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ASX Announcement

17 November 2026

Annual General Meeting Presentations

In accordance with Listing Rule 3.13.3, we attach the presentations to be delivered by the Chair and Managing Director to the Regis Healthcare Limited (ASX: REG) Annual General Meeting on 17 November 2026.

Webcast facilities are available to listen to the Annual General Meeting. Details are provided on the following webpage:

https://www.regis.com.au/investor-information/forward-calendar/

For further information, contact:
Malcolm Ross
Company Secretary

This document was authorised for release to the ASX by Andrew Kinkade, Managing Director and CEO

About Regis
Regis is one of the largest aged care operators in Australia. Founded over 30 years ago, Regis currently provides services to more than 10,000 older Australians through residential aged care homes, home care service hubs, day therapy and respite centres, and retirement villages. Regis prides itself on providing high- quality care and services through its team of over 13,000 dedicated employees. To learn more about Regis click here.

CHAIR'S ADDRESS

I will now move to the Chair's Address.

FY26 has been a significant year for Regis and more broadly for the aged care sector.

The year marked an important leadership transition for the Company. Following almost seven years as Managing Director and CEO, Linda Mellors stepped down from the role, and we were delighted to appoint Andrew Kinkade as her successor. Andrew commenced in July and brings deep aged care sector experience together with a proven track record in operational leadership, strategy and transformation. The Board looks forward to working closely with Andrew as we continue to execute our growth strategy and strengthen performance across the business.

I would also like to acknowledge Linda's significant contribution to Regis. During her tenure she successfully guided the Company through COVID-19, the Royal Commission, major workforce reform, substantial sector change and growth in our business.

Starting with the financial results.

FY26 was another strong year for Regis, with the Company reporting revenue of $1.35 billion, up 16% on the prior year, underlying EBITDA increased 10% to $138 million and statutory net profit after tax increased 14% to $56 million. Average occupancy increased to 96%.

Regis remains a highly cash-generative business, delivering operating cash flow of $336 million during FY26, including net RAD inflows of $250 million. This strong cash generation contributed to a net cash position of $174 million at year end, providing significant financial flexibility to invest in growth opportunities.

The Board is confident in the strength of the business and declared total FY26 dividends of 18.4 cents per share, an increase of 13% on the previous year.

Importantly, growth has been matched by strong operational outcomes. Regis achieved solid employee engagement, reduced employee turnover and delivered strong safety outcomes. We also continued investment in our clinical governance framework and a modern clinical management platform to support care quality, compliance and employee efficiency.

On homes we operated for the full year, employee turnover reduced from 23% to 18%, leading to a more stable work environment and greater continuity of care for our residents and clients. Better staff retention and safety outcomes have delivered financial benefits through lower hiring and training costs along with lower insurance premiums.

Turning to the year ahead, the sector environment remains challenging, with Government AN-ACC revenues growing much less quickly than sector costs, including wages, energy costs and food. This environment has seen over sixty operators exit the sector and net sector investment fall significantly short of the circa 10,000 net new beds per annum required to meet baby boomer demand.

Regis has responded to the sector underfunding in a number of ways to protect the business while maintaining our focus on care and executing our growth strategy. Key initiatives include reducing reliance on government funding by increasing room pricing and expanding higher everyday living fee offerings.

The business is also undertaking a comprehensive cost reduction program, including a substantial reduction in support office headcount and other cost savings across the network. These initiatives are being rolled out across FY27, with the full annualised benefit expected to be realised in FY28.

Andrew will cover these in more detail in his address.

One of the unique strengths of the Regis business model is our ability to generate both operating earnings and resident-funded capital. Over the past four years, our underlying EBITDA and net RAD inflows have increased substantially, reaching $388 million in FY26. This reflects portfolio growth, strong occupancy and increasing accommodation funding through RADs.

This capital can be reinvested into acquisitions, developments and refurbishments, creating a self-reinforcing cycle of growth. As the portfolio expands and matures, earnings increase, RAD balances grow and our capacity to invest in future growth strengthens further.
It is a model that has served Regis well over many years, punctuated for a period during the COVID era, and one we believe positions the Company strongly to respond to the growing

demand for residential aged care while continuing to deliver attractive returns for shareholders.

Our approach to growth is disciplined and targeted. We allocate capital across four key areas: greenfield developments, brownfields, refurbishment and redevelopment of existing homes, and value-accretive acquisitions.

During FY26, we completed the acquisition of six premium aged care homes through the Rockpool and OC Health transactions, adding approximately 830 beds to our portfolio. At the same time, we divested two smaller homes in North Queensland as part of our ongoing focus on portfolio quality.

Today, Regis owns and operates 72 homes with approximately 8,250 operational beds and, importantly, every one of those homes is held on a freehold basis. We believe this high-quality property-backed portfolio is a significant competitive advantage and provides a strong platform for future growth.

Alongside acquisitions, we continue to invest in both new developments and our existing homes. We recently completed our new 123-bed Toowong home in one of Brisbane's premium inner-city locations and will welcome our first residents this week. Beyond Toowong, our development pipeline exceeds 1,000 beds nationally and we are progressing a number of refurbishment and redevelopment projects designed to enhance resident experience and improve returns across the portfolio.

As we improve portfolio quality and invest in growth, we expect to drive further increases in resident revenue and accommodation earnings and cashflow. Recent repricing initiatives, ramp-up of new homes and the increasing contribution from RAD retention all contribute to this.

One of the most compelling long-term drivers of our industry is the growing imbalance between demand for aged care services and the available supply of both residential aged care places and in-home support services.

This is not a new story, but it's one that is already upon us. Australia's population is ageing rapidly, with increasing numbers of older Australians requiring care and support at every stage

of the ageing journey. Demand for residential aged care continues to grow, while waiting lists for support delivered in the home remain significant with over 100,000 waiting for a package.

At the same time, the development of new residential aged care capacity is not keeping pace with projected demand – with only 802 net new beds in the sector in FY25 and 1,678 in FY26. As a result, Australia faces a substantial shortage of aged care beds within the next 5 years unless significant new investment is attracted into the sector.

Meeting this demand will require not only investment in new homes and services but also access to the workforce needed to care for Australia's ageing population, with workforce development and appropriate migration settings remaining critical to the sector's long-term sustainability.

The consequences extend beyond aged care itself. This trend is already evident in the increasing numbers of older Australians forced to remain in hospital after they are medically ready for discharge because appropriate community support or residential aged care accommodation is not available. This places pressure on hospitals, government budgets, patients and families, while reinforcing the critical role aged care plays within Australia's broader health system.

The introduction of the new Aged Care Act was an important milestone, strengthening consumer rights and supporting higher standards of care. However, the next challenge is ensuring Australia has sufficient capacity, across both residential aged care and care delivered in the home, to meet future demand.

Importantly, there are opportunities to encourage new investment without increasing Government expenditure. Greater alignment between consumer contributions and individuals' capacity to contribute, stronger accommodation funding settings, an appropriate return on invested capital, and a continued focus on productivity and innovation are all important elements of a sustainable aged care system.

Ultimately, meeting the needs of an ageing population will require a partnership between government, consumers and providers. At Regis, we are well positioned to play our part. We have a high-quality portfolio, a strong development capability and over 1,000 beds in our development pipeline.

We continue to invest in our existing homes, progress refurbishment programs, improve our pricing and selectively pursue expansion opportunities where returns appropriately reflect the capital being deployed.

In home care, we have continued to build scale through strategic acquisitions. Following the acquisition of BodeWell last year and the recently completed acquisition of the Royal Freemasons home care business, Regis is increasing its exposure to one of the fastest-growing segments of the aged care market.

These acquisitions expand our ability to support older Australians to live independently at home for longer, while positioning Regis to benefit from favourable demographic trends. With the baby boomer generation now moving into the age cohort where home care demand typically increases significantly, and with government policy focused on supporting ageing in place, we expect demand for home care services to continue growing strongly over the coming decades.

Our growth strategy remains disciplined, targeted and underpinned by a strong balance sheet. We will continue to deploy capital where we see compelling opportunities to expand capacity, improve portfolio quality and strengthen our market presence, while maintaining a focus on delivering exceptional care outcomes and attractive long-term returns for shareholders.

With strong demographic tailwinds, a high-quality portfolio and multiple avenues for growth, we believe Regis is exceptionally well positioned for the years ahead.

In closing, I would like to thank my fellow Directors for their support and contribution throughout the year. I would also like to thank our executives and more than 13,000 employees across the country. Their professionalism, dedication and commitment to residents and clients remains the foundation of Regis' success.

Finally, thank you to our shareholders for your continued support, trust and confidence in Regis.

I will now hand over to Andrew Kinkade, our Managing Director and Chief Executive Officer, to address the meeting.

Managing Director and CEO AGM Speech 2026

Thank you Graham and thank you to our shareholders for joining us today.

Since commencing in July, I have had the pleasure of visiting all 72 of our homes around Australia, spending time with our teams, residents, clients and families. I have also met with government and other stakeholders. Notwithstanding the pressures the sector faces at this time, I am excited by the opportunities ahead and the role Regis can play in contributing to an aged care system that older Australians deserve and expect.

While the AN-ACC funding announcement in September was disappointing, we remain focused on the longer term and the priorities I spoke about at our Full Year results in August remain unchanged.

Before I discuss our priorities, I want to address the AN-ACC announcement.

The 2.55% AN-ACC indexation was unexpected. As has been widely reported, it is well below prevailing cost inflation across the sector and has been estimated to equate to a $600M funding shortfall for the sector. The announcement also comes at a time when two thirds of aged care homes are operating at a loss and 4,000 older Australians are in hospital waiting for access to aged care. As we look ahead, the demand for quality aged care and the flow-on demand for a well-supported aged care workforce, the majority of whom have migrated to Australia, only increases from here.

At a time when the Federal Government Budget is stretched, there are reforms that would encourage investment in new homes and enable productivity and innovation without requiring additional government expenditure. While we will continue to advocate for these, our focus remains on what we can control – mitigating the impact of government funding pressures and delivering for our residents, clients, families and team members.

In relation to our start to the year, occupancy averaged 95.6% in the first quarter. With the recent softening of the property market, we have seen a reduction in net RAD inflows with residents and families instead choosing to pay a Daily Accommodation Payment (DAP) upfront. Accommodation pricing remains strong, with average fully paid RADs up 7% on the prior year.

Having spent time in each of our 72 homes around Australia, we have excellent people and a high quality portfolio. With operational variability across our network, we have opportunities to bring together the best of what we are already doing to further strengthen our quality of care, to improve earnings and to accelerate growth.

In relation to our quality of care, we have a team who are passionate about caring for residents and clients and supporting their loved ones. In residential care, we now have every home using our new digital clinical system for the first time and we are only beginning to harness the data insights that will enable us to further improve our resident experience and care outcomes. We are investing in our leaders and culture with a range of new programs underway. And in the new year, we have system enhancements launching that will better support our people, reduce admin and free up more time for what matters.

We are well placed relative to many others to withstand current sector wide pressures and remain focused on the long term.

In relation to our performance, the priorities I spoke about in August at our Full Year Results remain unchanged.

Our first priority is to increase resident-funded contributions

The AN-ACC announcement only reinforces the importance of reducing our exposure to Federal Government funding over time. Across the sector, Federal Government funding accounts for 76% of sector funding. This proportion has grown significantly in recent years with the government's generational investment in wages for the aged care workforce. Going forward, government policy relies on consumers contributing more to the cost of their own care.

By continuing to invest in high-quality accommodation and service offerings, we can offer more to residents and families, growing these resident-funded revenue streams and reducing our reliance on Federal government funding over time.

We have recently increased our room prices in most homes to better reflect local market conditions. In the first quarter of FY27, the average full RAD paid by incoming residents was $750k, up 7% on the same quarter last year. RAD retention on these higher RADs will also contribute to future earnings.

In recent weeks, we have launched a new simplified Higher Everyday Living Fee (HELF) offering and are receiving good feedback from new residents and families. HELF is the government's approach to allowing providers to provide additional services that are valued by residents but that are not funded by the taxpayer. As long as HELF remains government policy, we expect HELF will play an important role in meeting the service expectations of new residents while also improving earnings quality.

Our second priority is ensuring we fully realise the benefits of our scale

Over the past few years, we have increased our scale. Our opportunity ahead is to fully realise the benefits of this scale.

We are improving our operational efficiency, significantly reducing Support Office costs and pursuing other cost savings across the network. These savings will partially mitigate the impact of the AN-ACC announcement this year with the full run rate benefit realised in FY28.

We are strengthening our operating model to better reflect our current scale and prepare for our future growth. We are simplifying processes, removing duplication and bringing key activities, such as sales and admissions, into a more integrated operating model. A key part of this work is the development of the Regis Way, ensuring we have consistent ways of working across our network. In drawing on the best of what we are already doing in various homes today, we will further improve care outcomes, overall performance and enable investment in what matters to our teams, residents, clients and families.

We are also leveraging our scale to achieve better outcomes across procurement and supplier management. In recent months, we have been able to negotiate more favourable trade waste, information technology and food contracts, helping to mitigate some of the impact of inflationary cost pressures across the business.

Our third priority is growth

Our recent growth has come from both acquisitions, including CPSM, Ti Tree, Rockpool and OC Health, and from new homes including Regis Camberwell which opened in November 2024 and now Regis Toowong which opens this week. On 1 November, we completed the acquisition of the Royal Freemasons home care service adding approximately 500 new clients in Melbourne and expanding our clinical nursing capability.

On the acquisition front, we believe the current environment will create opportunities for further sector consolidation. The sector remains fragmented with more than 600 residential aged care providers nationally. As the regulatory and operating environment becomes more complex, scale is becoming increasingly important. Well-capitalised providers with strong platforms are better placed to invest in care, technology and compliance.

At the same time, the economics of greenfield developments are attractive for homes in the right locations. Toowong is a high-quality development that reflects this. The 123-bed, five-level home will have 117 single ensuite rooms and 3 couple rooms with a comprehensive range of services. I visited last week; it is a beautiful home led by a passionate, caring team. The team already have 30 prospective residents who are looking forward to moving into their new home.

With a land bank and development pipeline of more than 1,000 beds, we are well positioned to expand our footprint in attractive markets.

We will also invest in our existing homes through targeted refurbishment initiatives. We have identified approximately 1,000 beds across our portfolio that would benefit from modest capital investment. This program will commence in the new year and unlock meaningful upside through improved resident amenity, higher room prices and increased RADs.

Underpinning these priorities is the wellbeing and safety of our residents, clients and team. We have lots to be proud of. At the same time, we have areas where we can do better. We are committed to continuous improvement in our quality and to investing in our people for the long term.

In closing, while the external environment is challenging for the sector, we believe the long-term fundamentals are strong. Demand for quality residential aged care will continue to grow, Australia's shortage of aged care beds will continue to widen, and the need for experienced, well-capitalised providers will remain.

Our priorities remain unchanged following the AN-ACC announcement and we have stepped up the urgency of delivery. We have an excellent team, high-quality portfolio, a strong balance sheet and a strategy focused on strengthening care and services, leveraging scale and

pursuing disciplined growth. Our focus remains on delivering personalised, quality care for our residents and clients, which will also enable long-term value creation for our shareholders.

I would like to thank our more than 13,000 team members for their dedication, and care for our 11,000 residents and clients every day.

I will now hand back to Graham to complete the formal part of the meeting.

Annual General Meeting

17 November 2026



Acknowledgement of Country

Regis acknowledges the Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities.
We pay our respect to Elders past and present.



Artwork by Charmaine Mumbulla

Introduction to Board Directors



Graham Hodges
Chair and Independent
Non-Executive Director



Andrew Kinkade
Managing Director and
Chief Executive Officer



Sally Freeman
Independent
Non-Executive Director



Carmel Monaghan
Independent
Non-Executive Director



Prof Christine Bennett AO
Independent
Non-Executive Director



Ian Roberts
Non-Executive Director



Jodie Leonard
Independent
Non-Executive Director

Agenda

1. Chair’s Address
2. CEO’s Address
3. Formal Business
4. Closing



Chair's Address



FY26 Results Overview

Underlying EBITDA growth of 10%, ahead of guidance

Revenue from Services

$1,350.6 million

▲ +16% on pcp

Underlying EBITDA[1]

$138.0 million

▲ +10% on pcp

Underlying NPAT[1]

$55.6 million

▲ +4% on pcp

Statutory NPAT

$55.7 million

▲ +14% on pcp

Net Operating Cash Flow

$336.3 million

▲ +10% on pcp

Net Cash (30 June 2026)

$173.8 million

▼ -10% on pcp

Underlying Basic EPS[1]

18.42 cents

▲ +4% on pcp

Final Dividend Per Share

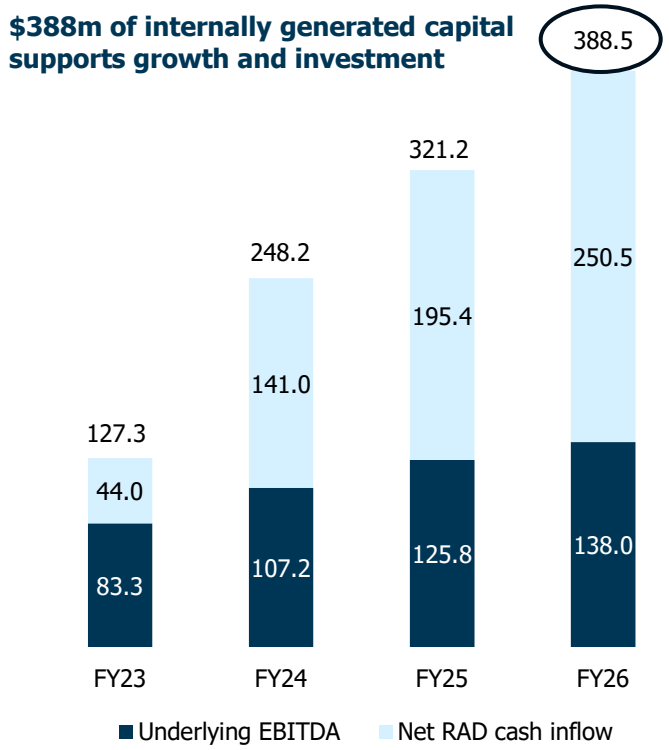
9.40 cents

▲ +16% on pcp, 100% franked

[1] Refer page 29 for definitions of Non-IFRS financial measures and pages 27-28 for reconciliations of statutory results to Non-IFRS financial measures

Operating Earnings and RAD inflows create self-funded growth

Underlying EBITDA + Net RAD Cash Inflow ($m)



Strong cash flow
Underlying EBITDA + net RAD inflow

Targeted investment
Greenfields
Refurbishments
M&A

Higher-quality portfolio
72 homes, ~8,250 beds, all freehold

Higher RADs, EBITDA and investment capacity
Repricing, ramp-up and 2% RAD retention

Self-funded growth

Investing in future Aged Bed capacity

The Challenge

- Australia's ageing population will require significant new residential aged care capacity over coming decades (10,000 net new beds needed per annum with just 802 added in FY25 and 1,678 in FY26)
- Current policy settings are not generating the level of investment required to meet future demand
- While Regis has capital available and approximately 1,000 beds in its development pipeline, investment decisions must deliver appropriate returns

Priorities for Reform

- Encourage greater consumer contributions where individuals have financial capacity
- Strengthen accommodation funding settings to support investment in new capacity
- Ensure an appropriate margin within care funding
- Review the operation of Care Minutes to support innovation, productivity and sustainable service delivery

Challenge can be addressed without the need for additional government expenditure

CEO’s Address



Sector funding pressures impacting access to care

Sector funding well below sector costs

2.55%
AN-ACC indexation for sector announced in September

$600m+
Shortfall in funding according to experts, Stewart Brown

65%
of homes across sector operating at a loss in FY26 prior to AN-ACC announcement

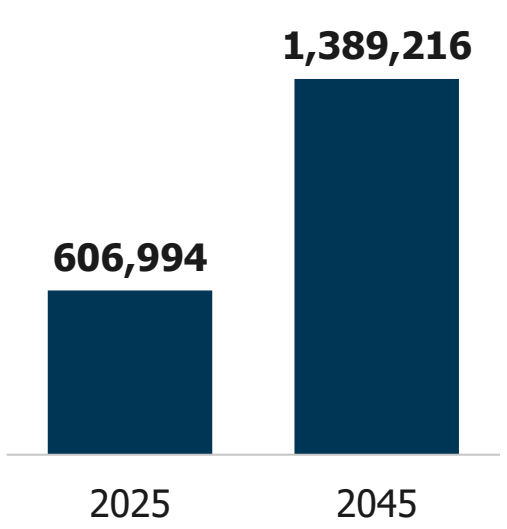
3,600+
planned new beds reported to have been shelved following AN-ACC announcement

At the same time, demand is outpacing supply

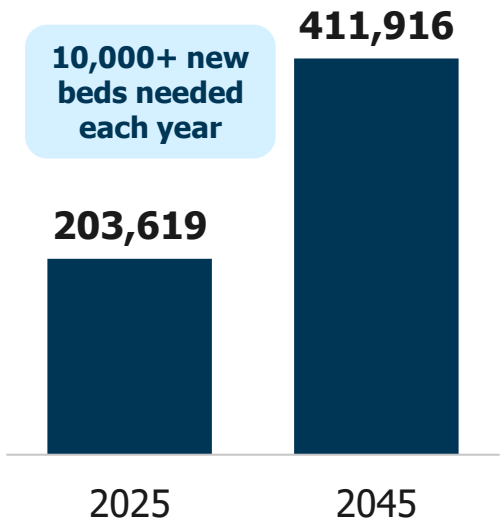
~4,000
older Australians reported to be in hospital waiting for access to aged care

10,000
new beds need to be built to meet future demand (FY26: 1,600; FY25: 800)

Australians aged 85+[1]



Projected residential care use[1]




THE AUSTRALIAN

HOME NATION WORLD BUSINESS WEALTH COMMENTARY HEALTH SPORT CULTURE VIDEO

HEALTH > CARING

Aged-care providers dump 3600 beds amid federal funding stoush

Providers say the government's latest funding increase falls short of what's needed to build new nursing home capacity.

By STEPHEN LUNN SOCIAL AFFAIRS EDITOR


THE AUSTRALIAN

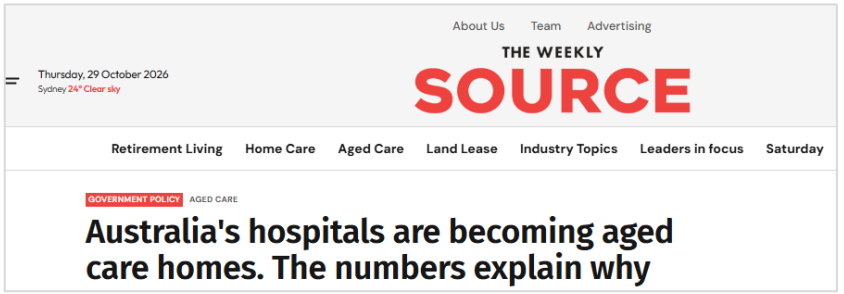
HOME NATION WORLD BUSINESS WEALTH COMMENTARY HEALTH SPORT CULTURE VIDEO

HEALTH > CARING

Aged-care crisis leaves thousands stranded in hospitals: AMA

Nursing home shortages have created a healthcare bottleneck as hospitals become 'holding environments' for older people, doctors say.

By STEPHEN LUNN SOCIAL AFFAIRS EDITOR


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THE WEEKLY SOURCE

Retirement Living Home Care Aged Care Land Lease Industry Topics Leaders in focus Saturday

GOVERNMENT POLICY AGED CARE

Australia's hospitals are becoming aged care homes. The numbers explain why

[1] Financial Report on the Aged Care Sector, 2024-25

Recap: Key Priorities

Commenced 20 July; visited 72 homes; priorities remain unchanged following AN-ACC; focus on improving consistency

Strong platform

- **Excellent team** with strong values and focus on care
- **High-quality portfolio**; 100% freehold
- **Well placed to withstand pressures** associated with sector funding running below sector costs relative to others
- **Well positioned** to meet increasing demand and future consumer expectations

Opportunities to strengthen care and services, improve earnings quality and accelerate growth

Increasing resident-funded revenue	• **Reducing reliance on taxpayer funding**, in line with government policy • **Increased room prices ~10% for new residents** in most homes in August • **Refurbishment program to enable further pricing uplift in key homes** • **Providing value-for-money services** – transitioned existing residents to HELF[1] ahead of 1 November; new, simplified HELF offer launched in October with good early feedback
Leveraging our scale	• **Addressing variability across the network**; pursuing consistency • **Strengthening operating model** to reflect our scale today and prepare for future growth, drawing on the best of what our teams are already doing • **Investing in our people, culture and our quality of care** • **Driving performance improvement** through digitisation and automation
Pursuing further growth	• **Toowong opens this week** with strong pre-sales and local community interest • **Another 1,000+beds in pipeline**; future developments reviewed following recent AN-ACC funding changes • **Pursuing acquisition of high-quality assets** • **Divestment of non-core assets** where capital can be better deployed

[1] HELF (Higher Everyday Living Fee) was introduced on 1 November 2025, replacing Additional Services and Extra Services

Formal Business



Item 1
Annual Financial Report



Item 2

Re-election and Election of Directors

2.1 Graham Hodges

2.2 Carmel Monaghan



Item 2.1

Re-election of Graham Hodges



Proxy Position: Item 2.1

Re-election of Graham Hodges as Director

Proxy position	In Favour	Undirected proxies* Open	Against	Total Valid Available Votes	As a % of Issued Capital	Abstain
Votes	227,147,750	89,700	5,599,403	232,836,853	76.98%	92
Holders	82	12	15			1
Percentage	97.56%	.04%	2.40%			

* Undirected proxies for Chair of the meeting to vote (Chair will vote "in favour")

Item 2.2

Election of Carmel Monaghan



Proxy Position: Item 2.2

Election of Carmel Monaghan as Director

Proxy position	In Favour	Undirected proxies* Open	Against	Total Valid Available Votes	As a % of Issued Capital	Abstain
Votes	232,664,880	132,994	39,071	232,836,945	76.98%	0
Holders	85	13	9			0
Percentage	99.93%	.06%	.02%			

* Undirected proxies for Chair of the meeting to vote (Chair will vote "in favour")

Item 3

Adoption of the Remuneration Report



Proxy Position: Item 3

Adoption of the Remuneration Report

Proxy position	In Favour	Undirected proxies* Open	Against	Total Valid Available Votes	As a % of Issued Capital	Abstain
Votes	150,476,796	130,094	264,769	150,871,659	49.88%	8,200
Holders	62	12	27			4
Percentage	99.74%	.09%	.18%			

* Undirected proxies for Chair of the meeting to vote (Chair will vote "in favour")

Item 4

Approval of MD/CEO Sign-on Equity Award



Proxy Position: Item 4

Approval of MD/CEO Sign-on Equity Award

Proxy position	In Favour	Undirected proxies* Open	Against	Total Valid Available Votes	As a % of Issued Capital	Abstain
Votes	149,721,458	130,094	1,054,074	150,905,626	49.89%	81,931,319
Holders	54	12	39			6
Percentage	99.22%	.09%	.70%			

* Undirected proxies for Chair of the meeting to vote (Chair will vote "in favour")

Item 5

Approval of FY27 grant of Performance Rights to the MD/CEO under the LTI Plan



Proxy Position: Item 5

Approval of FY27 grant of Performance Rights to the MD/CEO under the LTI Plan

Proxy position	In Favour	Undirected proxies* Open	Against	Total Valid Available Votes	As a % of Issued Capital	Abstain
Votes	150,557,608	85,350	262,826	150,905,784	49.89%	81,931,161
Holders	55	11	37			7
Percentage	99.77%	0.06	0.17			

* Undirected proxies for Chair of the meeting to vote (Chair will vote "in favour")

Meeting Concludes

The detailed results of the polls will be announced on the Company's website and ASX announcement platform later today



Important Information and Disclaimer

This Presentation contains summary information about the current activities of Regis Healthcare Limited and its controlled entities (**Regis Healthcare or the Group**). It should be read in conjunction with the Group's other periodic and continuous disclosure announcements lodged with the Australian Securities Exchange (ASX), including the Full-Year Financial Report and associated Media Release, which are available at www.asx.com.au.

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Any forecasts or other forward-looking statements contained in this Presentation are subject to known and unknown risks and uncertainties and may involve significant elements of subjective judgement and assumptions as to future events which may or may not be correct. Such factors and uncertainties may include, without limitation, changes in laws, regulation and regulatory activity, sector reforms including funding and care minutes reforms, staffing availability and costs and potential for further COVID-19 and similar outbreaks. Such forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of the Group and they may cause actual results to differ materially from those expressed or implied in such statements. There can be no assurance that actual outcomes will not differ materially from these statements. You are cautioned not to place undue reliance on forward-looking statements. Except as required by law or regulation (including the ASX Listing Rules), Regis Healthcare has no obligation to update these forward-looking statements.

Past performance information given in this Presentation is given for illustrative purposes only and should not be relied upon as (and is not) an indication of future performance.

All dollar values are in Australian dollars (A$) unless otherwise stated.

Non-IFRS Financial Information

This presentation uses Non-IFRS financial information including capital expenditure, underlying EBITDA, underlying EBIT, underlying NPAT, operating cash flow, net cash and net debt. These terms are Non-IFRS measures used by the Group, the investment community and Regis Healthcare's Australian peers with similar business portfolios. Regis Healthcare uses these measures for its internal management reporting as it better reflects what Regis Healthcare considers to be the underlying performance of the Group.

Annual General Meeting

17 November 2026