a resolution of the Directors made pursuant to section 295(4) of the *Corporations Act 2001* (Cth).

On behalf of the Directors

Kate McKenzie
Chair

23 September 2026

Financial statements

Notes to the financial statements

Consolidated statement of profit or loss
for the year ended 30 June 2026

	NOTE	2026 $M	2025 $M
Revenue	A2	**1,373.2**	1,344.2
Employee benefits expense	A3	**(684.9)**	(683.9)
Property expenses	A3	**(46.1)**	(47.0)
Consumables		**(205.9)**	(214.0)
Equipment, repairs and maintenance		**(17.3)**	(16.6)
Logistics		**(24.6)**	(23.9)
IT expenses		**(33.2)**	(35.8)
Insurance		**(7.6)**	(7.4)
Other expenses		**(95.0)**	(91.1)
Depreciation – property, plant and equipment		**(29.2)**	(27.6)
Depreciation – right of use assets		**(191.4)**	(187.9)
Amortisation – intangibles		**(7.8)**	(8.8)
Digital transformation costs		**(9.2)**	(19.6)
Transaction costs		**(1.3)**	(1.6)
Impairment of goodwill	B2	**(332.0)**	(495.2)
Termination and other costs		**(16.6)**	(10.8)
Loss before interest and tax		**(328.9)**	(527.0)
Net finance costs	A3	**(49.1)**	(65.1)
Loss before tax		**(378.0)**	(592.1)
Income tax (expense)/benefit	A4	**(30.9)**	29.1
Loss for the year from continuing operations		**(408.9)**	(563.0)
(Loss)/profit for the year from discontinued operations	E2	**(6.7)**	411.8
Loss for the year		**(415.6)**	(151.2)
Attributable to:			
Equity holders of Healius Limited		**(415.6)**	(151.2)

	NOTE	2026 CENTS PER SHARE	2025 CENTS PER SHARE
Basic loss per share from continuing operations	A5	**(56.3)**	(77.5)
Basic loss per share from continuing and discontinued operations	A5	**(57.2)**	(20.8)
Diluted loss per share from continuing operations	A5	**(56.3)**	(77.5)
Diluted loss per share from continuing and discontinued operations	A5	**(57.2)**	(20.8)

Notes to the financial statements are included on pages 59 to 84.

Consolidated statement of other comprehensive income for the year ended 30 June 2026

	2026 $M	2025 $M
Loss for the year	**(415.6)**	(151.2)
Other comprehensive loss		
Items that may be reclassified subsequently to profit or loss		
Fair value loss on cash flow hedges	–	(1.1)
Reclassification adjustments relating to realised cash flow hedges for amounts recognised in profit or loss	–	(1.4)
Exchange differences arising on translation of foreign operations	**(0.8)**	0.1
Income tax relating to items that may be reclassified subsequently to profit or loss	–	0.7
Other comprehensive loss for the year, net of income tax	**(0.8)**	(1.7)
Total comprehensive loss for the year	**(416.4)**	(152.9)

Notes to the financial statements are included on pages 59 to 84.

Consolidated statement of financial position
as at 30 June 2026

	NOTE	30 JUNE 2026 $M	30 JUNE 2025 $M
Current assets			
Cash	E1	**67.2**	57.2
Receivables	B1	**172.2**	164.9
Consumables		**35.0**	29.8
Total current assets		**274.4**	251.9
Non-current assets			
Goodwill	B2	**98.0**	430.0
Right of use assets	B6	**802.9**	825.3
Property, plant and equipment	B3	**116.9**	113.2
Other intangible assets	B4	**61.0**	56.6
Receivables	B1	**1.5**	3.2
Deferred tax assets	E3	**62.9**	96.8
Total non-current assets		**1,143.2**	1,525.1
Total assets		**1,417.6**	1,777.0
Current liabilities			
Payables	B7	**145.3**	133.9
Tax liabilities	E3	**–**	16.0
Provisions	B8	**90.6**	115.0
Lease liabilities	B5	**180.0**	181.3
Total current liabilities		**415.9**	446.2
Non-current liabilities			
Payables	B7	**2.3**	–
Provisions	B8	**11.5**	12.4
Interest-bearing liabilities	C1	**99.3**	–
Lease liabilities	B5	**717.1**	730.5
Total non-current liabilities		**830.2**	742.9
Total liabilities		**1,246.1**	1,189.1
Net assets		**171.5**	587.9
Equity			
Issued capital	C2	**2,604.0**	2,604.0
Reserves		**(1.5)**	0.3
Accumulated losses		**(2,431.0)**	(2,016.4)
Total equity		**171.5**	587.9

Notes to the financial statements are included on pages 59 to 84.

Consolidated statement of changes in equity
for the year ended 30 June 2026

$M	ISSUED CAPITAL	CASH FLOW HEDGE RESERVE	SHARE-BASED PAYMENTS RESERVE	OTHER RESERVES	ACCUMULATED LOSSES	TOTAL
Balance at 1 July 2025	**2,604.0**	**–**	**1.1**	**(0.8)**	**(2,016.4)**	**587.9**
Loss for the year	**–**	**–**	**–**	**–**	**(415.6)**	**(415.6)**
Differences arising on translation of foreign operations	**–**	**–**	**–**	**(0.8)**	**–**	**(0.8)**
Total comprehensive loss	**–**	**–**	**–**	**(0.8)**	**(415.6)**	**(416.4)**
Transfers	**–**	**–**	**(1.0)**	**–**	**1.0**	**–**
Balance at 30 June 2026	**2,604.0**	**–**	**0.1**	**(1.6)**	**(2,431.0)**	**171.5**

$M	ISSUED CAPITAL	CASH FLOW HEDGE RESERVE	SHARE-BASED PAYMENTS RESERVE	OTHER RESERVES	ACCUMULATED LOSSES	TOTAL
Balance at 1 July 2024	**2,603.9**	**1.8**	**3.2**	**(0.9)**	**(1,567.3)**	**1,040.7**
Loss for the year	–	–	–	–	(151.2)	(151.2)
Fair value gain on cash flow hedges	–	(1.1)	–	–	–	(1.1)
Reclassification adjustments relating to realised cash flow hedges recognised in profit or loss	–	(1.4)	–	–	–	(1.4)
Differences arising on translation of foreign operations	–	–	–	0.1	–	0.1
Income tax relating to components of other comprehensive income	–	0.7	–	–	–	0.7
Total comprehensive loss	**–**	**(1.8)**	**–**	**0.1**	**(151.2)**	**(152.9)**
Shares issued via Non-Executive Director (NED) Share Plan (Note C2)	0.1	–	–	–	–	0.1
Share based payments	–	–	(0.1)	–	–	(0.1)
Payment of dividends	–	–	–	–	(299.9)	(299.9)
Transfers	–	–	(2.0)	–	2.0	–
Balance at 30 June 2025	**2,604.0**	**–**	**1.1**	**(0.8)**	**(2,016.4)**	**587.9**

Notes to the financial statements are included on pages 59 to 84.

Consolidated statement of cash flows
for the year ended 30 June 2026

	NOTE	2026 $M	2025 $M
Cash flows from operating activities			
Receipts from customers		**1,377.3**	1,842.9
Payments to suppliers and employees		**(1,150.2)**	(1,557.2)
Gross cash flows from operating activities		**227.1**	285.7
Net income tax paid		**(16.0)**	–
Net cash provided by operating activities	E1	**211.1**	285.7
Cash flows from investing activities			
(Payments)/proceeds from sale of business (net of cash disposed and transaction costs)		**(22.4)**	795.2
Payment for property, plant and equipment		**(31.1)**	(54.0)
Payment for other intangibles		**(12.2)**	(11.9)
Proceeds from the sale of property, plant and equipment and intangibles		**0.5**	1.5
Payment for business acquired and deferred consideration (net of cash received)		**–**	(0.8)
Net cash (used in)/from investing activities		**(65.2)**	730.0
Cash flows from financing activities			
Finance costs on interest-bearing liabilities		**(4.1)**	(25.7)
Interest received		**1.2**	2.7
Interest paid on lease and other liabilities		**(48.9)**	(50.1)
Payment of lease liabilities		**(184.1)**	(219.5)
Proceeds from borrowings, net of transaction costs		**100.0**	88.9
Repayment of borrowings		**–**	(515.0)
Dividends paid		**–**	(299.9)
Net cash used in financing activities		**(135.9)**	(1,018.6)
Net increase/(decrease) in cash held		**10.0**	(2.9)
Cash at the beginning of the year	E1	**57.2**	60.1
Cash at the end of the year	E1	**67.2**	57.2

The consolidated statement of cash flows for the year ended 30 June 2026 does not include cash flows from the divested business Lumus Imaging, whereas the prior comparative period includes the divested business cash flows up to the date of divestment.

Notes to the financial statements are included on pages 59 to 84.

Notes to the financial statements
for the year ended 30 June 2026

About this Report

OVERVIEW

Healius Limited (Healius), is a for-profit entity domiciled in Australia. These financial statements represent the consolidated financial statements of Healius for the financial year ended 30 June 2026 and comprise Healius and its subsidiaries (together referred to as “the consolidated entity” or “the Group”).

STATEMENT OF COMPLIANCE

The financial report is a general purpose financial report which has been prepared in accordance with the *Corporations Act 2001*, Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board.

The financial report also complies with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board and includes mandatory climate-related disclosures under AASB S2, which are contained in the Sustainability Report.

BASIS OF PREPARATION

The financial report has been prepared on the basis of historical cost, except for the revaluation of certain financial instruments. Cost is based on the fair values of the consideration given in exchange for assets. All amounts are presented in Australian dollars. The financial report has been prepared on a going concern basis. Notwithstanding that the Group is in a net current liability position as at 30 June 2026 of $141.5 million (2025: $194.3 million), management continually monitors the Group’s working capital position, including forecast working capital requirements and available borrowing facilities. The Group’s financial forecasts demonstrate that there are sufficient financial resources to meet obligations as they fall due during the next 12 months.

Where necessary, comparative amounts have been reclassified and repositioned for consistency with current period disclosures. Further details on the nature and reason for amounts that have been reclassified and repositioned, where considered material, are referred to separately in the financial report or notes thereto.

ROUNDING OF AMOUNTS

Healius is a company of the kind referred to in ASIC Corporations (Rounding in Financial/Directors’ Report) Instrument 2026/183, dated 24 March 2026, and in accordance with that Instrument, amounts in the financial report are rounded to the nearest hundred thousand dollars, unless otherwise indicated.

MATERIAL ACCOUNTING POLICIES

Accounting policies have been consistently applied to all the years presented, unless otherwise stated. Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is appropriately reported. Material accounting policies are included within the relevant notes to the financial statements.

Preparation of the financial report requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods. Information on key accounting estimates and judgements can be found in the following notes:

ACCOUNTING ESTIMATES AND JUDGEMENTS	NOTE	PAGE
Expected credit losses	B1	63
Carrying value of goodwill	B2	64
Recognition and recoverability of other intangible assets	B4	67
Provisions	B8	70
Recoverability of deferred tax assets	E3	80

BASIS OF CONSOLIDATION – SUBSIDIARIES

Subsidiaries are those entities controlled by Healius. The financial statements of subsidiaries are included in the consolidated financial report from the date that control is obtained until the date that control ceases. All inter-entity transactions, balances and any unrealised gains and losses arising from inter-entity transactions have been eliminated on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. Investments in subsidiaries are carried at the lower of cost or recoverable amount in the parent entity’s financial statements.

Notes to the financial statements
for the year ended 30 June 2026

A. Group performance

This section contains details of the way the business measures performance for the purpose of internal reporting and the key elements of the consolidated statement of profit or loss, earnings per share, accounting policies and key assumptions relevant to the consolidated statement of profit or loss.

A1. Segment information

Operating segments are identified based on the way that the Chief Executive Officer and Board of Directors (also collectively known as the chief operating decision makers) regularly review and assess the financial performance of the business and determine the allocation of resources. The Group has only one reportable segment based on similar economic characteristics, being a provider of pathology services. As a result, the reportable segment information is as disclosed in the financial statements.

The Group operates predominantly in Australia.

For internal management reporting purposes, the chief operating decision makers review and assess the financial performance based on underlying results. Underlying results exclude the impact of impairment expenses and non-underlying items relating to:

- Strategic initiatives and
- Other significant non-recurring items.

UNDERLYING RESULTS

Reconciliation of underlying segment result to reported loss before tax:

	2026 $M	2025 $M
Underlying results from continuing operations before interest and tax	**30.2**	17.1
Digital transformation costs	**(9.2)**	(19.6)
Transaction costs	**(1.3)**	(1.6)
Impairment of goodwill	**(332.0)**	(495.2)
Termination and other costs	**(16.6)**	(10.8)
Transactions with discontinued operations	**–**	(16.9)
Reported loss before interest and tax	**(328.9)**	(527.0)

A2. Revenue

	2026 $M	2025 $M
Trading revenue	**1,373.2**	1,344.2

ACCOUNTING POLICIES – REVENUE

Revenue is measured based on the consideration to which the Group expects to be entitled in a contract with a customer. The Group recognises revenue when it transfers control of goods or services to a customer.

The Group recognises revenue from the provision of pathology services including specialty pathology and clinical trials.

Provision of pathology services

Revenue from the provision of pathology services is recognised at the point in time when the relevant test has been completed.

Revenue from clinical trials is recognised on a percentage of completion method. As per the contractual terms, revenue is recognised based on the hours/units incurred relative to the total estimated hours/units delivered for the trial.

Notes to the financial statements
for the year ended 30 June 2026

A3. Expenses

EMPLOYEE BENEFITS EXPENSE

	2026 $M	2025 $M
Employee benefits	**621.5**	623.2
Defined contribution superannuation	**63.4**	60.6
Share-based payments	**–**	0.1
	684.9	683.9

Healius and its related entities meet their obligations under the *Superannuation Guarantee Charge Act 1992* by making superannuation contributions, at the statutory rate, to complying defined contribution superannuation funds on behalf of its employees. Contributions to defined contribution funds are recognised as an expense as they become payable.

PROPERTY EXPENSES

	2026 $M	2025 $M
Short-term lease payments	**16.5**	17.0
Other property expenses	**29.6**	30.0
	46.1	47.0

NET FINANCE COSTS

	2026 $M	2025 $M
Interest expense	**3.4**	24.9
Interest on lease liabilities	**45.3**	38.8
Amortisation of borrowing costs	**0.4**	1.4
	49.1	65.1

Interest expense comprises the interest expense on interest-bearing liabilities and, in the prior year, gains/losses arising on interest rate swaps accounted for as cash flow hedges reclassified from equity.

Other borrowing costs associated with arranging interest-bearing liabilities are initially recognised in the consolidated statement of financial position (refer Note C1) and are subsequently amortised through the consolidated statement of profit or loss on a straight-line basis over the term of the interest-bearing liability they relate to.

Notes to the financial statements
for the year ended 30 June 2026

A4. Income tax expense

	2026 $M	2025 $M
The prima facie income tax benefit on pre-tax accounting loss reconciles to the income tax benefit in the financial statements as follows:		
Loss before tax from continuing operations	**(378.0)**	(592.1)
Income tax calculated at 30% (2025: 30%)	**(113.4)**	(177.6)
Tax effect of non-temporary differences:		
Non-deductible asset impairment expense	**99.6**	148.6
Tax losses derecognised for prior periods	**31.5**	–
Tax losses not recognised for the current period	**14.0**	–
Other non-deductible and non-assessable items	**(0.9)**	0.1
Over provision in prior years	**0.1**	(0.2)
Income tax expense/(benefit)	**30.9**	(29.1)
Comprising:		
Current tax	**(3.1)**	0.3
Deferred tax	**33.9**	(29.2)
Under/(over) provision in prior years	**0.1**	(0.2)
Income tax expense/(benefit)	**30.9**	(29.1)

Current and deferred tax is recognised as an expense or income in the consolidated statement of profit or loss, except when it relates to items credited or debited directly to equity, in which case the deferred tax is also recognised directly in equity, or where it arises from the initial accounting for a business combination, in which case it is taken into account in the determination of goodwill.

A5. Earnings per share

BASIC AND DILUTED EARNINGS PER SHARE

EARNINGS	2026 $M	2025 $M
The earnings used in the calculation of basic and diluted earnings per share are the same and can be reconciled to the consolidated statement of profit or loss as follows:		
Loss for the year from continuing operations	**(408.9)**	(563.0)
Loss attributable to equity holders of Healius Limited	**(415.6)**	(151.2)

WEIGHTED AVERAGE NUMBER OF SHARES	2026 000's	2025 000's
The weighted average number of shares used in the calculation of basic earnings per share	**726,137**	726,128
Effects of dilution from options and rights	**–**	–
The weighted average number of shares used in the calculation of diluted earnings per share	**726,137**	726,128

EARNINGS PER SHARE	2026 CENTS	2025 CENTS
Basic loss per share from continuing operations	**(56.3)**	(77.5)
Basic loss per share from continuing and discontinued operations	**(57.2)**	(20.8)
Diluted loss per share from continuing operations	**(56.3)**	(77.5)
Diluted loss per share from continuing and discontinued operations	**(57.2)**	(20.8)

Any share options and performance rights on issue are contingently issuable shares and are included in the calculation of diluted earnings per share only where the performance conditions have been met as at 30 June 2026, and is not anti-dilutive. Since the company made a net loss during the current year and in the prior year, the contingent shares issuable under options and rights are deemed anti-dilutive, and therefore excluded from the calculation of the diluted EPS.

B. Operating assets and liabilities

This section provides information on the assets used by the Group to generate operating profits and the liabilities incurred.

B1. Receivables

	2026 $M	2025 $M
Measured at amortised cost		
Current		
Trade receivables	**135.1**	128.3
Allowance for expected credit losses	**(24.4)**	(23.6)
	110.7	104.7
Prepayments	**13.9**	15.8
Accrued revenue	**42.9**	40.2
Other receivables	**4.7**	4.2
	172.2	164.9
Non-current		
Other receivables	**0.5**	2.1
Prepayments	**1.0**	1.1
	1.5	3.2
Ageing of trade receivables		
Current	**67.1**	65.3
30–60 days	**16.0**	18.7
60–90 days	**9.0**	6.1
90 days +	**43.0**	38.2
	135.1	128.3
Movement in allowance for expected credit losses		
Balance at beginning of year	**23.6**	28.3
Provision for the year	**16.3**	14.1
Amounts written off during the year as uncollectable	**(15.5)**	(17.7)
Divestment	**–**	(1.1)
	24.4	23.6

Trade and other receivables are initially recognised at fair value and are subsequently carried at amortised cost, using the effective interest rate method, less an allowance for expected credit losses (allowance for doubtful debts).

No interest is charged on trade receivables. The Group's policy requires customers to pay the Group in accordance with agreed payment terms. All credit and recovery risk associated with trade receivables has been provided for in the consolidated statement of financial position. Trade receivables have been aged according to their original due date in the above ageing analysis.

The Group applies a simplified approach in calculating expected credit losses using a provision matrix based on its historical credit loss experience and adjusting for any known forward-looking issues specific to the debtors and the economic environment.

Further discussion of the credit risk associated with trade receivables is included in Note C4.

B2. Goodwill

	2026 $M	2025 $M
Carrying value		
Opening balance	**430.0**	1,296.7
Impairment of goodwill	**(332.0)**	(495.2)
Business divestments	**–**	(371.5)
Closing balance	**98.0**	430.0
Goodwill is allocated to the Group's cash-generating units (CGUs) as follows:		
Pathology	**98.0**	430.0
Closing balance	**98.0**	430.0

Goodwill acquired in a business combination is initially measured at cost, being the excess of the cost of the business combination over the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities recognised at the date of the acquisition. Goodwill is subsequently measured at cost less any accumulated impairment losses.

For the purpose of impairment testing, goodwill is allocated to each of the CGUs, or group of CGUs, expected to benefit from the synergies of the business combination.

On disposal of an operation within a CGU, the attributable amount of goodwill is included in the determination of the profit or loss on disposal of the operation.

IMPAIRMENT OF GOODWILL AND OTHER NON-FINANCIAL ASSETS

The carrying amount of goodwill is tested for impairment annually at 30 June and whenever there is an indicator that the asset may be impaired. Where an asset is deemed to be impaired, it is written down to its recoverable amount.

In its impairment assessment, the Group determines the recoverable amount based on a fair value less costs of disposal calculation, under a five-year discounted cash flow model cross checked to available market data (level 3 fair value measurement in the fair value hierarchy – refer Note C4 for further details on the hierarchy). The five-year discounted cash flow uses:

- year one cash flows derived from the financial year 2027 risk-adjusted Board-approved budget; and
- for financial years 2028 – 2031, growth rates have been determined with reference to historical company experience, industry data and a long-term growth rate expected for the industry.

As required by Accounting Standards, a non-cash impairment charge of $332.0 million has been made to goodwill in the current financial year. The impairment relates to lower near-term cashflows at a point in time and an increase in the Weighted Average Cost of Capital.

The key assumptions in the Group's discounted cash flow model as at 30 June 2026 are as follows:

ASSUMPTION	HOW DETERMINED
Forecast revenue	Cumulative average revenue growth rates for FY 2027 – FY 2031 is 4.1% (30 June 2025: 5.0%). Consistent with the prior year, forecast revenue has been determined with reference to historical company experience and industry data.
Terminal value growth rates	The terminal value growth rates assumed to be 3.0% (30 June 2025: 3.0%). The terminal value growth rates have been determined with reference to historical company experience for the CGU and expectations of long-term operating conditions.
Discount rates	Post-tax discount rates reflect the Group's estimate of the time value of money and relevant risks specific to the Group. The post-tax discount rate is 9.5% (30 June 2025: 9.2%).

B2. Goodwill (continued)

SENSITIVITY ANALYSIS

The Group typically conducts a sensitivity analysis on the key assumptions above to assess the effect that changes in key assumptions has on headroom (recoverable amount less carrying amount). As the carrying value of the Pathology CGU is equal to the recoverable amount after recognising an impairment of $332.0 million in FY 2026, any negative changes in assumptions would give rise to further impairment.

ACCOUNTING ESTIMATES AND JUDGEMENTS: IMPAIRMENT OF GOODWILL

Determining whether goodwill is impaired requires an estimation of the fair value of the CGUs, or group of CGUs, to which goodwill has been allocated. The valuation model used to estimate the fair value of each CGU or group of CGUs requires the Directors to estimate the future cash flows expected to arise from the CGU, or group of CGUs, and apply a suitable discount rate in order to calculate the net present value. The key assumptions used to estimate fair value of the group's CGUs are disclosed above.

Notes to the financial statements
for the year ended 30 June 2026

B3. Property, plant and equipment

2026 $M	PLANT AND EQUIPMENT	LEASEHOLD IMPROVEMENTS	ASSETS UNDER CONSTRUCTION	TOTAL
Net book value				
Opening balance	**64.4**	**42.8**	**6.0**	**113.2**
Additions	**5.6**	**1.8**	**26.6**	**34.0**
Capitalisation of assets under construction	**11.8**	**12.8**	**(24.6)**	**–**
Disposals	**(0.8)**	**(0.3)**	**–**	**(1.1)**
Depreciation expense	**(17.8)**	**(11.4)**	**–**	**(29.2)**
Closing balance	**63.2**	**45.7**	**8.0**	**116.9**
Cost	**227.8**	**132.7**	**8.0**	**368.5**
Accumulated depreciation and impairment	**(164.6)**	**(87.0)**	**–**	**(251.6)**
Closing balance	**63.2**	**45.7**	**8.0**	**116.9**

2025 $M	PLANT AND EQUIPMENT	LEASEHOLD IMPROVEMENTS	ASSETS UNDER CONSTRUCTION	TOTAL
Net book value				
Opening balance	99.1	77.5	6.8	183.4
Additions	9.2	1.5	16.4	27.1
Capitalisation of assets under construction	5.7	4.8	(10.5)	–
Disposals	(1.2)	(0.3)	–	(1.5)
Depreciation expense	(19.5)	(11.0)	–	(30.5)
Business divestment	(28.9)	(29.7)	(6.7)	(65.3)
Closing balance	64.4	42.8	6.0	113.2
Cost	239.8	119.7	6.0	365.5
Accumulated depreciation and impairment	(175.4)	(76.9)	–	(252.3)
Closing balance	64.4	42.8	6.0	113.2

Property, plant and equipment is stated at cost less accumulated depreciation and any impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the item.

Depreciation commences once an asset is available for use and is calculated on a straight-line basis so as to write off the net cost of each asset to its estimated residual value over its expected useful life. The estimated useful lives, residual values and depreciation methods are reviewed at the end of each annual reporting period. Where, as a result of this review, there is a change in the estimated remaining useful life of an asset, it is accounted for on a prospective basis with depreciation in future periods based on the written down value of the asset as at the date the change in useful life is determined.

The following estimated useful lives are used in the calculation of depreciation:

CLASS OF PROPERTY, PLANT AND EQUIPMENT	USEFUL LIFE
Leasehold improvements	1–20 years
Plant and equipment	1–20 years

Property, plant and equipment is reviewed at each reporting period to determine whether there is any indication that the assets may have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). The recoverable amount is the higher of fair value less costs of disposal and value in use. An impairment loss is recognised in profit or loss for the amount by which an asset's carrying amount exceeds its recoverable amount.

Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the CGU to which the asset belongs.

B4. Other intangible assets

2026 $M	IT SOFTWARE	LICENCES	INTANGIBLES UNDER CONSTRUCTION	TOTAL
Net book value				
Opening balance	**46.0**	**1.5**	**9.1**	**56.6**
Additions	**0.2**	**–**	**12.0**	**12.2**
Capitalisation of intangible assets under construction	**10.5**	**–**	**(10.5)**	**–**
Disposals	**–**	**–**	**–**	**–**
Amortisation expense	**(7.4)**	**(0.4)**	**–**	**(7.8)**
Closing balance	**49.3**	**1.1**	**10.6**	**61.0**
Cost	**161.6**	**5.6**	**10.6**	**177.8**
Accumulated amortisation and impairment	**(112.3)**	**(4.5)**	**–**	**(116.8)**
Closing balance	**49.3**	**1.1**	**10.6**	**61.0**

2025 $M	IT SOFTWARE	LICENCES	INTANGIBLES UNDER CONSTRUCTION	TOTAL
Net book value				
Opening balance	51.9	9.5	10.4	71.8
Additions	0.1	–	11.6	11.7
Capitalisation of intangible assets under construction	15.7	(2.9)	(12.8)	–
Disposals	(1.7)	–	–	(1.7)
Amortisation expense	(9.0)	(0.5)	–	(9.5)
Business divestment	(11.0)	(4.6)	(0.1)	(15.7)
Closing balance	46.0	1.5	9.1	56.6
Cost	155.1	5.6	9.1	169.8
Accumulated amortisation and impairment	(109.1)	(4.1)	–	(113.2)
Closing balance	46.0	1.5	9.1	56.6

Intangible assets acquired separately or developed internally are recognised initially at cost. Intangible assets acquired in a business combination are initially recognised at their fair value at the acquisition date (which is regarded as their cost). Subsequent to initial recognition intangible assets are recognised at cost less amortisation and impairment (if any).

An internally-generated intangible asset arising from development is only recognised once the feasibility, intention and ability to complete the intangible asset can be demonstrated. Any expenditure on research activities is recognised as an expense when incurred.

All intangible assets have a finite life and are amortised on a straight-line basis over their estimated useful life. The estimated useful lives and amortisation methods are reviewed at the end of each annual reporting period. Where, as a result of this review, there is a change in the estimated remaining useful life of an asset, it is accounted for on a prospective basis with amortisation in future periods based on the net written down value of the asset as at the date the change in useful life is determined. The following estimated useful lives have been used for each class of asset:

CLASS OF OTHER INTANGIBLES	USEFUL LIFE
Licences	10–14 years
IT software	3–33 years

Intangible assets are reviewed at each reporting period to determine whether there is any indication that the assets may have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). The recoverable amount is the higher of fair value less costs of disposal and value in use. An impairment loss is recognised in profit or loss for the amount by which an asset's carrying amount exceeds its recoverable amount.

Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the CGU to which the asset belongs.

B4. Other intangible assets (continued)

ACCOUNTING ESTIMATES AND JUDGEMENTS – OTHER INTANGIBLE ASSETS

Judgement must be exercised when determining whether it is appropriate to capitalise costs related to internally developed intangible assets, in particular costs related to the development of IT software. Judgement is also required when estimating the expected useful life of other intangible assets and the period over which these assets are amortised.

B5. Lease liabilities

	2026 $M	2025 $M
Opening balance	**911.8**	1,177.1
New leases and remeasurements	**169.4**	193.0
Business divestments	**–**	(267.0)
Interest	**45.3**	41.4
Payments	**(229.4)**	(232.7)
Closing balance	**897.1**	911.8
Presented as:		
Current lease liabilities	**180.0**	181.3
Non-current lease liabilities	**717.1**	730.5
Total lease liabilities	**897.1**	911.8

B6. Right of use assets

2026	PROPERTY $M	EQUIPMENT $M	TOTAL $M
Opening balance	**824.2**	**1.1**	**825.3**
New leases and remeasurements	**168.8**	**0.2**	**169.0**
Depreciation	**(191.0)**	**(0.4)**	**(191.4)**
Closing balance	**802.0**	**0.9**	**802.9**

2025	PROPERTY $M	EQUIPMENT $M	TOTAL $M
Opening balance	949.5	89.0	1,038.5
New leases and remeasurements	190.9	3.3	194.2
Depreciation	(192.6)	(4.8)	(197.4)
Business divestments	(123.6)	(86.4)	(210.0)
Closing balance	824.2	1.1	825.3

ACCOUNTING ESTIMATES AND JUDGEMENTS – LEASES

(a) The Group as lessee

The Group assesses whether a contract is (or contains) a lease at inception of the contract. The Group recognises a lease liability and right of use asset for arrangements in which it is the lessee, except for short-term leases (being leases with a lease term of less than 12 months) and leases of low value items (generally small items of IT equipment). For these exceptions, the Group recognises the lease payment as an operating expense on a straight-line basis over the term of the lease.

The lease liability is initially measured as the present value of the lease payments not paid at the commencement date. Lease payments include:

- Fixed lease payments less any lease incentives receivable.
- Variable lease payments that depend on an index (such as CPI) initially measured using the index at the commencement date.
- In relation to equipment leases, the amount expected to be payable on the exercise of purchase options where it is reasonably certain that the option will be exercised.

Lease payments are discounted using the rate implicit in the lease. If this rate cannot be readily determined (which is the case for all property leases) the Group uses its incremental borrowing rate of 5.36% (30 June 2025: 4.79%).

B6. Right of use assets (continued)

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The right of use assets comprises the initial measurement of the corresponding lease liability less any lease incentives received. They are subsequently measured at cost less accumulated depreciation and impairment losses. Right of use assets are depreciated over the lease term.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right of use asset) whenever:

- The lease term has changed, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index (such as CPI) in which case the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate.
- The lease contract is modified and the lease modification is not accounted for as a separate lease in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate effective at the date of the modification.

(b) The Group as lessor

The Group enters into lease agreements as lessor in respect of some property leases. In this situation, where the Group is an intermediate lessor, it accounts for the head lease and the sub-lease as two separate contracts.

The sub-lease is a finance lease where it transfers substantially all the risks and rewards of ownership to the lessee. All other sub-leases are operating leases. The determination of whether a sub-lease is classified as a finance or operating lease is made by reference to the right of use asset arising from the head lease.

The majority of sub-leases have lease terms substantially shorter than the head lease and accordingly are classified as operating leases. Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease.

B7. Payables

	2026 $M	2025 $M
Current		
Trade payables and accruals	**144.7**	133.9
Other payables	**0.6**	–
Total current payables	**145.3**	133.9
Non-current		
Other non-current payables	**2.3**	–
Total non-current payables	**2.3**	–

Trade payables and other accounts payable are recognised when the Group becomes obliged to make future payments resulting from the purchase of goods and services.

B8. Provisions

	2026 $M	2025 $M
Current		
Provision for employee benefits	**82.5**	86.6
Self-insurance provision	**4.0**	7.1
Other provisions	**4.1**	21.3
Total current provisions	**90.6**	115.0
Non-current		
Provision for employee benefits	**6.9**	6.7
Self-insurance provision	**4.2**	5.1
Other non-current provisions	**0.4**	0.6
Total non-current provisions	**11.5**	12.4

2026	SELF-INSURANCE $M	OTHER $M	TOTAL $M
Opening balance	**12.2**	**21.9**	**34.1**
Arising during the year	**2.4**	**3.3**	**5.7**
Utilised	**(6.4)**	**(20.7)**	**(27.1)**
Closing balance	**8.2**	**4.5**	**12.7**

2025	SELF-INSURANCE $M	OTHER $M	TOTAL $M
Opening balance	11.1	9.8	20.9
Arising during the year	2.4	19.5	21.9
Utilised	(1.3)	(4.8)	(6.1)
Divestment	–	(2.6)	(2.6)
Closing balance	12.2	21.9	34.1

Provisions are recognised when:

- the Group has a present obligation (legal or constructive) as a result of a past event;
- it is probable that the Group will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (where the effect of the time value of money is material).

EMPLOYEE BENEFITS

A liability is recognised for benefits accruing to employees in respect of annual leave and long service leave when it is probable that settlement will be required and they are capable of being measured reliably.

Liabilities recognised in respect of short-term employee benefits, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement. Liabilities recognised in respect of long-term employee benefits are measured as the present value of the estimated future cash outflows to be made by the Group in respect of services provided by employees up to reporting date.

SELF-INSURANCE

The Group is self-insured for workers' compensation in New South Wales, Victoria and Western Australia. Provisions are recognised based on claims reported, and an estimate of claims incurred but not reported. These provisions are determined on a discounted basis and having regard to actuarial valuations.

OTHER

Other provisions include various provisions recognised by the Group as a result of divestments made in the prior periods and make good provisions to restore the leased premises to a specific condition.

Notes to the financial statements
for the year ended 30 June 2026

C. Financing and capital structure

This section contains details of the way the business is financed including details around debt and equity, the key financial risks that Healius faces and how they are managed, and accounting policies and key assumptions relevant to borrowings and equity.

C1. Interest-bearing liabilities

	2026 $M	2025 $M
Non-current		
Gross bank loans[1]	**100.0**	–
Unamortised borrowing costs[2]	**(0.7)**	–
	99.3	–

1 Refer to Note C4 for further detail behind the gross bank loans.

2 Borrowings costs incurred during FY 2025 relating to the facility were reported as part of prepayments in Note B1, given no debt as at 30 June 2025. This has been reclassed to Interest-bearing liabilities for FY 2026.

CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES

2026	GROSS BANK LOANS $M	BORROWING COSTS[3] $M	TOTAL $M
Opening balance	**–**	**–**	**–**
Reclassification of borrowing costs on refinancing[3]	**–**	**(1.1)**	**(1.1)**
Net cash draw down	**100.0**	**–**	**100.0**
Amortisation	**–**	**0.4**	**0.4**
Closing balance	**100.0**	**(0.7)**	**99.3**

2025	GROSS BANK LOANS $M	BORROWING COSTS[3] $M	TOTAL $M
Opening balance	425.0	(4.2)	420.8
Net cash draw down	90.0	–	90.0
Borrowing repayments	(515.0)	–	(515.0)
Amortisation and write-off	–	4.2	4.2
Closing balance	–	–	–

3 Borrowings costs relating to the facility were reported as part of prepayments in Note B1, given no debt as at 30 June 2025. This has been reclassed to Interest-bearing liabilities for FY 2026.

Interest-bearing liabilities are recorded initially at fair value (usually the amount of the proceeds received) less transaction costs. Subsequent to initial recognition, interest-bearing liabilities are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the term of the interest-bearing liability using the effective interest method.

Interest rate sensitivity and liquidity analysis disclosures relating to the Group's interest-bearing liabilities are disclosed in Note C4.

C2. Issued capital

	2026 NO. OF SHARES 000's	2025 NO. OF SHARES 000's	2026 $M	2025 $M
Opening balance	**726,133**	726,101	**2,604.0**	2,603.9
Shares issued via Short Term Incentive Plan (deferred equity)	–	–	–	–
Shares issued via Non-Executive Director (NED) Share Plan	**23**	32	–	0.1
Shares issued via Long Term Incentive Plan	–	–	–	–
Shares issued via Entitlement Offer, net of transaction costs	–	–	–	–
Closing balance	**726,156**	726,133	**2,604.0**	2,604.0

Issued capital consists of fully paid Ordinary Shares carrying one vote per share and the right to dividends.

Transaction costs that are incurred directly in connection with the issue of equity instruments are recognised directly in equity as a reduction of the proceeds of the equity instruments to which the costs relate.

SHARE OPTIONS ON ISSUE

As at 30 June 2026, Healius had NIL (2025: 313,406) share options on issue.

RIGHTS ON ISSUE

As at 30 June 2026, Healius had NIL (2025: NIL) service rights on issue.

As at 30 June 2026, Healius had 3,400,891 (2025: 6,248,307) performance rights on issue, exercisable on a 1:1 basis for 3,400,891 (2025: 6,248,307) ordinary shares of Healius at an exercise price of $nil. The performance rights will vest through to October 2026 subject to the satisfaction of applicable service and performance conditions and carry no rights to dividends and no voting rights.

As at 30 June 2026, Healius had 22,977 (2025: NIL) Non-Executive Director (NED) share rights on issue.

RESTRICTED SHARES ON ISSUE

As at 30 June 2026, Healius had no restricted shares on issue (2025: NIL), as defined in the ASX Listing Rules.

C3. Dividends on equity instruments

	2026 CENTS PER SHARE	2025 CENTS PER SHARE	2026 $M	2025 $M
Recognised amounts				
Final dividend – previous financial year	–	–	–	–
Interim dividend – this financial year	–	–	–	–
Special dividend – this financial year	–	41.3	–	299.9
	–	41.3	–	299.9
Unrecognised amounts				
Final dividend – this financial year	–	–	–	–

No dividends are expected to be paid for the year ended 30 June 2026.

FRANKING ACCOUNT	2026 $M	2025 $M
Closing balance as at 30 June	**45.1**	32.2

The above amounts are calculated from the balance of the franking account as at the end of the reporting period, adjusted for franking credits and debits that will arise from the settlement of liabilities or receivables recognised for income tax and dividends as at the reporting date.

C4. Financial instruments

FINANCIAL RISK MANAGEMENT

Overview

The Group has exposure to the following risks from its use of financial instruments:

- Credit risk.
- Liquidity risk.
- Market risk, including interest rate, currency and price risk.

This note presents information about the Group's exposure to each of the above risks, its objectives, policies and procedures for measuring and managing risk and the management of capital. Further quantitative disclosures are included throughout this financial report.

Risk Management Framework

The Board of Directors have overall responsibility for the establishment and oversight of risk management and this is delegated through the Group's:

- Risk Management Committee, which is responsible for developing and monitoring the Group's risk management policies (excluding financial reporting risks), and
- Audit Committee, which is responsible for developing and monitoring the Group's financial risk management policies and financial reporting risks.

These committees report regularly to the Board of Directors on their activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group's Risk Management Committee (in relation to material business risks excluding financial reporting risks) and Audit Committee (in relation to financial reporting risks) oversee how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the Risk Management Framework in relation to the risks faced by the Group.

Credit risk

Credit risk is the risk of financial loss if a customer or counterparty to a financial asset held by the Group fails to meet its contractual obligations under the terms of the financial asset (to deliver cash to the Group).

The Group's exposure to credit risk arises principally from cash and derivatives held with financial institutions and trade receivables due from external customers. The credit risk on cash and previously held derivative financial instruments is limited because the counter parties are banks with high credit-ratings assigned by international credit-ratings agencies. The Group's maximum exposure to credit risk from trade receivables is equal to the carrying amount of the Group's trade receivables as at the reporting date of $135.1 million (30 June 2025: $128.3 million). The ageing of the Group's trade receivables and an analysis of the Group's provision for expected credit losses is provided in Note B1.

The majority of the Group's receivables are due from Medicare Australia (bulk-billed services), health funds and commercial contracts with public and private hospitals. The remaining trade receivables are due from individuals. The concentration of credit risk relating to this remaining debt is limited due to the customer base being large and unrelated.

Liquidity risk

Liquidity risk refers to the risk that the Group will encounter difficulties in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial liability.

The Group manages liquidity risk by continually monitoring forecast and actual cash flows and by matching the maturity profiles of financial assets and financial liabilities and ensuring that sufficient unused borrowing facilities are in place should they be required to refinance any short-term financial liabilities.

C4. Financial instruments (continued)

The Group had access to the following financing facilities as at the end of the reporting period:

	2026 $M	2025 $M
Financing facilities		
Non-current		
Unsecured Syndicated Debt Facilities		
Amount used	**100.0**	–
Amount unused	**200.0**	300.0
Total financing facilities	**300.0**	300.0

The Group refinanced its debt arrangements following the receipt of proceeds from the sale of Lumus Imaging in the prior year. The facility matures in May 2028 and includes net debt to earnings covenants (≤ 3.5x) and earnings to interest-based covenants (≥ 3.0x). At 30 June 2026, the Group was within its bank covenants and expects to remain within its covenants in the next 12 months after the reporting period.

Amounts unused on non-current facilities are able to be drawn during the course of the ordinary working capital cycle of the Group. The following tables detail the Group's remaining contractual maturity for its non-derivative financial liabilities.

The tables include the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The tables include both interest and principal cash flows except for expected interest payments which have already been recorded in trade and other payables.

The repayment of contractual cash flows due in the period less than one year from 30 June 2026 will be met through the ordinary working capital cycle of the Group, forecasted earnings and any unused facility headroom, if required.

		CONTRACTUAL CASH FLOWS			
2026	CARRYING AMOUNT $M	TOTAL $M	LESS THAN 1 YEAR $M	1 TO 5 YEARS $M	GREATER THAN 5 YEARS $M
Consolidated					
Non-derivative financial liabilities					
Gross bank loan [1]	**100.0**	**111.6**	**6.1**	**105.5**	**–**
Payables	**147.6**	**148.0**	**145.4**	**2.4**	**0.2**
Lease liabilities	**897.1**	**1,067.0**	**225.1**	**619.0**	**222.9**
	1,144.7	**1,326.6**	**376.6**	**726.9**	**223.1**

		CONTRACTUAL CASH FLOWS			
2025	CARRYING AMOUNT $M	TOTAL $M	LESS THAN 1 YEAR $M	1 TO 5 YEARS $M	GREATER THAN 5 YEARS $M
Consolidated					
Non-derivative financial liabilities					
Gross bank loan	–	–	–	–	–
Payables	133.9	133.9	133.9	–	–
Lease liabilities	911.8	1,071.8	221.4	621.0	229.4
	1,045.7	1,205.7	355.3	621.0	229.4

1 Contractual cash flows include notional interest and assumes there is no change to the carrying amount.

Interest rate risk

The Group is exposed to interest rate risk as the Group borrows funds at floating interest rates plus a fixed margin. When required, interest rate risk is managed by the Group by the use of interest rate swap contracts (cash flow hedges), executed by authorised representatives of the Group within limits approved by the Risk Management Committee. There are no interest rate swap contracts at 30 June 2026, given the value of debt throughout the year.

C4. Financial instruments (continued)

The following tables detail the Group's exposure to interest rate risk on non-derivative financial assets and financial liabilities as at 30 June.

2026	AVERAGE INTEREST RATE %	CARRYING AMOUNT $M
Financial assets		
Cash	**4.24**	**67.2**
Financial liabilities		
Gross bank loans	**5.28**	**(100.0)**
		(32.8)

2025	AVERAGE INTEREST RATE %	CARRYING AMOUNT $M
Financial assets		
Cash	4.63	57.2
Financial liabilities		
Gross bank loans	6.55	–
		57.2

Interest rate sensitivity analysis

Given the value of debt throughout the year, the Group has minimal exposure to interest rate risk. A 100 basis point increase represents management's assessment of a reasonably possible change in interest rates. If interest rates had been 100 basis points higher or lower and all other variables were held constant, the impact on the profit after tax and other comprehensive income would be considered immaterial.

ACCOUNTING POLICY

Fair value of financial instruments

Basis for determining fair value

The fair value of cash, receivables, payables and lease liabilities approximates their carrying amount. The carrying amount of the gross bank loans approximates the fair value of the non-current interest-bearing liabilities.

Fair value measurement – valuation methods

The table below analyses the Group's financial instruments carried at fair value, by valuation method. The definition of each "level" below is as required by accounting standards as follows:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The Group did not have any financial instruments that are not measured at cost or amortised cost in FY 2026 (2025: NIL).

C4. Financial instruments (continued)

Other risks

Currency risk

The Group transacts predominately in Australian dollars and has a relatively small exposure to offshore assets or liabilities. The Group predominately uses the spot foreign currency market to service any foreign currency transactions. A sensitivity analysis has not been performed on the currency risk as this is not considered material.

Capital management

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to stakeholders through the optimisation of the debt and equity balance and providing a stable capital base from which Healius can pursue its corporate strategic objectives.

The capital structure of the Group consists of debt, which includes the interest-bearing liabilities disclosed in Note C1, cash and equity attributable to equity holders of the parent, comprising of issued capital, reserves and retained earnings as disclosed in the consolidated statement of changes in equity. The Group's policy is to borrow centrally on a long term basis from committed long term revolving bank facilities and through recycling capital in order to meet anticipated funding requirements.

C5. Commitments for expenditure

	2026 $M	2025 $M
Capital commitments		
Commitments for the acquisition of plant and equipment contracted for at the reporting date but not recognised as liabilities, payable:		
Within 1 year	**0.7**	8.4
Closing balance	**0.7**	8.4

D. Group structure

This section contains details of the way the business is structured including details of controlled entities, changes to the group structure during the year and the financial impact of these changes.

D1. Subsidiaries

Details of Healius Limited's material wholly owned subsidiaries at the end of the reporting period are as follows:

NAME OF SUBSIDIARY	PLACE OF INCORPORATION AND OPERATION
Idameneo (No. 789) Ltd	Australia
Specialist Veterinary Services Pty Ltd	Australia
Healius Pathology Pty Ltd	Australia
Agilex Biolabs Pty Ltd	Australia

There were no material subsidiaries where the Group ceased control of during the year.

Refer to Note E2 for further commentary on subsidiaries where control ceased during the prior year.

All entities are domiciled in their country of incorporation.

D2. Deed of cross guarantee

Pursuant to ASIC Corporations Instrument (Wholly-owned Companies) Instrument 2016/785, the wholly-owned subsidiaries listed below are relieved from the *Corporations Act 2001* requirements for preparation, audit and lodgement of financial reports, and Directors' reports.

It is a condition of the Instrument that the relevant holding entity and each of the relevant subsidiaries enter into a Deed of Cross Guarantee. The effect of the Deed is that each holding entity guarantees to each creditor payment in full of any debt in the event of winding up of any of the subsidiaries in each Group under certain provisions of the *Corporations Act 2001*. If a winding up occurs under other provisions of the *Corporations Act 2001*, each holding entity will only be liable in the event that after six months any creditor has not been paid in full. The subsidiaries have also given similar guarantees in the event that each holding entity is wound up.

HEALIUS GROUP – DEED OF CROSS GUARANTEE

Healius Limited has entered into a Deed of Cross Guarantee with certain of its wholly-owned subsidiaries. The holding entity and subsidiaries, subject to the Deed of Cross Guarantee as at 30 June 2026 are as follows:

ACN 138 935 403 Pty Ltd[1]
Agilex Biolabs Pty Ltd
Crystal Eye Clinic (WA) Pty Ltd[1]
Digital Diagnostic Imaging Pty Ltd[1]
Former AP Pty Ltd[1]
Former SDS Pty Ltd[1]
Healius Limited (holding entity)
Healius Pathology Pty Ltd
Healius Training Institute Pty Ltd[1]
HLS Healthcare Holdings Pty Ltd
HLS Pathology Holdings Pty Ltd
Idameneo (No. 124) Pty Ltd[1]
Idameneo (No. 789) Limited
Integrated Health Care Pty Ltd[1]
Moaven & Partners Pathology Pty Ltd[1]
Murdoch Haematology & Oncology Clinic Pty Ltd[1]
Murdoch Private Hospital Pty Ltd[1]
Queensland Medical Services Pty Ltd[1]
Specialist Haematology Oncology Services Pty Ltd [1]
Specialist Veterinary Services Pty Ltd

1 As advertised in The Australian on 10 June 2026, these entities have entered into Revocation Deeds, one dated 11 May 2026 and the other 9 June 2026. Together, the Revocation Deeds release thirteen of the entities (Released Entities) from the Deed of Cross Guarantee with effect from the date of execution of the applicable Revocation Deed. The Revocation Deeds have been signed as part of a corporate group simplification project under which the Released Entities have been approved for deregistration.

Refer to Note E2 for further commentary on subsidiaries where control ceased during the prior year.

Consolidated income statements and consolidated balance sheets, comprising holding entities and subsidiaries which are parties to the above Deed, after eliminating all transactions between parties to the Deed, at 30 June 2026 are materially consistent with the Group's consolidated statement of profit or loss and consolidated statement of financial position disclosed elsewhere in this financial report.

Notes to the financial statements
for the year ended 30 June 2026

D3. Parent entity disclosures

The accounting policies of the parent entity, Healius Limited, which have been applied in determining the information shown below, are the same as those applied in the consolidated financial statements except in relation to investments in subsidiaries which are accounted for at cost in the financial statements of Healius Limited.

The summary statement of financial position of Healius Limited at the end of the financial year is as follows:

STATEMENT OF FINANCIAL POSITION	2026 $M	2025 $M
Assets		
Current	**0.1**	0.1
Non-current	**388.8**	787.3
Total assets	**388.9**	787.4
Liabilities		
Current	**16.0**	42.3
Non-current	**201.4**	161.7
Total liabilities	**217.4**	204.0
Net assets	**171.5**	583.4
Equity		
Issued capital	**2,623.9**	2,623.9
Accumulated losses	**(2,452.5)**	(2,041.6)
Other reserves	**0.1**	1.1
Total equity	**171.5**	583.4

The statement of comprehensive loss of Healius Limited for the financial year is as follows:

STATEMENT OF COMPREHENSIVE INCOME	2026 $M	2025 $M
Loss for the year	**(411.9)**	(153.7)
Other comprehensive loss	**–**	(1.8)
Total comprehensive loss [1]	**(411.9)**	(155.5)

1 The comprehensive loss of $411.9 million (2025: $155.5 million) includes a non-underlying impairment of $368.4 million (2025: $795.1 million) against the carrying value of the company's investment in subsidiaries recognised as at 30 June 2026.

Dividends issued and paid during the financial year are as follows:

DIVIDENDS	2026 $M	2025 $M
Special dividend – fully franked [2]	**–**	299.9

2 The payment of special dividend in the prior comparative period was made out of profits derived from the sale of the Lumus Imaging division in the prior period.

E. Other disclosures

This section contains details of other items required to be disclosed in order to comply with accounting standards and other pronouncements.

E1. Notes to the statement of cash flows

	NOTE	2026 $M	2025 $M
Reconciliation of cash			
For the purpose of the statement of cash flows, cash includes cash on hand and in banks.			
Cash at the end of the financial year as shown in the statement of cash flows is reconciled to the related items in the statement of financial position as follows:			
Cash as disclosed in the statement of financial position		**67.2**	57.2
Cash as disclosed in the Group statement of cash flows		**67.2**	57.2
Reconciliation of loss from ordinary activities after related income tax to net cash flows from operating activities			
Loss for the year		**(415.6)**	(151.2)
Net finance costs		**49.1**	76.5
Depreciation of property, plant and equipment		**29.2**	30.5
Depreciation of right of use assets		**191.4**	197.4
Amortisation of intangibles		**7.8**	9.5
Costs/(gain) relating to the sale of Lumus Imaging	E2	**7.0**	(375.2)
Loss/(gain) on movements of right of use assets		**0.1**	(2.9)
Loss on sale of property, plant and equipment and intangibles		**0.8**	0.9
Impairment of goodwill		**332.0**	495.2
Increase/(decrease) in:			
Trade payables and accruals		**17.8**	(12.9)
Provisions		**(9.9)**	3.0
Deferred revenue		**(1.7)**	0.7
Income tax and deferred taxes		**14.9**	0.2
Decrease/(increase) in:			
Consumables		**(5.2)**	(0.9)
Receivables and prepayments		**(6.6)**	14.9
Net cash provided by operating activities[1]		**211.1**	285.7

1 Net cash provided by operating activities for the year ended 30 June 2026 does not include cash flows from the divested business, Lumus Imaging, whereas the prior comparative period includes the divested business cash flows up to the date of divestment.

FINANCING FACILITIES

Details of financing facilities available to the Group are provided at Note C4.

E2. Discontinued operations

The Group sold the Lumus Imaging business in the prior financial year. The results of Lumus Imaging and expenses incurred for previously divested businesses have been presented as discontinued operations.

The results of discontinued operations are presented below:

	2026 $M	2025 $M
Revenue and other gains	**5.7**	458.1
Expenses	**(12.4)**	(377.4)
Earnings before interest and tax	**(6.7)**	80.7
Finance costs	**–**	(14.8)
(Loss)/profit before tax	**(6.7)**	65.9
Profit on sale[1]	**–**	375.2
(Loss)/profit before tax from discontinued operations	**(6.7)**	441.1
Income tax expense[2]	**–**	(29.3)
(Loss)/profit from discontinued operations	**(6.7)**	411.8

1 The profit on sale includes transaction, separation and other costs associated with the divestment of Lumus Imaging. This includes adviser fees, incentive payments and impact of refinancing.

2 Income tax expense for loss before tax from discontinued operations in FY 2026 comprises of an income tax benefit of $2.0 million which is offset by tax losses not recognised for the current period of $0.8 million, other non-deductible items of $1.0 million and an under provision in prior years of $0.2 million.

The net cash flows of discontinued operations are:

	2026 $M	2025 $M
Operating	**(2.2)**	83.5
Investing	**(22.4)**	760.0
Financing	**–**	(52.7)
Net cash (outflow)/inflow	**(24.6)**	790.8

The (loss)/profit per share attributable to discontinued operations is as follows:

	2026 CENTS	2025 CENTS
Basic (loss)/profit per share from discontinued operations	**(0.9)**	56.7
Diluted (loss)/profit per share from discontinued operations	**(0.9)**	56.7

E3. Taxation

CURRENT TAX BALANCES

INCOME TAX

INCOME TAX PAYABLE	2026 $M	2025 $M
Income tax payable is attributable to:		
Entities in the tax consolidated group	**–**	16.0
	–	16.0

Current tax assets and liabilities for the current and prior year are measured at the amount expected to be paid to or recovered from the taxation authorities based on the current year's taxable income. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date.

E3. Taxation (continued)

DEFERRED TAXATION

2026 $M	1 JULY 2025 OPENING BALANCE	CREDITED/ (CHARGED) TO INCOME	CREDITED/ (CHARGED) TO EQUITY	DIVESTMENTS AND OTHER ADJUSTMENTS	30 JUNE 2026 CLOSING BALANCE
Receivables	**(7.5)**	**0.1**	**–**	**–**	**(7.4)**
Consumables	**(9.0)**	**(1.3)**	**–**	**–**	**(10.3)**
Prepayments	**(0.7)**	**0.1**	**–**	**–**	**(0.6)**
Property, plant and equipment	**0.9**	**3.7**	**–**	**–**	**4.6**
Right of use assets	**(247.6)**	**6.7**	**–**	**–**	**(240.9)**
Intangibles and capitalised costs	**9.0**	**(10.3)**	**–**	**–**	**(1.3)**
Transaction costs for equity raise	**1.4**	**(0.5)**	**–**	**–**	**0.9**
Payables	**2.4**	**(0.3)**	**–**	**–**	**2.1**
Provisions	**35.4**	**0.5**	**–**	**–**	**35.9**
Lease liabilities	**273.6**	**(4.5)**	**–**	**–**	**269.1**
Net temporary differences	**57.9**	**(5.8)**	**–**	**–**	**52.1**
Tax losses – revenue[1]	**38.9**	**(28.1)**	**–**	**–**	**10.8**
Deferred tax asset	**96.8**	**(33.9)**	**–**	**–**	**62.9**

2025 $M	1 JULY 2024 OPENING BALANCE	CREDITED/ (CHARGED) TO INCOME	CREDITED/ (CHARGED) TO EQUITY	ACQUISITIONS AND OTHER ADJUSTMENTS	30 JUNE 2025 CLOSING BALANCE
Receivables	(6.8)	(0.6)	–	(0.1)	(7.5)
Consumables	(9.5)	(0.3)	–	0.8	(9.0)
Prepayments	(0.8)	(0.1)	–	0.2	(0.7)
Property, plant and equipment	2.0	3.0	–	(4.1)	0.9
Right of use assets	(318.5)	(0.3)	–	71.2	(247.6)
Intangibles and capitalised costs	2.3	3.3	–	3.4	9.0
Transaction costs for equity raise	1.9	(0.5)	–	–	1.4
Payables	6.7	(3.2)	–	(1.1)	2.4
Provisions	45.1	0.7	–	(10.4)	35.4
Lease liabilities	353.2	2.8	–	(82.4)	273.6
Other financial liabilities	(0.5)	(0.3)	0.8	–	–
Net temporary differences	75.1	4.5	0.8	(22.5)	57.9
Tax losses – revenue	14.0	24.6	–	0.3	38.9
Deferred tax asset	89.1	29.1	0.8	(22.2)	96.8

1 Deferred tax assets of $31.5 million were derecognised (offset by $3.4 million tax credits) which relate to tax losses not expected to be utilised in the short to medium term.

Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised.

Deferred tax arises when there are temporary differences between the carrying amount of assets and liabilities and the corresponding tax base of those items. Deferred taxes are not recognised for temporary differences relating to:

- the initial recognition of assets and liabilities that is not a business combination which affects neither taxable income nor accounting profit;
- the initial recognition of goodwill; and
- investments in subsidiaries where the Group is able to control the timing of the reversal of the temporary difference and it is probable that they will not reverse in the foreseeable future. Deferred tax assets are recognised to the extent that it is probable that future taxable amounts will be available against which the assets can be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the periods when the asset is realised or the liability is settled based on tax rates and tax laws that have been enacted or substantively enacted by reporting date.

Deferred tax assets and liabilities are offset when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

E3. Taxation (continued)

The Group has further tax losses of $151.7 million ($45.5 million tax effected) in respect of which a deferred tax asset has not been recognised due to these losses not expected to be utilised in the short to medium term. These unrecognised tax losses may be carried forward indefinitely, subject to satisfying either the continuity of ownership or business continuity test as required under the Australian tax legislation.

The Group has capital losses carried forward of $187.1 million (FY 2025: $180.0 million). The increase in capital losses carried forward primarily reflects the lower utilisation of capital losses against the capital gain generated on the disposal of the Lumus Imaging business in the previous year. No deferred tax assets have been recognised in relation to these amounts as these capital losses cannot be utilised until the group generates a capital gain.

SIGNIFICANT JUDGEMENTS – RECOVERABILITY OF DEFERRED TAX ASSETS

The Group has deferred tax assets in respect of carried-forward tax losses and tax credits of $10.8 million. The deferred tax assets are based on the view that it is probable future taxable income will be available to utilise these amounts.

In forming this view, the following has been considered:

- the Group's historical performance, including the presence of accumulated tax losses;
- risk-adjusted board-approved budgets and medium-term forecasts that indicate a return to profitability;
- forecasts and assumptions consistent with the risk-adjusted forecasts used in the impairment testing model in Note B2; and
- the nature and expected timing of taxable income streams.

Although the Group has incurred losses in recent periods, the forecast financial results indicate that the Group will make sufficient taxable profits in the short to medium term to utilise the recognised tax losses.

TAX CONSOLIDATION

Healius Limited and its wholly-owned Australian entities elected to form an income tax consolidated group as of 1 July 2002. The entities in the income tax consolidated group entered into a tax sharing agreement which, in the opinion of the Directors, limits the entities' joint and several liability in the case of an income tax payment default by the head entity, Healius Limited. The entities continue to adopt the stand-alone taxpayer method in measuring current and deferred tax amounts for each entity, as if it continued to be a taxable entity in its own right.

The entities have also entered into a tax funding agreement under which the entities fully compensate Healius Limited for any current income tax payable assumed and are compensated by Healius Limited for any current tax receivable and deferred tax assets relating to unused tax losses or unused tax credits that are transferred to Healius Limited under the income tax consolidation legislation.

E4. Contingent liabilities

The Group had no material contingent liabilities at 30 June 2026 (2025: none noted).

E5. Share-based payments

The Group uses Performance Rights to remunerate Senior Executives and Management.

Performance Rights are subject to both service and performance conditions. Details of service conditions and performance conditions for each share based payment plan are set out below. Rights will vest if the relevant conditions are met. Each Performance Right is an entitlement to one fully paid ordinary share in Healius.

Performance Rights carry no rights to dividends, have no voting rights and on vesting, are exercised automatically for nil consideration and convert to fully paid ordinary shares in the Company.

If a participant ceases employment any unvested Rights will lapse unless otherwise determined by the Board. The following share based payment plans were active in the current financial year:

Long Term Incentive Plan (LTIP) – Performance Rights Plans

In FY 2024, Performance Rights were granted under the LTIP to senior management including members of the executive team and remain on foot at 30 June 2026. No Performance Rights were granted in FY 2026.

The Performance Rights are subject to continued employment throughout the measurement period and are subject to EPS and rTSR based performance conditions, with rights allocation split and service/measurement periods are as follows:

	RIGHTS ALLOCATION		SERVICE/MEASUREMENT PERIOD	
LTIP YEAR	EPS	RTSR	START DATE	END DATE
FY 2024	1/2	1/2	1 July 2023	30 June 2026

E5. Share-based payments (continued)

Retesting will not occur under any of these awards.

Set out below are summaries of the equity instruments that were active over FY 2026:

DESCRIPTION	GRANT DATE[1]	BALANCE AS AT 1 JULY 2025 NUMBER	GRANTED DURING THE YEAR NUMBER	EXERCISED DURING THE YEAR NUMBER	FORFEITED DURING THE YEAR NUMBER[2]	BALANCE AS AT 30 JUNE 2026 NUMBER
FY 2023 LTIP	16 March 2023	1,934,019	–	–	(1,934,019)	**–**
FY 2024 LTIP	5 January 2024	2,689,604	–	–	(320,351)	**2,369,253**

1 Grant date has been determined in accordance with the requirements of AASB 2 *Share based Payment*. These dates may differ from the dates on which notice was given to the ASX of the proposed issue of securities.
2 Options and rights forfeited will remain on the Company's Register until they have been cancelled.

FAIR VALUE OF RIGHTS GRANTED

The fair value of the Performance Rights granted under the FY 2024 and FY 2023 Plans were estimated at the grant date using a Monte-Carlo simulation model taking into account the terms and conditions on which the Performance Rights were granted including the rTSR performance condition where applicable. As a non-market condition, the EPS performance condition is not taken into account when determining the fair value of the Performance Rights, but is rather considered when determining the number of Performance Rights that will ultimately vest.

As outlined above, no Performance Rights were granted in FY 2026 or FY 2025.

ACCOUNTING POLICY

Performance Rights granted to employees are measured at the fair value of the equity instruments at the grant date. The fair value is recognised as an employee benefits expense on a straight line basis over the vesting period with a corresponding increase in the share based payments reserve. The fair value of the Rights granted includes any market performance conditions such as rTSR and the impact of any non-vesting conditions, but excludes the impact of service and non-market performance conditions such as EPS.

At the end of each reporting period, in relation to service and non market performance conditions, the Group revises its estimate of the number of Rights that are expected to vest. The impact of the revision to the original estimate, if any, is recognised in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the share-based payment reserve.

E6. Related party disclosures

TRANSACTIONS WITHIN THE WHOLLY-OWNED GROUP

Loans between wholly-owned entities in the Group are repayable at call. If both parties to the loan are within the same tax consolidated Group, no interest is charged on the loan. If this is not the case, interest is charged on the loan at normal commercial rates.

During the financial year, rental of premises occurred between wholly-owned entities within the Group at commercial rates.

E7. Key Management Personnel disclosures

KEY MANAGEMENT PERSONNEL COMPENSATION

Key Management Personnel (KMP), including Non-Executive Directors, compensation details are set out in the Remuneration Report section in the Annual Report.

	2026 $000	2025 $000
Short-term employee benefits	**4,044**	5,485
Post-employment benefits	**179**	156
Other long-term employee benefits	**(83)**	618
Termination payments	**372**	–
Share-based payments	**5**	32
	4,517	6,291

E7. Key Management Personnel disclosures (continued)

OTHER TRANSACTIONS WITH KEY MANAGEMENT PERSONNEL

From time to time, KMPs (and their personally related entities) enter into transactions with entities in the Group, including the use or provision of services under normal customer, supplier or employee relationships. These transactions:

Occur within a normal employee, customer or supplier relationship on terms and conditions no more favourable than those which it is reasonable to expect the Group would have adopted if dealing with the KMP or their personally related entity at arm's length in the same circumstances;

- do not have the potential to adversely affect decisions about the allocation of scarce resources made by users of the financial report, or the discharge of accountability by the KMP; and
- are trivial or domestic in nature.

E8. Remuneration of auditor

	2026 $000	2025 $000
Fees to Ernst & Young (Australia)		
Fees for auditing the statutory financial report of the Group	**821**	875
Fees for other assurance and agreed-upon-procedures services		
Environment, Sustainability and Governance	**88**	–
Internal controls and compliance	**6**	16
Fees for other services		
Tax consulting	**121**	113
Total fees to Ernst & Young (Australia)	**1,036**	1,004
Fees to overseas member firms of Ernst & Young (Australia)		
Fees for auditing the financial report of any controlled entities	**50**	9
Fees for other services		
Tax consulting	**29**	13
Total fees to overseas member firms of Ernst & Young (Australia)	**79**	22
Fees to other audit firms		
Fees for auditing the financial report of any controlled entities	**22**	27
Total auditor's remuneration	**1,137**	1,053

E9. Adoption of new and revised standards

STANDARDS AFFECTING AMOUNTS REPORTED IN THE CURRENT PERIOD (AND/OR PRIOR PERIODS)

A number of amendments to Standards issued by the Australian Accounting Standards Board (AASB) and Interpretations are applicable for the first time in the 2026 financial year. The adoption of these amendments have not had a material impact on the disclosures or amounts recognised in the consolidated financial statements of the Group.

STANDARDS ON ISSUE NOT YET ADOPTED

At the date of authorisation of the financial statements, a number of Standards and Interpretations were on issue but not yet effective for the Group. The Group is in the process of assessing the impact of AASB 18 *Presentation and Disclosure in Financial Statements*, and other standards on issue but not yet in effect, on the Group's financial statements in future periods.

E10. Subsequent events

As announced on 13 May 2026, following several unsolicited approaches, the Group is exploring a sale of Agilex Biolabs. Subsequent to year end, the Group has received non-binding indicative offers from multiple parties. Due diligence is now underway with shortlisted parties.

There have not been any other matters or circumstances that has arisen since the end of the financial year that has significantly affected, or may significantly affect, the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

Consolidated entity disclosure statement
for the year ended 30 June 2026

As at 30 June 2026, the following consolidated entities are 100 per cent owned body corporates that are incorporated in Australia and have tax residency in Australia.

ACN 063 535 884 Pty Ltd [2]
ACN 063 535 955 Pty Ltd [2]
ACN 088 631 949 Pty Ltd [1]
ACN 138 935 403 Pty Ltd
Agilex Biolabs Pty Ltd
Aksertel Pty Ltd [2]
AME Medical Services Pty Ltd
Amokka Java Pty Limited [2]
Brystow Pty Ltd [2]
Campbelltown MRI Pty Ltd [2]
Crystal Eye Clinic (WA) Pty Ltd
Digital Diagnostic Imaging Pty Ltd
Former AP Pty Ltd
Former SDS Pty Limited [1]
Healius Health Care Institute Pty Ltd [2]
Healius Limited
Healius Nominees Pty Ltd
Healius Pathology Pty Ltd
Healius Training Institute Pty Ltd
HLS Camden Pty Ltd [1]
HLS Employee Share Acquisition Plan Pty Ltd [1]
HLS Health Insurance Pty Ltd [2]
HLS Healthcare Holdings Pty Ltd
HLS Millers Point Pty Ltd [1]
HLS Pathology Holdings Asia Pty Ltd
HLS Pathology Holdings Pty Ltd
HLS PST Pty Ltd [1]
HLS Richmond Pty Ltd [1]
Idameneo (No. 124) Pty Ltd
Idameneo (No. 789) Ltd
Integrated Health Care Pty Ltd
Jandale Pty Ltd
John R Elder Pty Ltd [2]
Kelldale Pty Ltd [2]
Larches Pty Ltd
MGSF Pty Ltd [2]
Moaven & Partners Pathology Pty Ltd [1]
Murdoch Haematology & Oncology Clinic Pty Ltd
Murdoch Private Hospital Pty Ltd
Northcoast Nuclear Medicine (QLD) Pty Ltd [2]
Onosas Pty Ltd [2]
PHC (No. 01) Pty Ltd [2]
PHC Finance (Australia) Pty Ltd [2]
PSCP Holdings Pty Ltd
Queensland Medical Services Pty Ltd
Queensland Specialist Services Pty Ltd [2]
Saftsal Pty Ltd
Specialist Haematology Oncology Services Pty Ltd
Specialist Veterinary Services Pty Ltd
Sumbrella Pty Ltd
The Ward Corporation Pty Ltd
Wellness Holdings Pty Ltd [2]

1 The entity is a trustee of a trust within the consolidated entity.
2 The entity was deregistered on 5 August 2026 as part of a corporate group simplification project.

Other consolidated entities within the Group are:

NAME OF SUBSIDIARY	ENTITY TYPE	TAX RESIDENCY – AUSTRALIAN/ FOREIGN	PLACE OF INCORPORATION	PROPORTION OF OWNERSHIP INTEREST AND VOTING POWER HELD BY THE GROUP %
Healius Pathology India Private Limited	Body Corporate	India	India	100
Idameneo UK Ltd	Body Corporate	United Kingdom	United Kingdom	100
Mayne Nickless Incorporated	Body Corporate	United States	United States	100
Orana Service Unit Trust	Trust	Australian	Australia	100
Pathways Unit Trust	Trust	Australian	Australia	100
Primary (Camden) Property Trust	Trust	Australian	Australia	100
Primary (Greensborough) Property Sub Trust	Trust	Australian	Australia	100
Primary (Richmond) Property Trust	Trust	Australian	Australia	100
Primary (Robina) Property Sub Trust	Trust	Australian	Australia	100
Primary Millers Point Property Trust	Trust	Australian	Australia	100
SDS Healthcare Solutions Inc.	Body Corporate	Philippines	Philippines	99.98
SDS Pathology (Singapore) Private Limited	Body Corporate	Australian	Singapore	100
Senior Executive Short Term Incentive Plan Trust	Trust	Australian	Australia	100
Symbion Employee Share Acquisition Plan Trust	Trust	Australian	Australia	100
Symbion Executive Short Term Incentive Plan Trust	Trust	Australian	Australia	100
Symbion Holdings (UK) Ltd	Body Corporate	United Kingdom	United Kingdom	100
Symbion International BV	Body Corporate	United Kingdom	Netherlands	100
The Sydney Diagnostic Services Unit Trust	Trust	Australian	Australia	100
Transport Security Pte Ltd	Body Corporate	Singapore	Singapore	100

Sustainability Report

Sustainability Report
for the year ended 30 June 2026

Mandatory Sustainability Disclosures

1. Basis of preparation

1.1 STATEMENT OF COMPLIANCE

This report represents a complete set of climate-related financial disclosures for Healius Limited and its subsidiaries (collectively, "Healius") for the year ended 30 June 2026. Healius' climate–related disclosures have been prepared in accordance with AASB S2 *Climate–related Disclosures* (AASB S2) and the *Corporations Act 2001* (Cth), which is the mandatory Australian Sustainability Reporting Standard (ASRS) that has been issued by the Australian Accounting Standards Board (AASB). As this is the first year in which Healius has applied AASB S2, it has applied the following transition reliefs for the first annual reporting period:

- Not to disclose all comparative information in this report; and
- Not to disclose Scope 3 Greenhouse Gas (GHG) emissions.

However, the Group has voluntarily disclosed comparative information for Scope 1 and 2 greenhouse gas emissions.

This report was authorised for issue in accordance with a resolution of the directors on 23 September 2026.

1.2 REPORTING ENTITY

This report has been prepared for the same consolidated reporting entity and reporting period as Healius' consolidated Financial Statements (please refer to page 59 for Basis of Consolidation in the financial statements) and has incorporated climate-related information of the parent company and all of its subsidiaries.

This report uses the same presentation currency and is based on the same underlying data and assumptions used in preparing the Financial Report. Cross-referencing is used throughout the report to meet disclosure requirements and to highlight connections between the Sustainability Report, the Corporate Governance Statement and the Financial Statements.

1.3 SIGNIFICANT JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The identification and evaluation of climate-related risks and opportunities was conducted utilising all reasonable and supportable information available, ensuring a comprehensive understanding without incurring undue cost or effort.

Preparation of this report required management to make judgements, estimates and assumptions that affect the reported information relating to climate-related risks and opportunities.

Key judgements, estimates and assumptions that have been applied in the preparation of these disclosures include:

- The identification of climate-related risks and opportunities.
- The assessment of material information in relation to climate-related risks and opportunities, including judgements made in assessing impacts and dependencies across the Group's business model and value chain and whether these matters could reasonably be expected to affect the Group's strategy, business model and cash flows, access to finance and cost of capital over the short, medium and long term.
- The aggregation of climate-related risks and opportunities based on similar drivers and characteristics to support meaningful assessment and disclosure of climate-related information.
- Scenario selection including assumptions about carbon pricing, technology uptake and regulatory developments.
- The determination of time horizons over which climate-related risks and opportunities are expected to impact the Group.

Where management has made significant judgements, estimates and assumptions these have been disclosed within the report.

The estimation of anticipated financial effects is shaped by the assumptions and investments that underpin Healius' long-term strategic plans, and this information is expected to evolve in alignment with Healius' ongoing strategy.

Where measurement uncertainty is so significant that quantification of anticipated financial effects would not provide useful information, Healius has not disclosed quantitative estimates. In such cases, Healius provides explanatory narrative describing the nature of uncertainty and qualitative information about expected impacts. This includes identifying relevant line items, totals and subtotals within the associated financial statements that are, or may be, impacted by climate-related risks or opportunities. This has been applied to the climate risk of the anticipated impact of changes in legal and regulatory obligations focused on climate change mitigation and the climate opportunity of revenue growth and operational efficiencies.

1.4 FORWARD LOOKING STATEMENTS AND UNCERTAINTY INHERENT IN CLIMATE CHANGE

These disclosures reflect Healius' current assessment of climate-related risks and opportunities, based on the available data, estimates and assumptions. These disclosures represent our understanding based on current information. As climate science, regulation and market conditions continue to evolve, actual outcomes may differ from those currently anticipated. Healius remains committed to monitoring developments and updating our approach to ensure our disclosures remain relevant and informative for stakeholders.

2. Strategy

2.1 BUSINESS STRATEGY

Healius' primary strategy is to achieve profitability through lean growth by focusing on delivering better services for patients and referrers. This approach aims to increase both volume and revenue quality, as well as improve process efficiency. Healius' climate strategy is integrated into the overall business strategy. The key strategic pillars and corresponding initiatives are outlined below:

Climate strategy objectives and initiatives

CLIMATE OBJECTIVE	KEY INITIATIVES/PLAN TO ADDRESS
Minimise operational costs through energy and resource efficiency	Healius has the following key climate-related initiatives to address its goal to minimise operational costs through energy and resource efficiency: 1 **Energy efficiency** – Reduce environmental footprint by continued use of LED lighting, solar panels, effective insulation and energy sourced from renewable sources. Further, consider the incorporation of energy-efficient laboratory equipment, and smart Heating Ventilation and Air Conditioning (HVAC) systems to further reduce electricity consumption. 2 **Fleet management** – Continue to transition company vehicles to hybrid or electric models over time and optimise routing to reduce fuel consumption and operating expenses. 3 **Waste management** – Implement stronger protocols for sorting and reducing medical and general waste. Partner with certified recyclers and explore options for reducing single-use plastics in sample collection where safe and compliant. 4 **Supply chain optimisation** – Work with suppliers who demonstrate environmental responsibility and cost-effectiveness. Negotiate bulk purchasing and local sourcing to reduce emissions from transport and packaging. 5 **Digital transformation** – Invest in digital reporting and telepathology solutions to minimise paper use and reduce the need for physical transport of samples and staff. 6 **Performance measurement** – Healius will evaluate its climate performance through systematic monitoring of energy consumption, waste production, and greenhouse gas emissions, with regular reporting to keep stakeholders informed. Annual cost-saving objectives tied to efficiency measures will be set and tracked accordingly. Furthermore, stakeholder feedback on sustainability practices will be closely evaluated.
Enhance business resilience by anticipating climate-related risks and opportunities	Healius will aim to enhance its business resilience to climate change by proactively anticipating climate-related risks and opportunities. This will be achieved by conducting comprehensive climate risk assessments, so that potential vulnerabilities in its operations, supply chains, and service delivery can be identified. This will allow Healius to implement targeted adaptation strategies, such as diversifying suppliers, investing in energy-efficient infrastructure and developing contingency plans for extreme weather events. Furthermore, Healius intends to stay attuned to emerging opportunities, so that it can innovate its service offerings and strengthen its reputation as an environmentally responsible organisation. Engaging stakeholders, training staff on sustainability practices and integrating climate considerations into strategic planning will position Healius to not only withstand climate challenges but also leverage them for long-term growth and competitive advantage.
Meet regulatory requirements related to climate and sustainability	Healius maintains ongoing compliance with all applicable Australian Commonwealth and state legislation pertaining to healthcare waste management, emissions control, and mandatory climate-related disclosures. This is addressed by the integration of climate risk considerations into the organisation's business continuity planning processes to mitigate operational disruptions and avoid regulatory penalties.

2. Strategy (continued)

Strategic planning time horizons

Healius' strategic planning time horizons are outlined below:

TIME HORIZON	DURATION	REFERENCE
Short	< 1 year	Business planning and budgeting cycle.
Medium	> 1 – 5 years	Strategic asset planning, debt cycles and extended business planning cycle.
Long	> 5 – 20 years	The life-cycle of long-term physical assets.

Healius acknowledges that these time horizons are shorter than those typically applied in climate scenario analysis. However, this reflects a transitional approach, designed to align climate-related considerations with the Company's current strategic planning and financial forecasting cycles. This ensures that assumptions remain grounded in observable data and can be meaningfully quantified and integrated into decision-making. The Company intends to expand the time horizons used in climate scenario analysis over time as methodologies, data availability and internal capabilities mature.

2.2 CLIMATE-RELATED RISKS AND OPPORTUNITIES

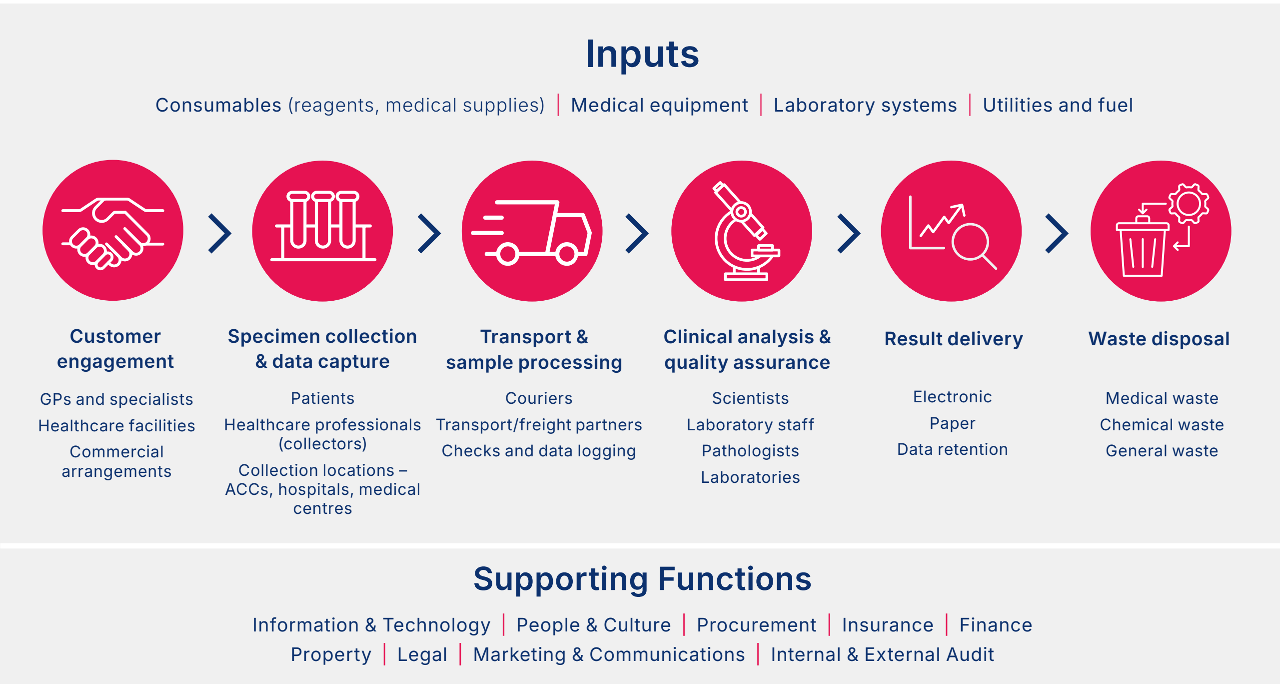
Climate-related risks include both physical threats, like extreme weather impacting operations, and transition risks, such as regulatory changes as the world shifts to a low-carbon economy. In contrast, climate-related opportunities are efforts to mitigate and adapt to climate change, such as increased efficiency, new markets and enhanced reputation.

These risks and opportunities are relevant as they can affect an organisation's financial results, asset values and future prospects. Disclosure provides insight into the business's resilience, risk profile and long-term value.

Identification and assessment of material climate-related risks and opportunities (CRROs)

Climate change risks are integrated into the Healius risk management framework, which governs the process for identification, monitoring and reporting of risks across the organisation.

Healius refreshed its climate risk assessment in FY 2026 that identified climate-related risks and opportunities across its operations and value chain (see below). The assessment considered the potential effects of climate change effects on the business and drew on cross-functional subject matter experts and management input.



In identifying and assessing climate-related risks and opportunities, Healius considered a combination of quantitative factors including estimated financial impacts and qualitative factors including strategic relevance, operational criticality, regulatory development and stakeholder considerations. These factors were used to determine which risks and opportunities could reasonably be expected to affect the Group's prospects.

2. Strategy (continued)

As part of the refresh, Healius considered previously identified opportunities arising from changes in regulation, market conditions, technology developments, stakeholder expectations and the Group's strategic priorities. This review incorporated the outcomes of the climate scenario analysis to evaluate the potential financial and strategic impacts of the identified opportunities.

The assessment reconfirmed the physical risks (both acute and chronic) and transition risks (including policy, legal, market and technology driven risks), as well as associated opportunities.

Climate-related scenario analysis was performed to assess the resilience of Healius' strategy under different climate pathways. This analysis supported the refinement of previously identified risks and opportunities, including their potential impacts and time horizons and allowed for the identification of additional climate-related risks. Further details on the scenario analysis and resilience assessment are provided in section 2.4.

For the purposes of this assessment the financial impact ranges are defined as an impact of the following magnitude per annum which references the risk management framework. In some instances, where the risk drivers are similar, risks have been aggregated to provide more meaningful information. The ranges represent estimated annual impacts, reflecting management's assessment of the aggregate effect of potential climate-related events and conditions that could arise. As the occurrence, frequency and magnitude of climate-related events are inherently uncertain, actual impacts may differ from those estimated.

The financial impact ranges were determined through management's assessment of the potential consequences of each climate-related risk, considering asset and operational exposure, historical incident experience, supplier and infrastructure dependencies, and assumptions regarding the likelihood and severity of climate-related events. The resulting estimates reflect potential annual financial impacts.

- Low: < $1 million
- Moderate: Between $1 million to $10 million
- High: More than $10 million

The ranges include costs associated with temporary service disruption and loss of revenue, repair costs, increased energy and utility costs, supply chain disruption costs, increased staff costs to cover absences and climate adaptation expenses. These estimates assume the continuation of insurance coverage broadly consistent with current arrangements, including expected recoveries for insured losses where applicable. Estimates reflect a range of reasonably plausible event frequency and severity.

2. Strategy (continued)

Climate-related risks

1. INCREASED FREQUENCY AND INTENSITY OF EXTREME WEATHER EVENTS

Risk	The increasing frequency and severity of extreme weather events may damage main laboratory assets through storms, floods, bushfires or other hazards. These events may also restrict access to main and regional laboratories and collection centres, and disrupt critical services such as energy and telecommunications networks.	
Risk type	Physical – Acute	
Time horizon	The effect of extreme weather events could reasonably be expected to occur over the short to long term time horizons.	**Short-term** FY 2027 · **Medium-term** FY 2028–2031 · **Long-term** FY 2032–2046
Current impact	**Operational** The Group experienced extreme weather events in FY 2026; however, these were effectively managed and did not affect the Group's ability to deliver services or maintain operations.	**Financial: Low** Increased extreme weather events did not have a material impact on Healius' financial position, financial performance or cash flows in FY 2026.
Anticipated impact	**Operational** It is expected in the short, medium to long term that the impact to increase as a result of: • Physical damage to facilities and infrastructure assets leading to partial or full shut down of laboratory operations or parts of collection centre network. • Loss of productivity due to the unavailability of workforce. • Loss of productivity through supply chain disruption.	**Financial: Moderate** Extreme weather events may adversely affect the Group's financial performance and cash flows through increased operating costs, disruption to laboratory and collection centre activities and damage to infrastructure and equipment. Over time, the Group may incur additional expenditure to strengthen operational resilience, maintain service continuity and adapt facilities to a changing climate. The extent and timing of these impacts will depend on the location, frequency and severity of weather events and the effectiveness of adaptation measures, availability of insurance coverage and key services. Changes in insurance availability, increased premium cost and exclusions in coverage could increase the Group's exposure to uninsured losses and recovery costs following extreme weather events.
Potential financial categories impacted	**Financial performance** • Reduced operating revenue arising from business interruptions, service disruptions and temporary closures. • Increased operating costs for repairs and maintenance. • Increased costs for insurance premiums and potential uninsured losses resulting from coverage exclusions. **Financial position** • Cash reduction.	**Cash flows** • Cash from operating activities. • Increased capital expenditure to replace damaged assets.
Mitigation	The following are in effect to mitigate the impact of this risk: • Detailed business continuity plans and disaster recovery plans are in place. These plans provide guidance for service reduction, diversion or other variations depending on impact. • Geographic dispersal provides a natural mitigation against localised extreme weather events. • Cross training of workforce allows a flexible staffing response in a disaster. • An Employee Assistance Program is available to support employees following disasters or declared emergencies. • Inventory held to buffer against any supply chain disruptions.	

2. Strategy (continued)

2. INCREASED TEMPERATURES IMPACTING LABORATORY OPERATIONS

Risk	Rising temperatures may affect laboratory operations through increased cooling demand, equipment performance issues, higher energy costs and risks to the integrity of temperature – sensitive pathology specimens.	
Risk type	Physical – Chronic	
Time horizon	The effect of extreme weather events could reasonably be expected to occur over the short to long term time horizons.	**Short-term** FY 2027 · **Medium-term** FY 2028–2031 · **Long-term** FY 2032–2046
Current impact	**Operational** The Group experienced the impact of increased temperatures in FY 2026; however, these were managed and did not affect the Group's ability to deliver services or maintain operations.	**Financial: Low** Increased temperatures did not have a material impact on Healius' financial position, financial performance or cash flows in FY 2026.
Anticipated impact	**Operational** It is expected in the short, medium to long term that the impact will increase as a result of: • Increased electricity costs for cooling (HVAC, fridges and cool rooms). • Increased replacement and maintenance costs to ensure ongoing performance, reliability and efficiency of laboratory equipment and HVAC systems. • Increased operational costs due to pass through of environmental charges. • Changes in workforce well-being and productivity.	**Financial: Moderate** Rising temperatures may adversely affect the Group's financial performance and cash flows through higher energy costs, an increase in maintenance and operating expenses and disruptions associated with temperature-sensitive equipment and pathology specimens. Over time, the Group may incur additional expenditure to improve cooling capacity, energy efficiency and the climate resilience of its facilities. The extent and timing of these impacts will depend on future temperature increases, energy market conditions and the effectiveness of adaptation measures.
Potential financial categories impacted	**Financial performance** • Reduced operating revenue due to disruptions from equipment failure or reduced testing capacity. • Increased operating costs. • Increased staff costs to cover absences, lower productivity. **Financial position** • Cash reduction.	**Cash flows** • Cash from operating activities. • Increased capital expenditure to replace assets.
Mitigation	The following are in effect to mitigate the impact of this risk: • Preventative maintenance programs for cooling equipment to reduce the likelihood of failure. • Work Health and Safety procedures are in place to monitor working conditions.	

2. Strategy (continued)

3. CHANGING PRECIPITATION PATTERNS, INCLUDING INCREASED RAINFALL INTENSITY AND VARIABILITY

Risk	Changes in precipitation patterns may give rise to transport and logistics challenges, reduce operational efficiency and increase maintenance requirements.	
Risk type	Physical – Chronic	
Time horizon	The effect of extreme weather events could reasonably be expected to occur over the short to long term time horizons.	**Short-term** FY 2027 · **Medium-term** FY 2028–2031 · **Long-term** FY 2032–2046
Current impact	**Operational** Changes in precipitation patterns did not affect the Group's ability to deliver services or maintain operations in FY 2026.	**Financial: Low** Changes in precipitation patterns did not have a material impact on Healius' financial position, financial performance or cash flows in FY 2026.
Anticipated impact	**Operational** Across the short, medium and long terms, the anticipated impact increases due to the acute impacts such as asset damage, operational disruption and supply chain disruption which has been discussed further against the increased frequency and intensity of extreme weather events.	**Financial: Moderate** Changes in precipitation patterns may adversely affect the Group's financial performance and cash flows through increased transport and logistics costs, reduced operational efficiency, and higher maintenance expenditure. Over time, the Group may incur additional expenditure to improve operational resilience and maintain service continuity. The extent and timing of these impacts will depend on the nature and severity of changes in precipitation patterns and the effectiveness of adaptation measures.
Potential financial categories impacted	**Financial performance** • Increased courier and logistics costs. • Increased operating costs for repairs and maintenance. • Increased costs for insurance premiums. **Financial position** • Cash reduction.	**Cash flows** • Cash from operating activities. • Increased capital expenditure to replace damaged assets.
Mitigation	The following are in effect to mitigate the impact of this risk: • Adaptive courier routing and contingency logistics arrangements to maintain specimen transport during adverse weather conditions and network disruptions. • Detailed business continuity plans and disaster recovery plans are in place. These plans provide guidance for service reduction, diversion or other variations depending on impact. • Geographic dispersal provides a natural mitigation against localised extreme weather events. • Inventory held to buffer against any supply chain disruptions.	

2. Strategy (continued)

4. CHANGES IN CLIMATE-RELATED LEGAL AND REGULATORY REQUIREMENTS

Risk	The introduction or expansion of climate-related regulations, including carbon pricing mechanisms and mandatory climate-related disclosures, may increase operating costs, reporting obligations and compliance expenditure, and require changes to business processes and governance arrangements.	
Risk type	Transition risk (Policy and Legal)	
Time horizon	The effect of extreme weather events could reasonably be expected to occur over the short to long term time horizons.	**Short-term** FY 2027 / **Medium-term** FY 2028–2031 / **Long-term** FY 2032–2046
Current impact	**Operational** Changes in climate-related legal or regulatory obligations did not affect the Group's ability to deliver services or maintain operations in FY 2026.	**Financial: Low** Changes in legal and regulatory obligations focused on climate change mitigation did not have a material impact on Healius' financial position, financial performance and cashflows in FY 2026.
Anticipated impact	**Operational** Potential future climate-related laws or regulations may: • Increase in expenditure to comply with legislation/regulation through the purchase of compliant products or services. • Accelerate capital expenditure for compliance purposes. • Increase operating costs due to carbon surcharges being passed through (fuel, waste, transport and logistics).	**Financial: Unquantified** A quantitative estimate has not been provided because the timing and nature of future regulatory requirements remain uncertain and any estimate would not currently be sufficiently reliable or decision-useful. However, the Group expects compliance and implementation costs to increase over time as regulatory requirements develop and become more defined. In the short to medium term, financial impacts are expected to primarily related to increased compliance and reporting costs. In the longer term, the Group may experience increased operating costs due to the pass through of carbon-related taxes or surcharges of goods and services. It may also be required to bring forward capital expenditure to support compliance with evolving regulatory requirements and associated operational changes.
Potential financial categories impacted	**Financial performance** • Increased operating costs due to the pass through of carbon tax as surcharges on goods and services. • Increased compliance costs (reporting). **Financial position** • Cash reduction. • Capital expenditure brought forward.	**Cash flows** • Cash from operating activities. • Increased capital expenditure for compliance purposes.
Mitigation	The following are in effect to mitigate the impact of this risk: • Monitoring regulations and legislation for proposed changes to allow for a planned response. • Preparing for Scope 3 emissions disclosures with a focus on data collection and robust emissions calculation methodology. • Decarbonisation initiative underway. See 2.3.1 Climate transition plan.	

2. Strategy (continued)

Climate-related opportunities

1. REVENUE GROWTH

Opportunity	Increased demand for diagnostic services from increase in climate-sensitive illnesses including respiratory, infectious and heat related conditions.	
Opportunity type	Physical	
Time horizon	The effect of extreme weather events could reasonably be expected to occur over the medium to long term time horizons.	**Short-term** FY 2027 · **Medium-term** FY 2028–2031 · **Long-term** FY 2032–2046
Current impact	**Operational** No significant opportunities identified for FY 2026 however the Group continues to monitor emerging patterns in climate-related health demand and will refine its assessment and disclosures data quality and attribution methodologies improve.	**Financial: Low** The Group has not identified opportunities to materially impact the financial results, position or cash flows of the reporting period.
Anticipated impact	**Operational** It is expected that in time: • New types of pathology tests will emerge due to environmental changes. • Higher volume in existing test types will result from climate-related events or changes in conditions.	**Financial: Unquantified** The Group is unable to quantify the anticipated financial effects from this opportunity over the medium and long term. There is significant uncertainty associated with the basis for any financial quantification of the anticipated effects due to challenges in forecasting the future incidences of climate-related diseases and chronic health conditions, the resulting demand for diagnostics testing, and the extent to which any increase in testing activity would generate incremental revenue. As a result, any quantitative estimate of the anticipated financial effects would be highly uncertain and not provide decision useful information to users. The Group expects this opportunity to have a potentially positive impact on demand for certain diagnostic testing services over the medium to long term as climate-related health risks evolve. Increased testing volumes may support revenue growth along with associated increases in operating and capital expenditure.
Potential financial categories impacted	**Financial performance** • Increase in operating revenue. • Increase in operating costs. **Financial position** • Cash increase.	**Cash flows** • Cash from operating activities.

2. Strategy (continued)

2. OPERATIONAL EFFICIENCIES

Opportunity

Initiatives to introduce cost savings through improved resource efficiency and reduced resource consumption.

Opportunity type

Transition

Time horizon

The effect of extreme weather events could reasonably be expected to occur over the short to long term time horizons.

Short-term	Medium-term	Long-term
FY 2027	FY 2028–2031	FY 2032–2046

Current impact

Operational

Not significant and not able to be reliably disaggregated from broader cost management initiatives.

Financial: Unquantified

Not able to be reliably disaggregated from broader cost management initiatives.

A quantitative estimate has not been provided because the anticipated financial effects cannot be reliably disaggregated from the impacts of broader cost management, operational efficiency and procurement initiatives being undertaken across the Group. There is significant measurement uncertainty regarding the extent to which cost savings would be directly attributable to this opportunity, as opposed to other business improvement activities. As a result, any quantitative estimate of the anticipated financial effects would be highly uncertain and not provide decision-useful information to users.

Anticipated impact

Operational

Strengthen commercial outcomes through:

- Cost savings through energy conservation.
- Circular procurement practices (e.g. reducing single use products where clinically appropriate, choosing products with recycled or recyclable content).
- Waste reduction initiatives where operationally feasible.

Financial: Unquantified

The initiatives remain in the early stages and are not yet sufficiently developed to provide a reliable estimate.

The Group expects these initiatives to contribute to reduced operating costs over the medium to long term through improved resource efficiency, reduced procurement costs and lower waste management costs through reduced waste generation and improved waste handling.

Potential financial categories impacted

Financial performance

- Reduced operating expenditure.
- Reduced procurement costs.
- Lower waste management costs.

Financial position

- Cash increase.

Cash flows

- Cash from operating activities.

2. Strategy (continued)

2.3 CLIMATE TRANSITION PLAN AND INTEGRATION OF CLIMATE RISK AND OPPORTUNITY INTO BUSINESS STRATEGY

The careful and measured use of resources continues to underpin the strategy integrating climate risks and opportunities into Healius' business strategy.

Since 2020 Healius has taken steps to reduce or offset its scope 1 and 2 greenhouse gas emissions through the following actions:

- Progressive conversion of the courier fleet to hybrid vehicles when the existing vehicles are due for replacement.
- Purchase of renewable energy.

More recently, Healius has:

- Incorporated energy use reduction measures in fit outs such as the installation of low wattage LED lighting, thermal insulation, and frosting/tinting on external glazing.
- Increased use of e-referrals and electronic reporting to reduce paper consumption and delivery costs.

Healius continues to monitor for opportunities to decarbonise the business at a sustainable rate, ensuring that initiatives are aligned with the constraints of its existing operational and capital replacement budgets. Climate-related actions are not pursued as standalone programs but are embedded within broader business planning and investment cycles. This approach reflects Healius' view that climate risks and opportunities are extensions of existing business risks and are therefore integrated into strategic decision-making, rather than treated separately.

The Supplier Code of Conduct sets out Healius' commitment to the environment and expectations of alignment from its suppliers. Healius will continue to collaborate with its suppliers in preparation of reporting Scope 3 emissions, focusing on data collection and calculation methodology.

2.3.1 Climate transition plan

Healius has not yet developed a formal climate transition plan. Current efforts are focused on establishing a greenhouse gas emission baseline and enhancing our understanding of climate-related risks and opportunities. This will inform the development of future targets, actions and transition planning aligned with recognised climate-related frameworks.

2.3.2 Current and anticipated changes to our business model

Within the constraints of the operational and capital expenditure budgets, Healius is progressing its climate transition plan. The following outlines the current and anticipated changes to the Healius business model.

Current changes

- Reduction in energy consumption – Healius has an established practice of implementing energy-efficient lighting, equipment and building management systems to lower its carbon footprint.
- Transition to renewable energy – Healius has shifted towards renewable energy providers to power its laboratory facilities.
- Decarbonisation of logistics – Healius has invested in hybrid vehicles for specimen collection and delivery.
- Waste management improvements – There is a growing emphasis within Healius on minimising hazardous waste, improving recycling processes and reducing single-use plastics in specimen collection and laboratory operations.
- Green procurement policies – Our procurement team takes into consideration those suppliers who demonstrate sustainable practices as part of the vendor selection process.
- Reporting and compliance – The Group has been required to monitor and report environmental metrics in line with local regulations and industry best practice.

Anticipated changes

- Investment in green infrastructure – New laboratory builds and refurbishments will increasingly incorporate sustainable design principles, such as green roofs, water recycling systems and energy-efficient HVAC solutions.
- Digital transformation – Advances in digital pathology and remote diagnostics is expected to reduce the physical movement of samples, thereby lowering emissions associated with transport.
- Staff training and engagement – Ongoing education programs are expected to be necessary to ensure staff are aware of and actively participate in sustainability initiatives.

No substantial additional resource allocation is anticipated to implement these changes, as they will be integrated into our standard business practices.

2. Strategy (continued)

2.4 BUILDING RESILIENCE THROUGH SCENARIO ANALYSIS

Healius conducted its first climate-related scenario analysis in FY 2026. The Group's climate resilience assessment considers a limited and higher global warming scenario.

2.4.1 Methodology

Two scenarios were assessed to capture a range of plausible climate futures:

- a low global warming scenario aligned with limiting warming to approximately +1.5°C (IPCC SSP2 1.9/NGFS Net Zero 2050), and
- a higher global warming scenario of approximately +2.5°C reflecting delayed transition and more severe physical impacts (IPCC SSP2 4.5/NGFS Fragmented World).

The analysis considers impacts across short, medium and long term horizons, aligned with Healius' strategic planning cycles, and covers pathology operations and key value chain activities.

The low global warming scenario was chosen to test Healius' resilience to rapidly changing policy and technology shifts and other changes that are consistent with the current global climate goals outlined in the Paris Agreement. The underlying assumption in this scenario is high transition costs to constrain global warming to 1.5°C.

The higher global warming scenario was chosen to examine Healius' resilience to delayed policy changes that would result in increasing physical risks and moderate transitional risks.

These two scenarios are expected to provide a range of plausible futures that allows Healius to test expected risks and opportunities and provide insights into the resilience of the business model and climate strategy.

Key assumptions

LOW WARMING SCENARIOS (IPCC SSP2 1.9 AND NGFS NET ZERO 2050)

This combined scenario assumes:

- early and coordinated implementation of global climate policy
- rapid decarbonisation and adoption of low emissions technologies
- introduction of carbon pricing in the near term and significantly increasing over time
- accelerated market transition towards low emissions products and services
- increasing integration of climate considerations into financing and insurance decisions
- rapid emissions reductions consistent with global net-zero CO_2 emissions by 2050
- rapid electrification and a near-complete decarbonisation of the power sector, with a phase-out of unabated coal and declining fossil fuel demand
- deployment of carbon capture and large-scale carbon dioxide removal technologies to offset residual emissions
- immediate and globally coordinated policy action enabling an orderly transition.

HIGHER WARMING SCENARIO (IPCC SSP2 4.5 AND NGFS FRAGMENTED WORLD)

This combined scenario assumes:

- delayed and less coordinated policy response, with material action emerging from the early to mid 2030s
- slower pace of decarbonisation and technology uptake
- later introduction of higher carbon pricing will be slow and fragmented over time
- limited near term market and regulatory pressure to transition
- increasing cost and reduced availability of insurance over time.

Physical risk assumptions

Under both scenarios, the Group may be exposed to acute and chronic physical climate risks, including:

- acute risks such as floods, heatwaves, bushfires and drought
- chronic risks including increasing average temperatures, fire weather conditions and rainfall variability.

The analysis assumes that the frequency and severity of these hazards increase over time. Under the higher warming scenario, physical risks are expected to become more persistent and systemic, resulting in increased operational disruption and cost pressures.

2. Strategy (continued)

Transition risk assumptions

- increased regulatory complexity and compliance costs
- disjointed supply chains from the impact of differing policies
- uncertainty about the availability, cost and scalability of low emissions technology.

Limitations and uncertainties

The scenario analysis is subject to inherent limitations, including:

- reliance on externally developed global climate scenarios, which may not reflect local conditions or asset specific exposures
- uncertainty in climate outcomes, including the potential for non linear and more severe impacts than modelled
- assumptions regarding the timing and extent of policy, technology and market responses, including reliance on emerging technologies in low warming pathways
- the assumption of relatively orderly transition pathways, which may not reflect actual policy or market disruption
- the absence of detailed asset level or location specific climate modelling, and
- assumptions regarding the continued availability of insurance, albeit at increased cost.

The table below summarises the key inputs used in the climate risk scenario analysis.

SCENARIOS	
IPCC SSP2-1.9/NGFS Net Zero 2050	a low global warming scenario aligned with limiting warming to approximately +1.5°C
IPCC SSP2-4.5/NGFS Fragmented World	a higher global warming scenario of +2.5°C reflecting delayed transition and more severe physical impacts

SCOPE OF ANALYSIS	TIME HORIZONS	CLIMATE INDICATORS
The scenario analysis covered the Group's pathology operations and material value chain activities, including laboratories, collection centres, specimen transport and logistics networks, critical suppliers, energy supplier and service delivery activities. The assessment considered the potential impact of climate-related transition and physical risks on operational continuity costs, supply chains, regulatory compliance, insurance and asset resilience across short, medium and long-term time horizons.	Short: < 1 year Medium: > 1 – 5 years Long: > 5 – 20 years	Acute physical risks • Floods • Heatwaves • Bushfires • Droughts Chronic risks • Heat risk • Increase in fire weather • Intense rainfall

The assessment of the Group's resilience to climate-related risks and opportunities is subject to inherent uncertainty. The analysis is based on selected publicly available climate scenarios; however, actual outcomes may differ given uncertainty in the timing and extent of transition pathways and potential for non linear impacts.

Uncertainty remains regarding the evolution of policy and regulatory settings, including carbon-related measures, and the availability, cost and scalability of low emissions technologies.

Pathology operations are energy-intensive and dependent on complex supply chains, and future energy prices, supply reliability and supplier responses may vary from current assumptions. Exposure to physical climate risks, including extreme weather, may disrupt operations and logistics and is inherently uncertain at site level.

The analysis is also subject to data limitations and is sensitive to significant judgements, estimates and assumptions applied by management, as disclosed in section 1.3.

The assessment of climate-related risks and opportunities, including the estimation of anticipated financial effects, is dependent on assumptions relating to scenario selection, carbon pricing, regulatory developments, technology uptake and the time horizons over which impacts may arise. Changes in these assumptions may affect the outcomes of the analysis.

Uncertainty increases over longer time horizons, particularly where external factors such as policy settings, market responses and technological developments are subject to variability.

Accordingly, the assessment represents a forward-looking analysis based on information available at the reporting date and not a prediction of future outcomes.

2. Strategy (continued)

2.4.2 Results

The results of the scenario analysis support our current strategic pathway and confirm that our business model remains resilient under the scenarios assessed.

Healius has conducted climate-related scenario analysis to assess the resilience of its strategy and business model to climate-related risks and opportunities. The analysis is exploratory in nature and does not represent forecasts.

Under the low global warming scenario, Healius' business model and strategy are assessed as resilient across all time horizons. Climate-related impacts including acute physical risks (extreme weather events) and chronic physical risks (increased temperatures and changing precipitation patterns), are expected to increase compared with historical experience but are expected to remain episodic and manageable within existing operational, risk management and business continuity frameworks.

Transition risks, including policy and legal risks associated with changes in climate-related regulation and carbon pricing, are expected to emerge earlier in this scenario but in a gradual and predictable manner. Resulting impacts such as increased operating costs, earlier capital expenditure and compliance requirements are considered manageable through existing strategies, asset lifecycle management and operational efficiency initiatives. Opportunities under this scenario are expected to be progressively realised over time.

Under the higher global warming scenario, resilience is maintained in the short, medium to long term, supported by the Company's geographically diversified network and established adaptive capacity. Beyond current planning horizons, physical climate risks are expected to become more frequent and persistent, contributing to greater operational disruption, increased insurance costs and higher capital expenditure requirements.

Transition risks (policy and legal) are expected to remain limited in the near term but may emerge more abruptly in later periods due to delayed policy action and regulatory tightening, including the introduction of carbon pricing and increased compliance obligations.

In this scenario, climate-related opportunities, including revenue growth from increased demand for diagnostic services associated with climate-sensitive illnesses, may become more pronounced; however, these benefits may be partially offset by increased operational disruption and cost pressures.

No risks to business viability have been identified under either scenario.

Overall, the scenario analysis indicates that climate change is expected to result primarily in increased operational complexity and cost pressures, rather than undermine the core pathology business model. The outcomes of this analysis informs Healius' climate strategy, enterprise risk management and capital planning, and will be reviewed periodically as climate science, regulation and data maturity evolve.

3. Governance

3.1 OVERVIEW

3.1.1 Board of Directors

The Board of Directors (Board) has ultimate responsibility to protect and optimise company performance to build sustainable value for shareholders. This includes the oversight of climate-related risks and opportunities as defined in the Board charter. The established Board subcommittees support the Board in the performance of these responsibilities.

3.1.2 Assessment of skills and competency

As outlined in Healius' Corporate Governance Statement[1], the Board periodically updates the Board Skills Matrix to ensure that membership consists of a broad range of skills, expertise and experience from a diverse range of backgrounds. This self-assessment includes specific evaluation of strategy, sustainability and enterprise risk management oversight capabilities, supported by objective guidance and reference criteria to inform consistent scoring.

During FY 2026, the Board undertook a review of its collective skills and capabilities, to ensure that it was adequately prepared to oversee climate-related risks and opportunities that may materially impact Healius' performance. The Board subsequently undertook training to ensure that its knowledge and oversight capabilities remained current and aligned with evolving expectations.

3.1.3 Integration of climate risks and opportunities

The Board has approved environmental and risk management policies[2] as mechanisms to guide the integration of climate-related risks and opportunities into strategic oversight and decision-making.

In addition, climate-related risks and opportunities are embedded within Healius' broader governance and risk management framework. Oversight is provided by the Risk Management Committee and the Executive Risk Committee, ensuring that climate considerations inform strategic planning, operational decision-making, and capital allocation. These disclosures should be read alongside the Risk Management section of the FY 2026 Annual Report's Operating and Financial Review page 12, which together provide a comprehensive view of how climate factors influence Healius' financial performance, resilience and sustainability strategy.

The Risk Committee reviews the risk registers quarterly, including the climate-related risks. The Risk Committee reports to the Board after each committee meeting. Climate-related opportunities are formally assessed on an annual basis as part of the strategic alignment and budgeting process.

3.1.4 Audit Committee

The Audit Committee undertakes oversight of climate risks and opportunities, strategy, related policies, sustainability reporting and the internal controls supporting such reporting. Material findings and matters arising are subsequently submitted to the Board for consideration or approval.

The Audit Committee includes a sustainability reporting update as a standing agenda item and receives management reports on climate-related matters, including progress on readiness activities for mandatory climate reporting.

3.1.5 Risk Committee

The Risk Management Committee is responsible for assisting the Board in the effective identification and management of material business risks. Climate-related risks are recognised and reported on within the established risk management framework.

3.1.6 People, Governance and Remuneration Committee

The People, Governance and Remuneration Committee supports the Board's oversight of governance, culture and remuneration matters and considers the alignment of people and governance practices with Healius's strategic objectives, including its approach to climate-related risks and opportunities.

3.1.6.1 Remuneration

Performance metrics related to climate targets are not currently incorporated into remuneration policies.

1 Healius Corporate Governance Statement 2026 Board Skills Matrix page 8.
2 www.healius.com.au/corporate-governance.

3. Governance (continued)

3.1.7 Management's role

The CEO/Managing Director has been delegated the responsibility of implementing the Board's climate strategy.

In FY 2026, Healius has established a Management Sustainability Steering Committee which is tasked with developing and implementing a climate transition plan that executes the climate strategy approved by the Board.

This includes:

- Assisting in identifying, monitoring and reviewing of climate-related risks and opportunities.
- Prioritising and setting targets to achieve Healius' climate sustainability ambition.
- Developing roadmaps for initiatives.
- Coordinating and reporting on progress of initiatives.
- Prioritising and resourcing initiatives.
- Building internal capability.

The Steering Committee submits its findings to the relevant Board sub-committee as part of the usual internal reporting cycle. The Executive Leadership team are either directly involved in the Steering Committee, or are provided updates via their delegates.

Implementation and monitoring of any climate-related initiatives will be through the existing operating structure reflecting the approach of sustainability as a business-as-usual activity.

The above matters are also shared with the Board for their consideration.

3.1.8 Reporting and monitoring

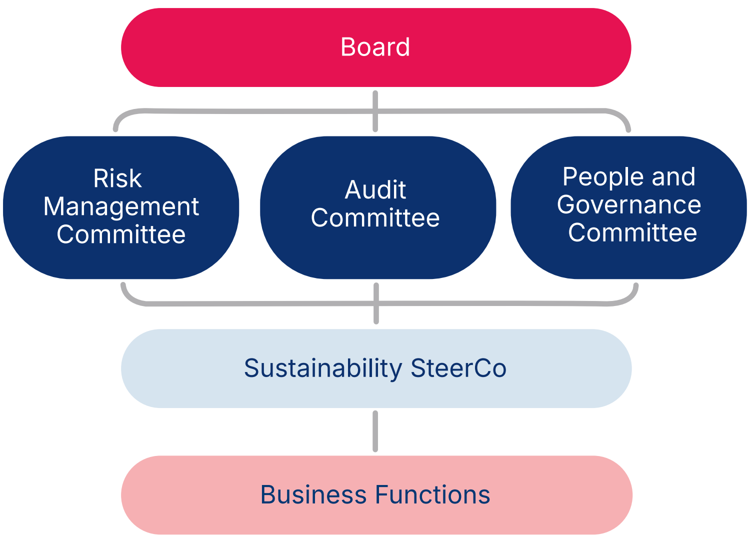
Management is responsible for implementing the climate strategies and monitoring the outcomes through regular review of sustainability metrics and reporting provided through the finance function.

Relevant business functions including operations, procurement, finance and risk contribute to the identification, assessment and monitoring of climate related risks and opportunities through established business and risk management processes.

Operational controls are in place with business case reviews and business continuity planning that include climate-related disruption scenarios. Procurement supports operational teams through supplier engagement has processes in place to engage with suppliers on climate-related risks. The Risk Management Framework includes periodic reviews of the risk registers by the Group Executives and the Insurance and Risk Manager. The updated risk registers are considered as part of the quarterly meetings conducted by the Risk Management Committee. This information supports management's assessment of climate-related risks and opportunities and informs reporting to the Risk Committee and Board. This approach ensures climate-related risks and opportunities are managed through existing governance, risk management, operational and procurement processes, rather than through standalone climate-specific procedures.

3.1.9 Climate governance structure

The following diagram outlines Healius' climate Governance structure.



4. Risk management

Healius has a robust risk management framework and processes which incorporates climate-related risks. Oversight of the framework is provided by the Risk Management Committee. The risk identification, analysis, response, and monitoring processes are in accordance with Standards Australia AS/NZS ISO 31000:2018. The Executive Risk Committee ensures robust risk oversight by embedding risk into decision making, monitoring controls and escalating significant risks to the Board. Management reports to the Risk Management Committee on key risks and the status of risk mitigation activities on a regular basis.

During FY 2026, the Risk Management Committee and the Board reviewed the Healius Risk Management Framework and concluded that it continues to be sound and fit for purpose.

Climate-related risks and opportunities are identified through risk assessments, emerging risk reviews, scenario analysis and consideration of relevant internal and external factors, including physical climate hazards, regulatory developments, operational dependencies, past events and supply chain risks.

Climate-related risk assessments consider the inherent physical climate hazards and transition risks, regulatory developments, supply chain dependencies, operational impacts, climate scenarios, time horizons, likelihood and consequence, existing controls and the Group's risk tolerance levels.

Climate-related scenario analysis is used to support the identification and assessment of climate-related risk and opportunities across short, medium and long-term time horizons. Risks are assessed using the Group's risk assessment methodology, which considers likelihood, consequence, risk tolerance and the effectiveness of existing controls. Risks are prioritised using the same risk evaluation and escalation process approach applied to other enterprise risks with risks exceeding risk tolerance subject to additional treatment, monitoring and governance oversight.

Climate-related risks are formally reviewed through the climate risk register and reporting to the Risk Management Committee.

The business has completed a focused review of climate-related risks. This includes leveraging the climate-related scenario analysis outlined in section 2.4 above.

- The climate risks identified during this review have been assessed within the risk framework.
- Climate risks have been recorded on the risk register with assigned owners. These risks will be monitored and reported within the defined process. Refer to Governance section 3.1.8 Reporting and Monitoring, for further information.
- The trade-offs associated with climate risks and opportunities were considered as part of the risk assessment process.
- It is acknowledged that climate risk also acts to amplify the impact of other business risks.

5. Monitoring of climate opportunities

Climate-related risks and opportunities are reviewed together, including leveraging the climate-related scenario analysis outlined in section 2.4 above. However, climate-related opportunities are not monitored through the risk process and instead considered as part of the general strategic and business planning process. Opportunities that have been recognised in the budget are monitored through the monthly analysis process. Ongoing monitoring and review of opportunities outside the budget is done through the strategic planning and review process. See the Governance section 3.1.8 Reporting and Monitoring.

6. Metrics and targets

Greenhouse gas emissions for Scope 1 and Scope 2 are reported below for the financial year ended 30 June 2026. The greenhouse gas emissions were calculated using the *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004)* using the National Greenhouse Accounts Emissions factors.

In FY 2026, Healius has had total gross Greenhouse gas (GHG) emissions of 25,806 tonnes of carbon dioxide equivalent (tCO_2-e), comprising 6,071 tCO_2-e as Scope 1 emissions and 19,735 tCO_2-e as Scope 2 (location based) emissions.

6.1 CONSOLIDATION APPROACH

In measuring GHG emissions, Healius has employed an operational control consolidation approach as defined by the GHG Protocol to define the organisational boundary. This approach has been adopted because it reflects Healius's ability to introduce and implement its operating policies at these sites.

Scope 1 GHG emissions refers to the direct GHG emissions that occur from sources owned or controlled by Healius. The courier fleet is the primary source of Scope 1 emissions for the business. Scope 2 GHG emissions refers to indirect GHG emissions from the generation of electricity acquired and consumed by Healius.

Scope 2 GHG emissions is measured using the location-based method, which reflects the average emissions factors of the electricity grids on which Healius consumes electricity. In instances where activity data is unavailable, for example leased co-located collection centres without separate electricity metering, an estimate has been used to calculate the relevant Scope 2 emissions. This equates to approximately 20% of the Scope 1 and 2 emissions disclosed.

6. Metrics and targets (continued)

6.2 METRICS

6.2.1 Key metrics

Scope 1 and 2 emissions

SCOPE	FY 2026 (tCO_2-e)	FY 2025[1] (tCO_2-e)	CHG %
Scope 1 – Direct emissions	6,071	6,653	(9%)
Scope 2 – Indirect emissions (location-based)	19,735	30,056	(34%)
Total Scope 1 and 2 emissions	**25,806**	**36,709**	**(30%)**

1 FY 2025 amounts are unaudited.

FY 2025 emissions includes emissions related to the Lumus Imaging business until the date of disposal, which was sold on 1 May 2025. Lumus Imaging's Scope 1 and Scope 2 emissions were 139 tCO_2-e and 8,938 tCO_2-e respectively. When excluding Lumus Imaging emissions, Healius total Scope 1 and 2 emissions reduced by 6% in FY 2026 with Scope 1 emissions reducing by 9% and Scope 2 decreasing by 8% compared to FY 2025.

SCOPE	FY 2026 (tCO_2-e)	FY 2025[2] (tCO_2-e)	CHG %
Scope 2 – Indirect emissions (market-based)	4,931	3,858	28%

2 FY 2025 amounts are unaudited.

Under the market-based method, emissions are calculated using supplier-specific emission factors where available, reflecting contractual arrangements in place, including electricity retailer data, and renewable energy certificates (RECs) surrendered during the reporting period. Where supplier-specific data is not available, residual mix factors or appropriate grid-average emission factors are applied.

The Group's market-based Scope 2 emissions were 4,931 tCO_2-e (2025: 3,858 tCO_2-e). The difference between location-based and market-based emissions reflects the impact of the Group's renewable electricity procurement strategy, including the purchase of large scale generation certificates.

Location-based Scope 2 emissions decreased primarily due to lower electricity consumption following the sale of the Lumus Imaging business in FY 2025. However, market-based Scope 2 emissions increased, largely as a result of reduced acquisition and surrender of Large-scale Generation Certificates (LGCs), together with the timing of certificate surrender, which is based on calendar year.

6.2.2 Large Scale Generation Certificates

In respect of scope 2 emissions, Large Scale Generation Certificates (LGCs) were surrendered by Iberdrola and Origin on behalf of Healius. The certificates issued by Iberdrola relate to generation that occurred in calendar year 2025 at Iberdrola's Lake Bonney Wind Farms. The surrendered certificates correspond to 13,262 megawatt-hours of electricity consumption having an estimated net carbon dioxide emission of zero tonnes. Healius also purchased 5,000 LGCs from Origin Energy for electricity generated at the White Rock Wind Farm in NSW in calendar year 2026. These were voluntarily surrendered by Origin, on behalf of Healius, in 2026.

GENERATOR	FY 2026 LGCS	FY 2025[3] LGCS
Iberdrola	13,262	17,263
Origin	5,000	5,000
Total LGCs voluntarily surrendered	**18,262**	**22,263**

3 FY 2025 amounts are unaudited.

FY 2025 amounts include certificates surrendered in relation to Lumus Imaging usage prior to the sale of the business on 1 May 2025.

6.2.3 Methodology for the calculation of GHG emissions

Healius follows the guideline and methodologies contained in the *Greenhouse Gas Protocol: Corporate Reporting Standard (2004)*. Emissions have been measured using the operational control approach as the operational control approach assumes accountability for emissions produced directly or indirectly through its activities. These boundaries reflect all the operations within the consolidated group where it has the authority to introduce and implement operating policies. Healius does not have any associates, joint ventures or unconsolidated subsidiaries that would require consideration in determining its organisational boundary. Scope 1 and 2 emissions are measured by either internal or external data sources, factoring in measurement uncertainty and data quality.

6. Metrics and targets (continued)

SCOPE	EMISSIONS CATEGORY	ACTIVITY	DATA SOURCE	GWP AND EF SOURCE	METHODOLOGY, DATA QUALITY AND UNCERTAINTY
Scope 1	Transport Combustion	Courier Fleet	Fuel purchase transaction history	EF sourced from published National Greenhouse Accounts for 2025	Quantity of fuel consumed is multiplied by the associated emissions factor for each fuel type.
	Stationary Combustion	Natural Gas heating	(i) Usage from invoices	EF sourced from published National Greenhouse Accounts for 2025	Quantity of natural Gas consumed is multiplied by the associated emissions factor.
			(ii) Estimates based on site size and known rates of Natural Gas consumption	EF sourced from published National Greenhouse Accounts for 2025	Average usage calculated from sites with available usage data. Applied to sites without usage data in order to estimate emissions.
	Fugitive Emissions	Refrigerants	(i) Maintenance records	EF sourced from published National Greenhouse Accounts for 2025	Quantity of refrigerants refilled from maintenance records multiplied by the associated emissions factor.
Scope 2	Purchased electricity	Electricity consumption	(i) Usage from invoices	EF sourced from published National Greenhouse Accounts for 2025	Location based method. High quality data.
			(ii) Estimates based on site size and known rates of electricity consumption	EF sourced from published National Greenhouse Accounts for 2025	Average usage calculated from sites with available usage data. Applied to sites without usage data in order to estimate emissions.

6.2.4 Carbon Pricing

Healius does not currently use an internal carbon price as part of its climate-related decision-making.

6.2.5 Climate-related exposure metrics

Physical risks

Healius has identified climate-related physical risks across its operations and value chain, as outlined in section 2.2. The Group's property, plant and equipment, with a carrying value of $116.9 million as at 30 June 2026 (refer to Consolidated Statement of Financial Position page 56), may be exposed to physical climate-related hazards, including extreme weather events. Property, Plant and equipment represent 8.2% of the total carrying amount of assets. The Group manages this risk by maintaining insurance for physical asset damage, reducing residual financial exposure to acceptable levels.

Transition risks

The principal exposure to climate-related transition risk arises from changes in legal and regulatory requirements which translates to potentially higher operating costs, compliance costs and capital expenditure associated with the transition to a lower-carbon economy. Climate-related transition risk is monitored through the Group's risk management and strategic planning processes.

At the date of this report, there remains considerable uncertainty regarding the nature, timing and implementation of future legal and regulatory measures. Although it is not currently possible to undertake a comprehensive and reliable assessment of which business activities may be exposed to climate-related transition risk, it is likely that all business activities of the Group are exposed to transition risks.

Opportunities

Healius has identified potential climate-related revenue and cost opportunities. Although specific revenue opportunities have not yet been defined, approximately 97% of the Group’s revenue is derived from non-clinical trial pathology services that may benefit from such opportunities if they arise. Cost initiatives focus primarily on waste reduction and energy conservation, with approximately 35% of the Group’s property costs potentially benefiting from these measures.

6.2.6 Capital Deployment

Climate-related initiatives are incorporated into the Group's existing capital allocation and investment processes. Accordingly, Healius does not separately monitor or report the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.

6. Metrics and targets (continued)

6.3 TARGETS

FY 2026 marks the end of the original timeframe set for two existing climate-related targets:

(i) Conversion of 50% of the fleet to hybrid vehicles

In the short term, Healius has prioritised profitability and capital management, extending delivery of this initiative beyond the original target period. The courier fleet continues to transition to hybrid vehicles through the natural capital replacement cycle, with hybrid vehicles comprising 25% [1] of the fleet at 30 June 2026 (30 June 2025: 25%).

(ii) 100% renewable energy at all independent sites by FY 2026

Healius maintained its power purchasing agreement (PPA) arrangements, with 100% of electricity supplied to its large market site locations sourced from renewable energy in FY 2026 (FY 2025: 100%).

As this marks the end of the original target timeframes, Healius will continue to uphold its renewable energy commitment as part of its ongoing operational initiatives and will assess whether it will commit to any new targets.

Our present approach to emissions management is focused on strengthening the underlying foundations needed to support a credible and effective climate strategy. This includes ongoing work to measure and improve our understanding of Scope 3 emissions.

In parallel, Healius has implemented several operational initiatives that contribute to emissions reduction (this is a continuation of activities disclosed in previous sustainability reports). These activities support our emissions management efforts and inform the refinement of our climate strategy. As the strategy review and emissions baseline work progress, Healius will assess options for formalising targets and a transition plan, including potential alignment with recognised climate frameworks over time.

6.4 WAY FORWARD

In FY 2027, Healius will expand its climate-related disclosures to include Scope 3 emissions, as required under the AASB S2 standard. We have designed processes to calculate and report Scope 3 emissions and are actively evaluating the insights these processes provide. In addition, we are working with suppliers to identify opportunities to reduce emissions across our value chain.

Our climate reporting will continue to evolve as higher-quality data becomes available, our understanding deepens, and we respond to regulatory changes and stakeholder expectations.

1 Despite the acquisition of additional hybrid vehicles, hybrids remained a consistent proportion of the fleet due to changes in overall fleet size.

Directors' declaration

In accordance with a resolution of the directors of Healius Limited, we state that in the opinion of the directors Healius has taken reasonable steps to ensure that the substantive provisions of the Sustainability Report for the year to 30 June 2026 are in accordance with the *Corporations Act 2001* (Cth), including:

- the requirements contained in Section 296C (Compliance with sustainability standards etc.) and Section 296D (Climate statement disclosures), and
- complying with Australian Accounting Standard AASB S2 *Climate–related Disclosures.*

On behalf of the Directors

Kate McKenzie
Chair

23 September 2026

Auditor's opinion on the Sustainability Report

EY
Shape the future
with confidence

Ernst & Young
200 George Street
Sydney NSW 2000 Australia
GPO Box 2646 Sydney NSW 2001

Tel: +61 2 9248 5555
Fax: +61 2 9248 5959
ey.com/au

Independent auditor's review report to the members of Healius Limited

Conclusion

We have conducted a review of the following information in the Sustainability Report of Healius Limited (the Company) and its subsidiaries (collectively the Group) for the year ended 30 June 2026 (the 'selective sustainability information') as required by Australian Standard on Sustainability Assurance ASSA 5010 *Timeline for Audits and Reviews of Information in Sustainability Reports under the Corporations Act 2001* issued by the Auditing and Assurance Standards Board (AUASB):

Selective sustainability information	Criteria: Reporting requirement of AASB S2 Climate-related Disclosures (AASB S2) (including related general disclosures required by Appendix D)	Location in Sustainability Report
Governance	Paragraph 6	Paragraph 3 on pages 101 to 102
Strategy (risk and opportunities)	Subparagraphs 9(a), 10(a) and 10(b)	Paragraphs 2.2 on pages 89 to 96
Scope 1 and 2 emissions	Subparagraphs 29(a)(i)(1) to (2) and 29(a)(ii) to (v)	Paragraphs 6.1 and 6.2 on page 103 to 105

The requirements of AASB S2 identified in the table above form the criteria relevant to the selective sustainability information and apply under Division 1 of Part 2M.3 of the *Corporations Act 2001* (the Act).

We have not become aware of any matter in the course of our review that makes us believe that the selective sustainability information specified in the table above does not comply with Division 1 of Part 2M.3 of the *Corporations Act 2001*.

Basis for conclusion

Our review has been conducted in accordance with Australian Standard on Sustainability Assurance ASSA 5000 *General Requirements for Sustainability Assurance Engagements* (ASSA 5000) issued by the AUASB. Our review includes obtaining limited assurance about whether the selective sustainability information is free from material misstatement.

In applying the relevant criteria, we note that subsection 296C(1) of the Act includes a requirement to comply with AASB S2.

Our conclusion is based on the procedures we have performed and the evidence we have obtained in accordance with ASSA 5000. The procedures in a review vary in nature and timing from, and are less in extent than for, an audit. Consequently, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an audit been performed. See the *Summary of the Work performed* section of our report.

Our responsibilities under ASSA 5000 are further described in the *Auditor's responsibilities* section of our report.

We are independent of the Group in accordance with the auditor independence requirements of the Act and the ethical requirements of *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (November 2018 incorporating all amendments to June 2024) (the Code) that are relevant to reviews of the selective sustainability information of public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the Code.

Auditor's opinion on the Sustainability Report

Shape the future
with confidence

Our firm applies Australian Standard on Quality Management ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other matter

Comparative information was not subject to an assurance engagement in the prior period. In connection with our review on the selective sustainability information, our responsibility is to determine whether the comparative information is appropriately presented, by evaluating its consistency with the disclosures presented in the prior period and the consistency of the criteria with the criteria applied in the current period. Our conclusion is not modified in respect of this matter.

Other information

The directors of the Company are responsible for the other information. The other information comprises the Company's Annual Report, but does not include the selective sustainability information and our review report thereon.

Our conclusion on the selective sustainability information does not cover the other information and we do not express any form of assurance conclusion thereon in this review report. We have issued a separate auditor's report on the Financial Report and the Remuneration Report.

In connection with our review of the selective sustainability information, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the selective sustainability information, or our knowledge obtained when conducting the review, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities for the selective sustainability information

The directors of the Company are responsible for:

- The preparation of the selective sustainability information in accordance with the Act; and
- Designing, implementing and maintaining such internal control necessary to enable the preparation of the selective sustainability information, in accordance with the Act that is free from material misstatement, whether due to fraud or error.

Inherent limitations

As discussed on page 87 to 106 of the Report, climate-related risk management is an emerging area, and often uses data and methodologies that are developing and uncertain. The Report contains forward looking statements, including climate-related scenarios, targets, assumptions, climate projections, forecasts, statements of future intentions and estimates and judgements that have not yet occurred and may never occur. We do not provide assurance on the achievability of this prospective information.

Greenhouse gas emissions quantification is subject to significant measurement uncertainty, which arises because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases. The comparability of sustainability information between entities and over time may be affected by inconsistencies in the methods to estimate or measure those emissions, due to different, but acceptable, methods applied.

Auditor's opinion on the Sustainability Report

EY

Shape the future
with confidence

Auditor's responsibilities

Our objectives are to plan and perform the review to obtain limited assurance about whether the selective sustainability information, defined in the *Conclusion* section of our report, is free from material misstatement, whether due to fraud or error, and to issue a review report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the selective sustainability information.

As part of a review in accordance with ASSA 5000, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the entity's internal control.
- Design and perform procedures responsive to assessed risks of material misstatement at the disclosure level. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the work performed

A review is a limited assurance engagement and involves performing procedures to obtain evidence about the selective sustainability information. The nature, timing and extent of procedures selected depend on professional judgement, including the assessed risks of material misstatement at the disclosure level, whether due to fraud or error.

In conducting our review, the procedures we performed included, but were not limited to:

- Considered the completeness of Group's assessment of climate-related risks and opportunities
- Conducted interviews with key personnel to understand the process for collecting, collating and reporting the selective sustainability information during the reporting period
- Read minutes of relevant committees to understand matters discussed and decisions made with respect to climate-related disclosures
- Assessed the appropriateness of the reporting boundaries applied
- Undertook analytical review procedures to support the reasonableness of the selective sustainability information
- Evaluated the appropriateness of emission factors applied in the greenhouse gas emission processes
- Agreed the selective sustainability information disclosures made in the report with the underlying records
- Evaluated the presentation and disclosure of the selective sustainability information against the requirements of AASB S2

Ernst & Young

Ernst & Young

Katrina Zdrilic
Partner
Sydney
23 September 2026

Other Sustainability Disclosures

The following section provides information on other sustainability disclosures that do not pertain specifically to climate-related matters. These address our customers, people and communities.

Our Customers

Customer experience

PATIENT FEEDBACK

Our customer feedback tool enables us to identify opportunities and problem areas in real time, allowing us to address issues and implement operational improvements in a much timelier manner. Healius has achieved a Net Promoter Score of 77 in FY 2026 (FY 2025: 80). The slight decrease in result from FY 2025 was driven by the challenging operational environment, including changes to our frontline management structure, leading to higher unexpected site closures and longer wait times for patients. Patient feedback was also impacted by changes to Medicare test coverage and contact centre wait times. Our feedback strength is supported by the high levels of patient care delivered by our Collectors, by far the largest topic mentioned in feedback.

Significant patient feedback and concerns, including complaints, are captured within Healius' incident management system and assigned to relevant team members for action and response. Our underlying philosophy is to empower patients by giving them multiple channels to provide feedback, and to empower our people by giving them the authority and the tools to resolve issues with patients. We encourage the resolution of complaints at the front line where possible, but also provide an escalation pathway where needed.

Patients are advised of their right to complain to external bodies such as the various state-based Healthcare Complaints Commissions or Health Ombudsman. Feedback data including numbers and trends are reported to the Board through the Executive Risk Committee and the Risk Management Committee. Each division's senior management team is included in reporting so that they can address trends and take remedial action. Healius continues to work on broadening the focus of feedback and complaints to cover the entire patient journey with us.

	FY 2026	FY 2025	FY 2024
Net Promoter Score	**77**	80	80

DIGITAL TECHNOLOGY SERVICES

A major focus of our Pathology strategy is using digital technologies that practically improve services for customers to enable revenue growth and/or cost efficiencies.

Our investment in Digital Technology, with Medway and Pathway as our two modern technology systems, has strengthened our national capability across collections, referrer engagement, and laboratory operations.

Medway – Customer Products

Medway is our suite of customer facing digital products focused on improving services for patients and doctors across key touch points, and the majority of our programmatic work is now complete.

More than 80% of ACC episodes are now processed through Medway. eReferral volumes were 28% higher than the prior corresponding period, 220,000 patient appointments were booked through a new capability from August 2025, and approximately 1,500 new referrers were added in the second half of FY 2026. We are also imminently launching a new Patient App currently in soft-live across internal users.

Pathway – Clinical Services

Pathway is our digital solution that underpins lab workflows.

Pathway is the modern Laboratory Platform which powers all our Anatomical Pathology workflows nationally and is also the backbone for progressively migrating all our Clinical Pathology analysers via our new Instrument Management middleware.

Pathway has enabled digital Anatomical Pathology Reporting with AI assisted diagnostics for sharing cases nationally, new track automation in Microbiology, digitised workflows for faster Genomics testing, and enhancements in clinical reporting. With build complete on further Pathway core lab services and currently being rolled out nationally – we are well positioned to leverage our systems to unlock the next wave of structural efficiencies. These include centrally shared staff for scientific tasks, automation of data entry, consolidation of volumes for further lab footprint reduction, and robotic track automation in Haematology.

Our Customers (continued)

Cyber Security

Data privacy, patient confidentiality, and availability of medical records continues to remain a major ongoing focus in healthcare. At Healius, we manage large volumes of personal health data in delivering diagnostic services to our referrers and patients. We understand that protecting the privacy of individual data and personal information is paramount.

We have a Cyber Security Framework aligned to the Australian Cyber Security Centre (ACSC) Information Security Manual, with controls and processes in place to protect clinical and financial data within our systems. We work with intelligence provided by ACSC to continuously invest in strengthening our defences against unauthorised access.

Healius' information security strategy is communicated to the Board, security risk management activities are reported to the Board Risk Committee, and information security metrics are reported to the Executive Risk Committee.

Cyber security training programs are mandatory for all employees and are undertaken at least annually. IT policies regarding use of technology and social media are included in all employees' on-boarding programs and a training module provides additional policy awareness and affirmation for all existing staff.

DATA PRIVACY AND INFORMATION SECURITY

Data privacy, confidentiality, integrity and availability of medical records is of utmost importance in healthcare. At Healius, we manage large volumes of personal health data in delivering diagnostic services to our referrers and patients. We understand that protecting the privacy of individual data and personal information is paramount.

We have an established Cyber Security Framework aligned to the ACSC Information Security Manual, with controls and processes in place to protect clinical and financial data within our systems. We work with intelligence provided by ACSC to continuously update our approach and to invest in strengthening our defences against unauthorised access. Healius' security program is founded on a process to Identify, Protect, Detect, Respond and Recover with respect to data management and security issues. We are also continuing to invest in new data protection measures to support the increased adoption of AI driven tools across staff to help improve organisational productivity within strong guardrails for privacy and security.

Security awareness

Security awareness training programs are mandatory for all employees and are undertaken at least annually. Training is tailored to relevant current topics such as how to handle sensitive medical information, and how to identify and respond to phishing emails. IT policies regarding use of technology and social media are included in all employees' on-boarding programs and a training module provides additional policy awareness and affirmation for all existing staff.

Privacy and data breaches

Our websites contain privacy statements that outline why Healius needs personal information, what is done with it, and what a patient needs to do to make a complaint about a breach of the Australian Privacy Principles under the *Privacy Act 1988* (Cth). Following the Notifiable Data Breach scheme inclusion in the 2017 Privacy Act amendment, Healius implemented Notifiable Data Breach Handling procedures and communicated procedures to its staff for reporting potential privacy breaches to the Healius Privacy Officer.

Sustainability Report
for the year ended 30 June 2026

Our People

Working at Healius

REMUNERATION

At Healius, we are committed to equitable remuneration. Our Group Remuneration Policy Statement outlines the core principles we follow to ensure we can attract and retain talent to deliver on business objectives and create value.

Across the Group we have a broad group of over 8,000 people working with us including independent healthcare professionals, scientists, laboratory assistants, other technical professionals, phlebotomists and courier drivers. Terms and conditions of their employment range from Modern Awards and Enterprise Agreements to Common Law contracts.

Our industrial instrument coverage, including Modern Awards and Enterprise Agreements (EA) across the Group, is shown below:

	FY 2026	FY 2025
People covered by an EA or Award	**89%**	83%
People not covered by EA or Award	**11%**	17%

Freedom of association

Healius respects and supports the rights of our people to join and participate in union activity connected with the workplace, noting that we have a broad number of unions that we engage with across our sites. We provide our people with access to Union information on site and abide by all associated obligations under the *Fair Work Act 2009*.

Gender pay equity

We aim to provide compensation that focuses on an individual's role, classification, skills and experience, and is not gender biased. For those who are covered by an EA or Award, there is no gender bias in the pay rates as they are based on an individual's role.

For the remaining 11% of our workforce who are not covered by an EA or Award, we strive for gender pay equity and review this on an annual basis. When undertaking any remuneration activities, including appointment to roles, annual remuneration reviews and incentive payments, a gender lens is applied to ensure that any differences in remuneration are a result of functional specialty, performance and experience, and not related to gender.

Performance based pay

Healius uses fixed and variable remuneration (or a combination thereof) for distinct purposes. Fixed remuneration recognises the market relativity of a role, along with the skills and experience of the individual performing the role. Variable remuneration, which may include short-term and long-term incentive schemes, is used to recognise an individual's performance for the achievement of both specific short-term targets as well as strategic business objectives and long-term value creation.

RECOGNITION AND REWARD

Parental leave

At Healius, we aim to create an inclusive and supportive workplace that meets the diverse needs of our team members.

We recognise the importance of family and the flexibility that is often required in managing family responsibilities. To assist with the transition, where possible we accommodate adjustments to work patterns, changes to job functionality, or work schedules, with the intention of providing more flexible work options.

Healius' Parental Leave Policy provides Primary Carers with six weeks of paid leave and Secondary Carers with two weeks of paid leave, where either can be taken at half pay. We are committed to enhancing the policy over time and will consider other inclusions such as continuity of superannuation contributions for the duration of parental leave.

Consistent with previous periods, approximately 98% of team members across the Group who took parental leave to June 2026, returned to work.

EMPLOYEES WHO RETURNED AFTER PARENTAL LEAVE	AVERAGE
FY 2026	**98%**
FY 2025	98%
FY 2024	98%
FY 2023	98%

Our People (continued)

Benefits portal

At our core, the wellbeing of our people matters.

At Healius, we offer a range of benefits that cater to individual needs and help our people thrive. Healius' benefits portal allows our people to access a variety of service offerings including:

- Discounts and rewards at leading retailers and service providers.
- Discounted private health insurance through our corporate partner.
- Access to vehicle novated leasing.
- TELUS Health Employee Assistance Program.
- Fitness Passport, a discounted workplace health and fitness program available to our people and their family members.
- Wellbeing information and resources, including financial wellbeing and mental health tools.
- A national childcare network with no administration costs to use.

These benefits also help to better support our people to manage cost of living challenges and promote overall wellbeing.

DIVERSITY, EQUITY, INCLUSION AND BELONGING

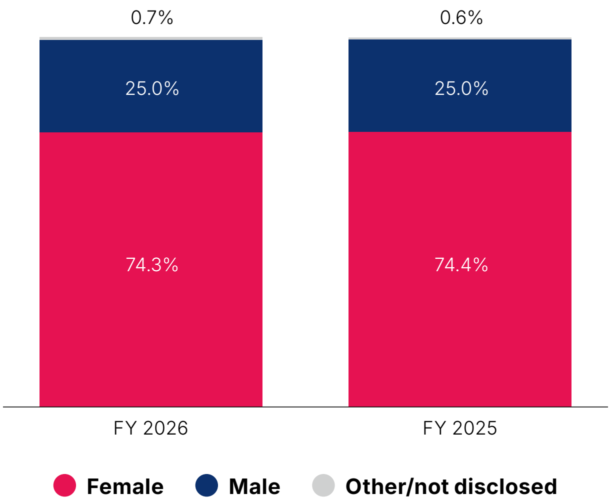
Healius is committed to supporting an inclusive environment that embraces all that makes us different and recognises the benefits that these differences make.

Our Diversity, Equity, Inclusion and Belonging Policy recognises the importance of and commitment to building a workforce that reflects the diversity of the people and communities we serve, delivering responsive and culturally appropriate services, and that together we can create welcoming workplaces and teams where people can thrive.

Gender diversity

Healius remains committed to gender diversity and will continue to work towards our 40:40 ambition[1] across all levels of management. We recognise that more time may be needed to achieve this ambition, in light of the board and senior management changes during the year. To achieve this, Healius is looking at initiatives that will support further gender balance in our leadership roles, including ensuring gender balance in our talent identification and succession planning.

WORKFORCE COMPOSITION BY GENDER[2]



FEMALE REPRESENTATION AT 30 JUNE[2]	2026	2025[3]
Board of Directors	38%	38%
Executive Leadership Team	40%	33%
Senior Leadership Team	45%	46%
Other	75%	75%

- Board of Directors is as per pages 21 to 23.
- The Executive Leadership Team (ELT) are those staff who are responsible for setting and executing the organisation's strategy, leading major business functions, and making key decisions that affect the overall performance, governance and direction of the organisation.
- The Senior Leadership Team (SLT) are responsible for a function, department, business unit or significant organisational outcome. They are more likely to be involved in a balance of strategic and operational aspects of management. Some decision making at this level would require approval from the ELT. They may also be responsible for managing a budget.
- Other represents the remaining workforce that supports Healius' day-to-day operations and service delivery, including employees who perform clinical, operational, technical and support roles, but who do not have Board, executive or senior leadership responsibilities.

1 Healius has pledged its support for '40:40 Vision', an initiative led by superannuation fund HESTA. 40:40 Vision seeks to achieve gender balance – 40% women, 40% men and 20% any gender – across the senior leadership of all ASX200 companies by 2030.

2 Figures exclude contractors.

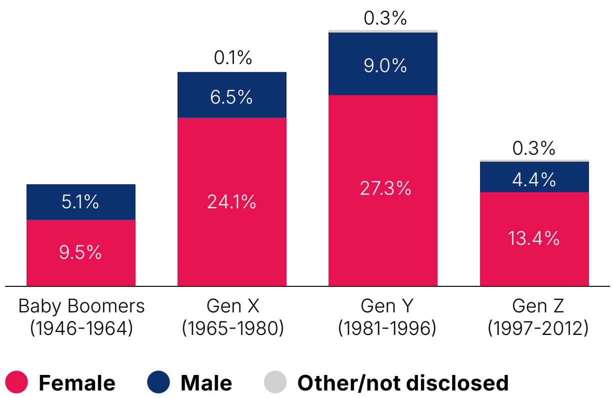
3 Comparative amounts have been restated to exclude divested business metrics.

Our People (continued)

Age diversity

Healius' workforce distribution comprises a well rounded age diversity, with a reasonable spread across the four generations. As expected, the majority of the workforce are from Gen X and Y, while employee numbers reduce for Baby Boomers as our people progress towards retirement. On the other end of the spectrum, we have lower employee numbers in Gen Z as they are still early in their careers with many working towards their qualifications.

GENERATIONAL DISTRIBUTION



TALENT AND SUCCESSION

Succession planning

Succession planning is essential to ensure continuity of critical roles within the company and that they are filled by people with the necessary skills, knowledge and experience to perform the role.

Healius formally reviews critical role coverage and succession plans twice per year. This informs the next phase of succession risk mitigation and development opportunities such as broadening staff exposure to other areas of the business and assuming greater responsibility within the company.

Our leadership program for selected enterprise leadership talent is run in partnership with the Australian Graduate School of Management.

Performance review and development framework

Our performance framework aims to align strategic plans with individual effort. Performance goals are clearly framed, together with leadership behavioural expectations. Our framework enables people to have regular and meaningful conversations with their managers, and to provide focus and clarity around individual performance. At Healius, we recognise that it is not one size fits all, and our framework is tailored to our three core organisational groups being clinical, clerical, and operational, to ensure it best meets the needs of our people leaders and managers.

We are focused on creating a work environment where people thrive by ensuring they have the right tools, support and opportunities to bring out their best.

Our performance framework aims to help our people develop, creating a high performance culture where our people feel engaged and motivated. Our people growth strategy is underpinned by skills led workforce planning and development, which considers declining and amplifying skills as work tasks evolve with our business strategy.

LEARNING AND DEVELOPMENT

Management programs

Healius has a series of management development programs, such as Manager Onboarding, Manager Effectiveness Modules, and Playbooks. These have been developed to promote a consistent onboarding experience and to align expectations of people managers across the business to operate with strong leadership foundations. New managers will complete a Manager Onboarding Pathway, a series of self-guided learning modules through our learning and development system. This is designed to introduce people managers to the basics of Healius' applications, systems, processes and policies and to assist them with their fundamental managerial tasks.

The next stage is the Manager Effectiveness Program, which aims to equip those in management roles with the essential tools needed to be an effective manager within our operating model. It comprises a combination of learning modules, frameworks, and tools used throughout the organisation and is augmented by tactical training programmes and playbooks for consistency across core operational and management roles.

Policy and awareness training

Healius is committed to raising awareness and maintaining knowledge in our people through targeted training across the Group. We have delivered a number of Group-wide programs aimed at increasing our baseline knowledge and awareness of key contemporary business topics such as:

- Healius Fair Treatment in the Workplace, which is designed to raise awareness of the obligations Healius employees have to work ethically and safely in our business.
- Standards of Behaviour and Conduct Policy training, to help people understand the relationship between our values and the expectations we have of our people.
- Cyber security, to ensure contemporary safety and security standards for the management of data and information as well as technology usage.
- Modern slavery, to increase awareness of ways in which we ensure our value chain does not participate, support or endorse any form of modern slavery.

Our People (continued)

WORKING SAFELY

The health, safety and wellbeing of our people is fundamental to delivering high-quality healthcare services across Australia. Healius is committed to providing safe and healthy workplaces through strong governance, effective risk management and a culture of continuous improvement. Our Workplace Health and Safety (WHS) Management System supports this commitment by identifying and managing risk, monitoring performance and strengthening organisational capability across our national operations.

KEY SAFETY INDICATORS[1]	FY 2026	FY 2025	FY 2024
Work-related fatalities	**–**	–	–
Lost Time Injury Frequency Rate (LTIFR) [2]	**11.3**	11.8	12.0
WHS prosecutions	**–**	–	–
Occupationally acquired infections	**–**	–	–
WHS Mini Audits completed	**105**	98	112
Sites meeting or exceeding the WHS Mini Audit benchmark	**97%**	97%	95%

Material WHS risks and assurance

Healius manages workplace health and safety risks across its operations through its WHS Management System, with particular focus on a number of higher-risk areas, including occupational violence, occupational exposure, manual handling, slips, trips and falls, psychosocial hazards and courier operations. These risks are identified, assessed and controlled through Healius's WHS Management System, which includes risk assessments, preventative controls, training, incident investigations, targeted audits and ongoing performance monitoring. Regular reporting to Executive leadership and the Board, together with internal and external assurance activities, provides oversight of WHS performance and supports continued improvement.

FY 2026 Performance

Healius maintained stable workplace health and safety performance throughout FY 2026 while continuing to strengthen the maturity of its WHS management system.

The Group recorded no work-related fatalities, no WHS prosecutions and no occupationally acquired infections during the year. The Lost Time Injury Frequency Rate improved to 11.3 per million hours worked, reflecting the continued focus on injury prevention, early intervention and effective risk management.

The Group completed 105 onsite WHS Mini Audits across its national operations, with 97% of audited sites meeting or exceeding the required compliance benchmark. For the remaining 3% of sites, corrective action plans have been developed and are being or will be implemented to ensure all identified deficiencies are appropriately addressed. During the year, the internal audit program adopted a more targeted approach, focusing on higher-risk warehouse and courier operations while work continued enhancing the Group's broader WHS assurance framework. Although opportunities for improvement were identified, no high-risk non-conformances were detected, providing assurance that critical WHS controls remained effective across these higher-risk environments.

Building and maintaining a positive safety culture remained a key focus throughout FY 2026. Healius continued to strengthen its approach to psychological health, occupational exposure management and leadership capability, while employee engagement and workforce feedback continued to inform improvements to manager capability, workload management and psychological safety. These initiatives reinforce our commitment to continuous improvement and support safe, healthy and inclusive workplaces.

FY 2027 Priorities

In FY 2027, Healius will continue to strengthen workplace health and safety through practical initiatives that support our people and our operations. Key priorities include:

- continuing to strengthen the WHS assurance program, with a focus on higher-risk operational environments;
- implementing psychosocial risk management training for people leaders to support the management of psychosocial risks;
- continuing to strengthen critical risk programs, including occupational violence prevention and occupational exposure management; and
- improving the use of safety data and workforce feedback to identify emerging risks and support continuous improvement.

These priorities are expected to support safe workplaces, strengthen organisational resilience and reinforce Healius' commitment to protecting the health, safety and wellbeing of our people, patients and customers.

1 Comparative information has been included to align with the revised FY 2026 reporting framework. The metrics place emphasis on safety outcomes, governance and organisational assurance, providing a more meaningful representation of workplace health and safety performance over time.

2 Healius calculates the Lost Time Injury Frequency Rate based on all employee incidents resulting in any loss of time. This provides a comprehensive measure of workplace injury performance.

Our People (continued)

Our team at Healius

EMPLOYMENT	FY 2026[1]	FY 2025	FY 2024
Total team members in Australia (excluding contractors)	**8,329**	8,963	10,610
Women in workforce	**6,192**	6,669	7,941
Team members engaged in full-time employment	**3,343**	3,699	4,329
Team members engaged in part-time employment	**4,151**	4,525	5,329
Temporary team members engaged	**835**	739	952
Team members with more than 10 years of service	**2,122**	2,261	2,729
Average annual turnover (voluntary) rate	**19%**	17%	18%
Team members that took parental leave during the year	**360**	370	453
Proportion of team members that returned after taking parental leave	**98%**	98%	98%
Lost time injuries per million hours worked	**11.3**	11.8	12.0
Work-related fatalities	**–**	–	–

TURNOVER

Turnover is largely stable with some areas being reflective of the organisational changes being implemented as workforce skill and potential requirements evolve.

VOLUNTARY TURNOVER RATES	AVERAGE
FY 2026	**19%**
FY 2025	17%
FY 2024	18%

TURNOVER REASONS	2026	2025
Voluntary turnover[1]	**19%**	17%
Involuntary turnover		
Redundancy	**5%**	1%
Terminated	**1%**	1%
Other[2]	**–**	1%
Total involuntary turnover	**6%**	3%
Total turnover	**25%**	20%

1 Employee retirement is included as a part of voluntary turnover.
2 Other reasons for involuntary turnover include end of fixed term contract and death.

Our People (continued)

EMPLOYMENT MIX

Casual and other types of employment

Healius is committed to offering permanent and long-term roles to the majority of our people and only uses contractors for project-based initiatives or to meet short-term specialist skill sets.

During the year, the proportion of casual employees increased due to our requirements to manage unexpected site closures, as well as restructuring activities that reduced overall headcount.

For all types of employment, compensation is in line with comparable permanent employees.

CASUAL EMPLOYEES	GROUP AVERAGE
FY 2026	**10%**
FY 2025	8%
FY 2024	5%

Our Communities

Charitable partnerships

CHILDREN'S CANCER INSTITUTE

Since 2022, we have been a proud partner of Children's Cancer Institute (CCI), reflecting our mission of enabling better health outcomes for all Australians.

For 40 years, CCI has been advancing research, precision medicine and better outcomes for children facing cancer. Today, more than eight out of 10 children survive. Yet childhood cancer remains the leading disease-related cause of death for Australian children.

Healius is a proud to support CCI's mission to ensure every child can live a long, happy and healthy life. Our support of the CCI includes direct donations and participation in CCI fundraising activities, such as CEO Dare to Cure and 86K for a Cure.

Together, we are demonstrating the power of healthcare, research and community working towards a shared purpose: a cure for childhood cancer.

CASE STUDY

86K FOR A CURE

In March 2026, people from across the Healius Pathology Network came together to support Children's Cancer Institute by taking part in 86K for a Cure. Almost 40 team members walked or ran over 86km throughout March, helping to fund vital research into childhood cancer. With Healius matching all fundraising efforts, we're proud to have helped raise more than $35,000 for this important cause.

As a long time supporter of Children's Cancer Institute, 86K for a Cure is an event we are proud to back each year, reflecting our ongoing commitment to improving health outcomes and supporting life changing research to help put an end to childhood cancer.

STREET SIDE MEDICS

Healius Pathology Network has been a proud long-term partner of Street Side Medics (SSM), a not-for-profit organisation dedicated to improving access to primary healthcare for Australians experiencing homelessness. SSM works to reduce the barriers that prevent vulnerable people from accessing essential healthcare, delivering clinical services directly to communities through its fleet of mobile medical vans.

As part of our partnership, Healius Pathology Network provides free pathology services that support SSM clinicians to diagnose and manage health conditions for people who may otherwise face significant barriers to accessing care.

This financial year, Healius also pledged funding for vaccines across SSM's mobile clinics, further supporting preventative healthcare and helping vulnerable Australians access vital care.

Our Communities (continued)

CASE STUDY

CEO DARE TO CURE

In October 2025, Healius' leaders were proud to again take part in CEO Dare to Cure, raising vital funds to help Children's Cancer Institute. The team faced tough challenges – including a daredevil jump, bone chilling ice baths, walking on fire and glass and even dying their hair green! Their efforts, along with the support of the Healius community, helped raising nearly $20,000 for critical children's cancer research. Healius matched this fundraising, bringing the total raised to nearly $40,000.

CASE STUDY

ROYAL FAR WEST SPIN OFF

Royal Far West (RFW) is a specialised child development service providing vital support to improve the health and wellbeing of children in rural and remote areas.

Royal Far West offers multidisciplinary developmental, mental health and disability support services for country children up to the age of 12, to help them reach their full potential.

In November 2025, five members of the Healius Executive Leadership team took part in RFW's first-ever Spin Off Challenge in Manly. As part of the tag-team challenge, the Healius team collectively cycled 100km and raised $5,000 for Royal Far West.

Our Communities (continued)

Respecting human rights and responsible sourcing

At Healius, we are committed to respecting all human rights, including the right to be free from slavery, exploitation, forced labour, forced marriage, debt bondage, domestic servitude, deceptive recruitment for labour, human trafficking, unlawful child labour, and any other form of illegal or unethical labour or human practices, with zero tolerance for modern slavery or abuses of human rights of any kind, whether direct or complicit.

Healius recognises that responsible sourcing is fundamental to ensuring a sustainable ecosystem for the products and services consumed within our operations. We have taken a risk-based approach in identifying, assessing and managing modern slavery risk within our supply chain, focusing initially on our Tier 1 suppliers and strategic partners. Healius' Procurement Policy in conjunction with our Supplier Code of Conduct forms the framework to ensure that our procurement activities are conducted commercially, ethically and sustainably, while we look to further embed this within our operations more broadly.

More information will be available in our 2026 Modern Slavery Statement.

University partnerships, medical student placements, and training and research activities

The Group is committed to supporting training, research and professional development. It hosts educational activities throughout Australia, in collaboration with:

- Educational entities,
- Public hospitals,
- Royal College of Pathologists of Australasia (RCPA), and
- State Health Educational Authorities.

Healius runs a range of registrar programs throughout the country in support of trainee pathologists. It also provides specialty training to assist with the attainment of fellowships of the RCPA. These programs are funded either by Healius or by medical colleges where Healius Pathology is the accredited trainer.

In memory of the late Dr Melody Caramins, who was Healius Pathology's National Director of Genetics, Healius Pathology provides an annual grant through the RCPA Foundation to support trainees and early career Fellows in broadening and enhancing their training and experience in Genetic Pathology.

United Nations Sustainable Development Goals

Healius has identified seven Sustainable Development Goals (SDGs) that best correspond to our priority sustainability focus areas, based on two primary criteria: areas where we can make the most significant positive contribution, and areas where we can minimise potential negative impacts arising from our current activities.

OUR POSITIVE IMPACTS

Where we can contribute the most

At Healius, our purpose is to provide care for health and wellbeing at every stage of life. Being a market leading healthcare company that strives to provide quality, accessible and affordable healthcare for all, "Good Health and Well-Being" and "Reduced Inequalities" are the goals where we can have the most beneficial impact and contribution to society.

Additionally, our people are core to the delivery and provision of healthcare services and an integral part of our value chain. We strive to create a working environment where they have the right tools, support and opportunities to bring out their best. This underscores our commitment to goals around "Gender Equality, Decent Work Environment, and Innovation".

OUR NEGATIVE IMPACTS

Where we want to minimise risk and our potential adverse effects

Our main risk areas relate to responsible consumption of resources and the associated environmental impact (predominately carbon emissions from fuel and energy consumption). To facilitate accessibility to healthcare services, it is necessary for Healius to operate a diverse property portfolio of collection centres and to manage a courier fleet of almost 1,000 vehicles to ensure specimens are collected and brought back to our laboratory for testing in a timely and secure manner. Currently, our fleet is primarily petrol-based and the main contributor of our Scope 1 carbon emissions. Healius aims to continue reducing the negative impact that this activity has on the environment through the continued conversion of fleet to hybrid vehicles.

Similarly, a key component is our consumption of energy (mainly electricity purchased from the grid) to ensure our facilities continue to run, and the primary contributor of our Scope 2 carbon emissions.

Responsible consumption often focuses on what we use and take into our operations, however the other aspect is the creation of waste by-products from those processes.

At Healius, medical and clinical waste (a common by-product within the healthcare industry) is another focus area where we aim to reduce our negative impact.

Our Communities (continued)

Risk management

CLINICAL QUALITY AND ACCREDITATION

At Healius, we believe quality underpins the delivery of clinical excellence in healthcare. We maintain appropriate quality systems and processes, supported by Medical Directors who oversee clinical governance.

The Clinical Advisory Council which consists of the Chief Medical Officer, State Medical Directors, Discipline Leads and National Quality Manager, ensures stringent clinical quality standards are maintained. Similarly, Discipline Networks consisting of Head of Departments Senior Pathologists and Chief Scientists ensure quality standards are met.

All state-based pathology laboratory services are accredited by the National Association of Testing Authorities (NATA) and have a statement on quality and accreditation published on their relevant websites.

The Agilex Bioanalytical operates under NATA accreditation (17025 and Good Laboratory Practice). The business also complies with global Food and Drug Administration and European Medicines Agency requirements.

ETHICAL STANDARDS

Our healthcare professionals

Our pathologists operate within a robust framework of ethical standards, shaped by both professional organisations and national regulatory authorities. These include:

- **Professional Guidelines:** Standards from the Royal College of Pathologists of Australasia which promote scientific integrity, compassion, confidentiality, and fairness.
- **Regulatory Codes:** The Medical Board of Australia's Code of Conduct to ensure safe and effective patient care, professionalism, collaboration, and adherence to research ethics and safety protocols.
- **National Directives:** Guidance from the National Health and Medical Research Council (NHMRC) and the National Pathology Accreditation Advisory Council (NPAAC) to govern ethical research practices, laboratory accreditation, privacy protection, and informed consent.

TAX TRANSPARENCY

The voluntary Tax Transparency Code is a set of principles and minimum standards developed by the Board of Taxation, which is designed to encourage greater transparency by the corporate sector and enhance the community's understanding of corporate compliance with Australia's tax laws.

Refer to pages 123 to 125 for Healius' FY 2026 Tax Transparency Report.

Sustainability Report
for the year ended 30 June 2026

The way forward

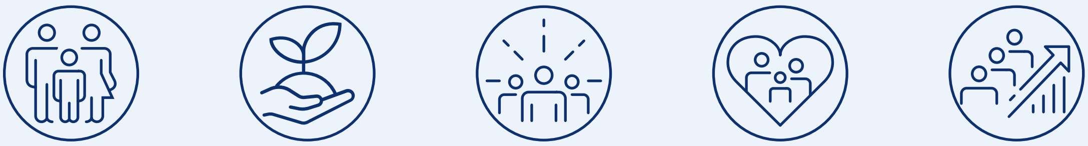
Our FY 2026 Sustainability Report has been developed with reference to Healius' five priority sustainability focus areas and supporting sustainability roadmaps, which are aligned with the United Nations Sustainable Development Goals (SDGs) reporting framework. This structure provides a clear basis for communicating progress against our sustainability priorities, while also supporting a more disciplined and transparent approach to future sustainability-related disclosure.

Further, in FY 2026 Healius completed significant foundational work to prepare its first AASB S2-compliant Sustainability Report. This work included assessing climate-related risks and opportunities, developing supporting governance and risk management processes, collating emissions data and preparing disclosures aligned to the core requirements of AASB S2. This provides a practical platform for the next stage of sustainability reporting and supports a more integrated approach to climate-related financial disclosure.

Looking forward, Healius expects the level of climate and sustainability-related disclosure to increase in FY 2027 as the mandatory reporting framework continues to mature and as the Standard requires further disclosure across governance, strategy, risk management, metrics and targets. In particular, FY 2027 reporting will require a deeper level of information on the financial and operational implications of climate-related risks and opportunities, the resilience of the Group's strategy, and the progress made against actions identified through the FY 2026 climate reporting process.

The Sustainability Report will therefore continue to evolve from a primarily narrative summary of sustainability initiatives into a more evidence-based disclosure document, supported by clearer accountabilities, stronger data discipline and progressive external assurance over key sustainability information.

Our priority focus areas:



OUR CUSTOMERS | **OUR PLANET** | **OUR PEOPLE** | **OUR COMMUNITIES** | **OUR SHAREHOLDERS**

Tax Transparency Report
for the year ended 30 June 2026

1. Tax strategy and governance

Healius pursues a tax strategy that is governed by the following principles endorsed by its Board of Directors:

- Commitment to ensuring integrity in compliance with all statutory obligations, and full disclosure to Revenue Authorities;
- Maintenance of documented policies and procedures in relation to tax risk management and sustaining constructive and transparent relations with Revenue Authorities; and
- Management of tax affairs in a pro-active manner that seeks to enhance shareholder value, while operating in accordance with all taxation laws.

The tax strategy is implemented through Healius' Tax Risk Management Framework which is founded on a low-risk appetite to all taxation affairs including tax positions adopted in respect of strategic transactions, tax planning activities and compliance and reporting.

Healius' overarching and systematic approach to the management of tax risk involves proactive assessment, mitigation, monitoring and reporting of identified risks. Healius' tax risks are regularly considered by its Management and Executive Risk Committees, and tax is a regular agenda item for Audit Committee meetings with appropriate tax matters reported to the Board. Where appropriate, Healius engages external advisors on complex transactions and for review of compliance activities.

Healius' Tax Risk Management Framework has been documented and approved by its Audit Committee and is aligned with its overall Risk Management Policy and the Australian Taxation Office's Tax Risk Management and Governance Review Guide.

Tax Transparency Report
for the year ended 30 June 2026

2. Income tax reported in Healius' 2026 Annual Report

The income tax expense disclosed in the Annual Report for 2026 is calculated based on Australian equivalents to International Financial Reporting Standards. In any year, there are common and typical differences between income tax expense reported in the Annual Report and the amount of cash taxes paid to Revenue Authorities, due to factors such as timing differences and other taxes being excluded from income tax expense, such as fringe benefits tax, payroll tax and employee taxes.

Healius' income tax expense for the 30 June 2026 year is mainly impacted by the difference between tax and accounting treatment of impairment expense, which is a permanent difference for the purpose of calculating Healius' income tax expense and the derecognition and non-recognition of deferred tax assets in respect of prior year and current year tax losses as required under the Accounting Standards.

2.1 RECONCILIATION OF INCOME TAX EXPENSE ON ACCOUNTING LOSS

The following table shows the calculation of the income tax expense/(benefit) on accounting profit/(loss) for Healius and the impact of adjustments to the income tax expense/(benefit).

	2026		2025	
HEALIUS LIMITED	**A$M**	**%**	**A$M**	**%**
Loss before income tax	**(378.0)**		(592.1)	
Tax at the Australian tax rate of 30%	**(113.4)**	**(30.0)**	(177.6)	(30.0)
Non-deductible asset impairment expense	**99.6**	**26.3**	148.6	25.1
Tax losses derecognised for prior periods	**31.5**	**8.3**	–	–
Tax losses not recognised for the current period	**14.0**	**3.7**	–	–
Other non-deductible and non-assessable items	**(0.9)**	**(0.2)**	0.1	0.0
Under/(over) provision in prior years	**0.1**	**0.0**	(0.2)	(0.0)
Income tax expense/(benefit)	**30.9**	**8.2**	(29.1)	(4.9)

2.2 RECONCILIATION OF INCOME TAX EXPENSE TO INCOME TAX PAID

The following table shows the reconciliation of income tax expense to cash income tax paid.

HEALIUS LIMITED	**2026 $M**
Income tax expense as per statement of profit or loss	**30.9**
Less: Derecognition of tax losses for prior periods included in deferred tax	**(31.5)**
Less: Other timing differences included in deferred tax	**(2.4)**
Less: Under provision in prior years	**(0.1)**
Current income tax benefit	**(3.1)**
Tax payment for prior periods [1]	**19.1**
Cash taxes paid per cash flow statement	**16.0**

1 Tax payment for prior periods relates to notice of amended assessments received in FY 2025 in respect to the tax treatment of lump sum payments made to healthcare practitioners in the previously sold Medical Centres and Lumus Imaging businesses as disclosed in the Discontinued Operations note E2 in the Healius 2025 Annual Report.

Tax Transparency Report
for the year ended 30 June 2026

3. Tax contribution summary

Healius pays a significant amount of tax, including indirect tax and employer taxes. In the financial year ended 30 June 2026, Healius paid a total of $71.7 million in taxes and remitted a further $136.8 million to tax authorities on behalf of Healius' employees.

Set out below is a summary of taxes paid and collected by Healius for the financial year ended 30 June 2026. All of Healius' taxes in FY 2026 were paid in Australia to the Australian Taxation Office and State Revenue Offices (the summary below excludes property taxes such as land tax and stamp duties).

TAX AUTHORITY	CORPORATE INCOME TAX A$M	EMPLOYER TAXES[1] A $M	INDIRECT TAXES[2] A$M	TOTAL TAXES PAID A$M	EMPLOYEE PAYG WITHHOLDING A$M
Australia (Federal)	16.1	0.5	20.8	37.4	136.8
Australia (State)	–	34.4	–	34.4	–
Foreign jurisdictions	(0.1)	–	–	(0.1)	–
Total	**16.0**	**34.9**	**20.8**	**71.7**	**136.8**

1 Fringe benefits tax and payroll tax.
2 GST net of recoveries is ($49.2 million).

4. International related party dealings

There were no international related party dealings between Healius and its foreign subsidiaries during the financial year ended 30 June 2026 except for an immaterial amount relating to loan balance carried forward from prior years between Healius and its non-trading subsidiaries which are tax residents of UK and Singapore and the reimbursement of an immaterial amount of holding costs of Healius' non-trading subsidiary in India.

Healius also has non-trading subsidiaries in the US and the Philippines. No taxes were paid by any of Healius' non-trading foreign subsidiaries during the financial year ended 30 June 2026 other than the receipt of a tax refund of $0.1 million by Healius' non-trading subsidiary in India in relation to prior periods.

Shareholder information
(as at 28 August 2026)

Number of securityholders

At the specified date, there were 11,952 holders of ordinary shares (quoted). There were no other classes of equity securities on issue.

Shareholding Distribution

SIZE OF SHAREHOLDING	NUMBER OF HOLDERS	NUMBER OF SHARES	% OF ISSUED CAPITAL
1–1,000	3,833	1,689,418	0.23
1,001–5,000	4,207	11,154,656	1.54
5,001–10,000	1,506	11,214,695	1.54
10,001–100,000	2,149	64,374,452	8.87
100,001 and above	257	637,722,600	87.82
Total	**11,952**	**726,155,821**	**100.00**

Unmarketable parcels

There are 4,052 holders of an unmarketable parcel of shares based on the closing market price of $0.44 per share.

Voting Rights

Ordinary shares (including partly paid shares) carry voting rights on a one for one basis.

Securities subject to escrow

There were no securities subject to a restriction period or voluntary escrow period.

Shareholder information
(as at 28 August 2026)

Twenty largest holders of ordinary shares

RANK	NAME	SHARES	% OF SHARES
1	CITICORP NOMINEES PTY LIMITED	235,407,337	32.42
2	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	169,613,798	23.36
3	J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	86,408,332	11.90
4	BNP PARIBAS NOMS PTY LTD	16,634,580	2.29
5	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED <NT-COMNWLTH SUPER CORP A/C>	11,649,845	1.60
6	BNP PARIBAS NOMINEES PTY LTD <AGENCY LENDING A/C>	8,997,573	1.24
7	FIRST SAMUEL LTD ACN 086243567 <ANF ITS MDA CLIENTS A/C>	7,403,579	1.02
8	SANDHURST TRUSTEES LTD <WENTWORTH WILLIAMSON A/C>	4,514,449	0.62
9	INDIAN PACIFIC INVESTMENTS PTY LTD	3,986,780	0.55
10	LSND PTY LTD <LSND A/C>	2,876,345	0.40
11	RINRIM PTY LTD	2,497,161	0.34
12	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED – A/C 2	2,301,158	0.32
13	MAST FINANCIAL PTY LTD <A TO Z INVESTMENT A/C>	2,250,000	0.31
14	KINKORA PARK PTY LTD <HAWTHORN SUPER FUND A/C>	2,000,000	0.28
14	KENYON ST MEDICAL CENTRE PTY LTD	2,000,000	0.28
16	MR KIM BEE TAN & MRS VERNA SUAT WAH TAN <PERFECT PAIR SUPER FUND A/C>	1,800,000	0.25
17	WARBONT NOMINEES PTY LTD <UNPAID ENTREPOT A/C>	1,703,284	0.23
18	MR PRAJWAL SUBEDI	1,689,000	0.23
19	BNP PARIBAS NOMINEES PTY LTD <IB AU NOMS RETAILCLIENT>	1,645,875	0.23
20	CITICORP NOMINEES PTY LIMITED <COLONIAL FIRST STATE INV A/C>	1,501,920	0.21
Total		**566,881,016**	**78.08**

Substantial holders

Substantial holders as disclosed in substantial holding notices given to the Company were as follows:

NAME OF SUBSTANTIAL HOLDER	DATE OF NOTICE	NUMBER OF SHARES AT DATE OF NOTICE	% OF ISSUED CAPITAL AT DATE OF NOTICE
Tanarra Capital Australia Pty Ltd & related entities	28 August 2025	143,811,587	19.81
Spheria Asset Management Pty Ltd	28 August 2026	100,723,911	13.87
Australian Retirement Trust Pty LTD ATF Australian Retirement Trust	28 August 2025	87,180,528	12.01
Host-Plus Pty Limited	2 September 2025	86,729,262	11.94
Mitsubishi UFJ Financial Group, Inc. and its related bodies corporate or associates	5 March 2026	58,043,297	7.99
Pinnacle Investment Management Group Limited & its subsidiaries	23 February 2026	47,985,129	6.61
State Street Corporation and subsidiaries	12 June 2026	47,322,724	6.52
Commonwealth Bank of Australia & related entities	3 December 2025	44,651,797	6.15

Corporate information

Directors

Independent Non-Executive Chair	Ms Kathryn McKenzie
Managing Director & CEO	Mr Paul Anderson
Non-Executive Director	Ms Sally Evans
Non-Executive Director	Mr Christopher Hall
Non-Executive Director	Ms Katherine Ostin
Non-Executive Director	Professor Bruce Robinson AC
Non-Executive Director	Mr Steven Rubic
Non-Executive Director	Mr Charles Taylor

Company Secretaries

Kylie Brown
Andrew Thomson

Registered Office

Level 22,
161 Castlereagh Street
SYDNEY NSW 2000
(02) 9432 9400

Share Registry

MUFG Corporate Markets (AU) Limited
Level 41,
161 Castlereagh Street
SYDNEY NSW 2000

Investor enquiries:
– (within Australia): 1300 554 474
– (outside Australia): +61 1300 554 474

Auditor

Ernst & Young
200 George Street
Sydney NSW 2000

Stock exchange listing

Healius Limited is a listed public company, incorporated and operating in Australia.

The shares in the capital of Healius Limited are listed on the Australian Securities Exchange under the Code "HLS".

Website

www.healius.com.au

Corporate Governance Statement

www.healius.com.au/corporate-governance

Our brands

Healius' businesses operate a number of brands across Australia representing quality, affordability and accessible care. Our brands are set out below:

healius®

www.healius.com.au