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RYMAN HEALTHCARE

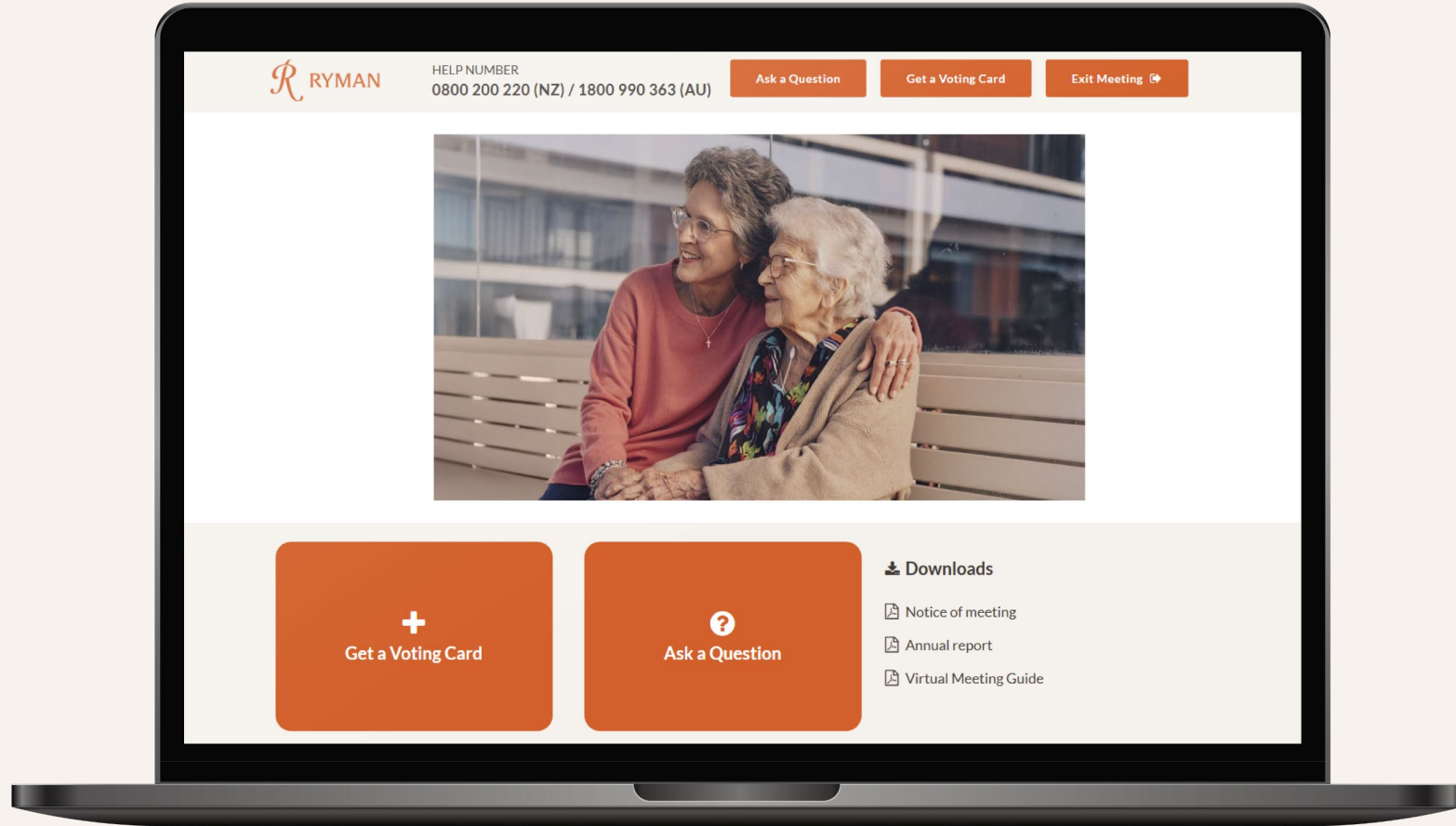
Annual Shareholders Meeting

28 July 2026

Virtual meeting instructions



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Chair's address

Dean Hamilton

Raewyn, Mary and Pauline, Miriam Corban Village

Significant Board renewal



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Dean Hamilton

Chair

Joined | June 2023



Kate Munnings

Non-executive Director

Joined | November 2023



Hamish Rumbold

Non-executive Director

Joined | May 2026



Paula Jeffs

Non-executive Director

Joined | November 2019



David Pitman

Non-executive Director

Joined | May 2024



James Miller

Non-executive Director

Joined | June 2023



Scott Pritchard

Non-executive Director

Joined | November 2024

FY26 marks a turning point in our business reset

1 Operating profitability materially improved

2 Meaningful cost reductions achieved

3 First positive free cash flow in over 10 years

4 Stronger and more resilient operating model

5 Disciplined approach to capital allocation

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Ryman has a strong and flexible balance sheet



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- No bank debt maturities until FY31
- Lowest in-industry gearing¹
- Strong liquidity and funding position
- New capital allocation framework
- Pathway to dividends in FY28

27.8%

Gearing

>\$600m

Available debt headroom

FY31

Nearest bank debt maturity

1: Compared with New Zealand retirement village operators with NZX listed shares or bonds, using the latest available reporting.

Shift away from rapid growth toward sustainable value creation



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- Only two sites under active construction – Patrick Hogan and Richard Hadlee
- Lower capital intensity and exposure to construction cost inflation
- Disciplined development growth now selective and demand-led
- Focus on maximising returns from existing portfolio



Patrick Hogan Village

Foundations for long term value creation



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Reset governance, leadership and strategy



Significant improvements to financial reporting and transparency



Completed secondary listing on ASX



Alignment of executive remuneration with shareholders through LTI and minimum shareholding requirements

Committed to our sustainability journey



Climate

- 30% reduction in Scope 1 and 2 market-based emissions compared to FY25
- 32 GWh Ryman Healthcare Solar Farm now operational, supplying equivalent to ~60% of New Zealand village electricity consumption

Diversity

- Gender pay equity achieved
- Strong gender balance across leadership with 48% female, 50% male (2% undisclosed)



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It's all taken care of

R RYMAN



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CEO's address

Naomi James

Kathy and Roger, Keith Park Village

Growing demand for care-centric living



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- Ageing population accelerating demand
- Supply shortfall in aged care across New Zealand and Australia
- Shifting customer demand to higher-acuity residential aged care and assisted living
- Ryman portfolio well positioned with over 50% weighting to aged care and serviced apartments



Maria and Alfred, Miriam Corban Village

Revenue model

Low fees and
rising costs
impacted returns

Risk management

Development
intensity too high

Overheads

Non-village costs
grew faster than
resident numbers

Governance

Lack of financial
performance
transparency

Redefining how we create value



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Be the provider of choice

Industry leader in care-centred living, providing choice, control and community to growing 80+ population



Grow recurring earnings

Grow recurring earnings through reset pricing, operational excellence and improved occupancy



Optimise existing portfolio

Optimise portfolio for value, allocate capital to grow returns and reduce capital intensity



Value-creating portfolio growth

Disciplined capital allocation to brownfield and greenfield expansion into markets with enduring demand

Significant improvement in financial performance in FY26



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\$188.3m

Free cash flow¹

 +282.5m

Material progress toward
FY29 cash flow targets

\$88.3m

Operating EBITDAF¹

 +94%

Strong revenue growth
and cost out achieved

-7.2cps

PBTF per share¹

 -87%
(smaller loss)

Loss before tax and fair
value movements reduced

 Change relative to FY25

1: The metric is classified as non-GAAP, meaning it does not adhere to a standardised definition under GAAP. Non-GAAP measures are presented to assist investors in understanding Ryman's performance. It may not be comparable to similar financial information presented by other entities.

FY26 progress against strategic targets



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	FY29 target	FY26 progress
Uplift in sustainable cash flow	\$150m	\$47m
Cash release	\$500m	\$169m
Operating EBITDAF per bed	\$25–30k	\$17.7k

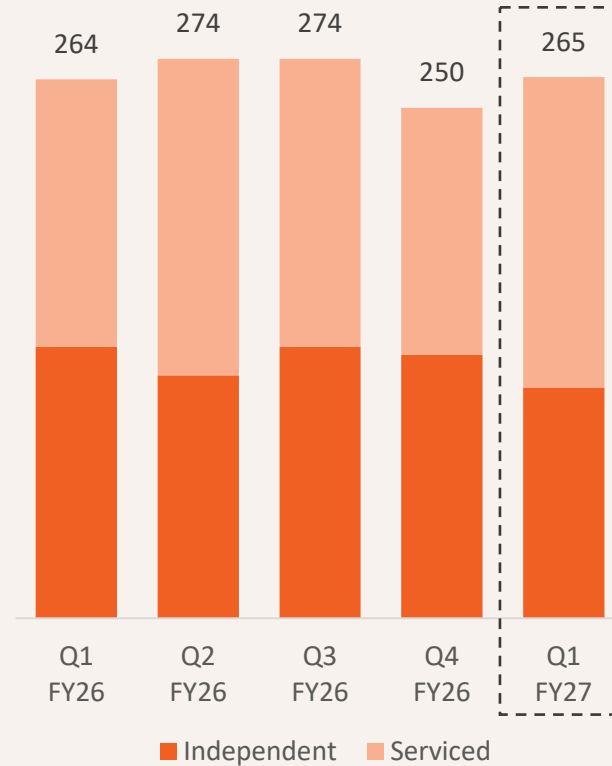
First quarter trading update



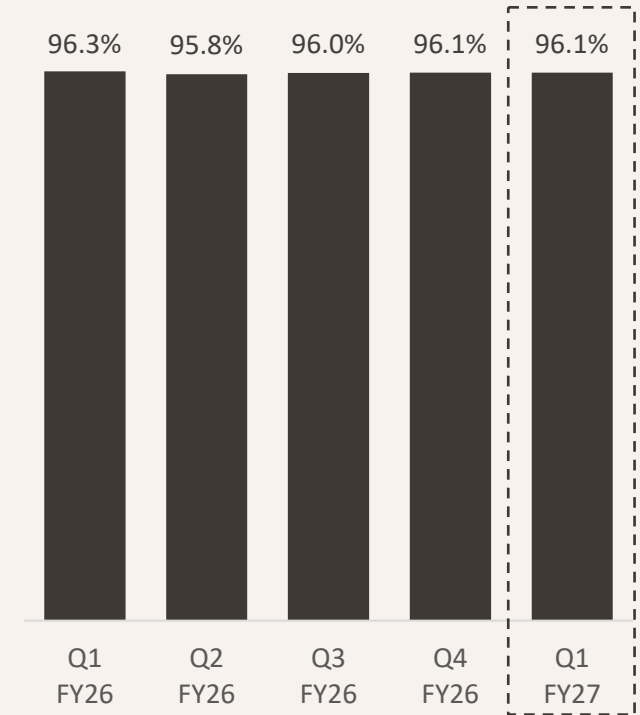
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- Q1 FY27 resale volumes are in line with the same period last year
- All regions contributing and serviced apartments accounting for a higher proportion of the mix
- New sales stock reduced by 65 units to 414 units
- Strong aged care operating performance with mature occupancy of 96.1%

Retirement living ORA resales



Mature aged care centre occupancy



Leading care quality and resident experience



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Customer NPS¹

47

▲
6%

Team member
engagement¹

69%

New Culture
Amp Survey

Readers Digest Most
Trusted Brand (NZ)²

11 times

Seniors New Zealand
Best Group Provider

6 times



Margaret and Priya, Bruce McLaren Village

1: Across four surveys; independent, serviced apartment, care residents and care relatives. 2: Aged care and retirement living category.

Evolving our product offering



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- Strong demand for assisted living
- Ongoing refinement of serviced apartment offering
- Greater choice and flexibility in services
- Seamless transition to aged care through new *Resident Fund* product
- Expanding premium care offering with more product types



Resident Fund supports smooth transition into aged care



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- *Resident Fund* product rolled out across New Zealand villages during 2H26
- Product enables Ryman residents to fund aged care costs using the capital in their retirement village unit
- Provides increased flexibility and choice for residents and families
- Further product evolution to be introduced in FY27



Norma and Lindy

Regulatory change to support growing demand for aged care



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- Shortage of aged care beds becoming more acute across New Zealand and Australia
- Aged care funding models critical to the long-term resilience of the health system
- Active policy environment in Australia, with introduction of new Aged Care Act
- Ministerial Advisory Group recommendations on funding reform expected ahead of NZ general election



Dora and great-granddaughter, Logan Campbell Village

A clear plan to deliver value for shareholders and residents

- 1 Long term fundamentals remain strong with 80+ population expected to double by 2050
- 2 Ryman portfolio well positioned to benefit from structural trends in aged care and assisted living
- 3 Refreshed strategy provides clear priorities and platform for sustainable growth
- 4 Material progress made towards FY29 strategic targets
- 5 Reset balance sheet provides optionality for portfolio growth when market conditions are supportive
- 6 Clear capital management framework and path to dividends in FY28



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Resolutions

Dean Hamilton

Deborah Cheetham Village

Resolution 1

Auditors remuneration



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That the Board be authorised to fix the remuneration of PwC as auditor of Ryman Healthcare Limited for the ensuing year.

The Board unanimously recommends that shareholders vote in favour of Resolution 1.



Resolution 2

Re-election of Director Dean Hamilton



Non-executive Director Dean Hamilton retires by rotation pursuant to NZX Listing Rule 2.7.1 and offers himself for re-election at the 2026 Annual Meeting.

Dean Hamilton is considered by the Board to be independent.

The Board unanimously supports the re-election of Dean Hamilton and recommends that shareholders vote in favour of Resolution 2.



Resolution 3

Re-election of Director James Miller



Non-executive Director James Miller retires by rotation pursuant to NZX Listing Rule 2.7.1 and offers himself for re-election at the 2026 Annual Meeting.

James Miller is considered by the Board to be independent.

The Board unanimously supports the re-election of James Miller and recommends that shareholders vote in favour of Resolution 3.



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Resolution 4

Re-election of Director Hamish Rumbold



Non-executive Director Hamish Rumbold was appointed by the Board with effect from 1 May 2026. Hamish Rumbold accordingly retires by rotation pursuant to NZX Listing Rule 2.7.1 and offers himself for re-election at the 2026 Annual Meeting.

Hamish Rumbold is considered by the Board to be independent.

The Board unanimously supports the re-election of Hamish Rumbold and recommends that shareholders vote in favour of Resolution 4.



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General business

Dean Hamilton

Deborah Cheetham Village

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Thank you

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