

CHANGES TO THE RAMSAY HEALTH CARE BOARD

Thursday, 24 September 2026 SYDNEY: Ramsay Health Care Limited (**Ramsay**) announces the retirement of Non-Executive Director, Mr Michael Siddle, effective from the end of Ramsay's 2026 Annual General Meeting, on 24 November 2026. Ramsay is also pleased to advise that Dr Tracey Batten will join its Board as a Non-Executive Director, effective 1 January 2027.

Ramsay Chair David Thodey thanked Mr Siddle for his long-standing service and outstanding contribution to Ramsay.

"On behalf of shareholders and the Board of Ramsay, I would like to thank Michael for his dedication and exceptional contribution to Ramsay since joining the Company in 1968 and serving as a founding Director of the Board," Mr Thodey said.

"During his 50 year tenure as a Director, Michael served as Deputy Chair for 17 years and Chair for nine years, and has played a central role in shaping Ramsay to become the Company that it is today. After stepping down as Chair in 2023, Michael agreed to remain on the Board to support continuity during a period of transition and to continue to provide the benefit of his deep corporate knowledge, industry insight and expertise."

"Michael has played an integral role in preserving Ramsay's strong culture, centred on our purpose of 'People caring for people', which was brought to life by our founder, Paul Ramsay."

"On behalf of the Board, I want to thank Michael for his exceptional dedication, commitment, insights and service to Ramsay and wish him well for the future. I encourage shareholders to attend our 2026 Annual General Meeting, to express our thanks for his contribution to Ramsay and our best wishes for the future."

On Dr Batten's appointment, Mr Thodey said "We are delighted to welcome Tracey to the Ramsay Board. Tracey is highly regarded and has over 30 years' of experience in hospital and healthcare systems, including in Australia and the UK. Tracey's deep commercial and governance experience across healthcare, will be invaluable and further strengthen the Board, as Ramsay continues to execute its growth and transformation strategy."

A qualified medical practitioner, Dr Tracey Batten has extensive experience in the health services sector, including hospital services, aged care and medical research. She is currently a Non-Executive Director of Medibank Private Limited (noting, Dr Batten will retire following Medibank's 2026 Annual General Meeting in November 2026), Nanosonics Limited, a medical

technology company specialising in infection prevention, and EBOS Group Limited, an Australasian healthcare and pharmaceutical distributor. Dr Batten also serves as a Non-Executive Director of IHH Healthcare Berhad.

Dr Batten's non-executive experience follows an international executive career in the healthcare sector, including sixteen years in CEO roles, leading large and complex hospital groups. From 2014 to 2017, Dr Batten was Group CEO of Imperial College Healthcare NHS Trust (UK). Prior to that, she was the Group CEO of St Vincent's Health Australia (2009-2013), CEO of Eastern Health (2004-2008), CEO of Dental Health Services Victoria (2001-2004) and held other various clinical and medical leadership roles.

Dr Batten holds a Bachelor of Medicine, Bachelor of Surgery from the University of Melbourne, a Masters of Health Administration from the University of New South Wales and a Masters of Business Administration from Harvard Business School. She is a Fellow of the Australian Institute of Company Directors and Royal Australasian College of Medical Administrators and a Chartered Member of the New Zealand Institute of Directors.

Mr Thodey added, "Ongoing Board renewal is part of our governance process. We continually review and evaluate the Board's composition to maintain a balanced mix of skills, experience and perspectives, ensuring the Board is well placed to guide Ramsay in a dynamic environment."

Authorised for release by the Ramsay Health Care Board of Directors.

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