ASX Announcement

Ramsay Health Care

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2026 NOTICE OF ANNUAL GENERAL MEETING

Friday, 25 SEPTEMBER 2026 SYDNEY: Ramsay Health Care Limited (**Ramsay**) announces Ramsay's 2026 Annual General Meeting (**AGM**) will be held on Tuesday, 24 November 2026 at 10.00am (Sydney time) at The Fullerton Hotel Grand Ballroom, 1 Martin Place, Sydney, Sydney, New South Wales, Australia.

Shareholders may also watch a live webcast of the AGM accessible via https://boardroomlimited.com.au/meeting/ramsay2026 or Ramsay's website at https://www.ramsayhealth.com/en/about/corporate-governance/.

If shareholders are unable to attend the AGM in person, we encourage them to watch the live webcast, appoint a proxy to vote on their behalf and submit any questions they have in advance of the AGM or during the meeting via the online webcast. Details are provided in the Notice of Meeting and on our dedicated AGM website https://boardroomlimited.com.au/meeting/ramsay2026.

Please see attached:

1. the 2026 Notice of Annual General Meeting;
2. a sample proxy form; and
3. a 'Questions from Shareholders' form.

Non-shareholders (who are not proxies, corporate representatives or attorneys of shareholders) who wish to attend the AGM in person are requested to register by 5pm (Sydney time) on Tuesday 17 November 2026 by emailing their details to LegalSecretariat.RHC@ramsayhealth.com. Ramsay may decline entry to visitors for safety or other reasons, at its discretion.

For shareholders who have elected to receive Ramsay communications in hard copy, mailing will commence in due course. Shareholders who have elected to receive Ramsay communications electronically will receive the materials via email.

The Demerger Booklet (including Notices of Meeting) in connection with the proposed in-specie distribution of Ramsay Santé shares is expected to be released in October 2026. Resolutions in connection with the demerger will be considered by shareholders, immediately following the AGM on 24 November 2026.

Authorised for release by Henrietta Rowe, Group Executive Legal & Company Secretariat.

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Ramsay Health Care Limited

Notice of Annual General Meeting

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Notice is given that the **2026 Annual General Meeting (AGM)** of shareholders of Ramsay Health Care Limited (**Company**) is to be held on Tuesday, 24 November 2026 at 10.00am (Sydney time) at The Fullerton Hotel Grand Ballroom, 1 Martin Place, Sydney, New South Wales, Australia.

Ramsay Health Care

AGENDA

BUSINESS

1. Consideration of Reports

To receive and consider the Financial and Sustainability Reports of the Company and its controlled entities and the Reports of the Directors and Auditor for the financial year ended 30 June 2026.

2. Adoption of the Remuneration Report

To consider and, if thought fit, to pass the following resolution as an ordinary resolution:

> "That the Remuneration Report, which forms part of the Directors' Report for the year ended 30 June 2026, be adopted."
>
> Note: The vote on this resolution is advisory only and does not bind the Directors or the Company. A voting exclusion statement applies to this resolution (see Item 2 of the Explanatory Notes to this Notice of Meeting).

3. Re-election of Non-Executive Director, Ms Karen Penrose

To consider and, if thought fit, to pass the following resolution as an ordinary resolution:

> "That Ms Karen Penrose, a Non-Executive Director of the Company, being eligible, is re-elected as a Non-Executive Director of the Company."
>
> Note: Information about Ms Penrose appears in Item 3 of the Explanatory Notes to this Notice of Meeting.

4. Grant of Performance Rights to Managing Director for FY2027

To consider and, if thought fit, to pass the following resolution as an ordinary resolution:

> "That approval is given for the purposes of ASX Listing Rule 10.14 and for all other purposes for the issue of 70,563 performance rights to the Managing Director, Ms Natalie Davis, under the Equity Incentive Plan, on the terms and conditions outlined in the Explanatory Notes to this Notice of Meeting."
>
> Note: A voting exclusion statement applies to this resolution (see Item 4 of the Explanatory Notes to this Notice of Meeting).

By Order of the Board

Henrietta Rowe
Group General Counsel, Group Executive Legal & Company Secretariat
Sydney, New South Wales
Australia

25 September 2026

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NOTES

These Notes and Explanatory Notes have been prepared to help shareholders understand the business to be put to shareholders at the forthcoming AGM. They relate to the resolutions set out in the Notice of Meeting and form part of the Notice of Meeting.

1. Participating in the AGM

Shareholders are invited to attend the AGM in person.

Shareholders may also watch a live webcast of the AGM online accessible via https://boardroomlimited.com.au/meeting/ramsay2026 or Ramsay's website at https://www.ramsayhealth.com/en/about/corporate-governance/.

You can register to watch a webcast of the AGM from 9.00am on Tuesday, 24 November 2026 (1 hour before the meeting starts) by visiting https://boardroomlimited.com.au/meeting/ramsay2026 from a desktop, mobile or tablet device with internet access and completing the registration form. To register, you will need the following information:

Shareholders (Australian residents)

- Access Code: This can be found on your Proxy Form or AGM Notification email (depending on your communication preferences); and
- Postcode (postcode of your registered address).

Shareholders (Overseas residents)

- Access Code: This can be found on your Proxy Form or AGM Notification email (depending on your communication preferences); and
- Country Code e.g. New Zealand – **NZL**, Canada - **CAN**, United Kingdom – **GBR**, United States of America – **USA**. For more country codes, please contact on 1300 668 019 (within Australia) or +61 2 8016 2897 (outside Australia).

Appointed Proxies

- To receive your unique Access Code and password, please contact Boardroom on 1300 668 019 (within Australia) or +61 2 8016 2897 (outside Australia) or via proxy@boardroomlimited.com.au.

If you are unable to attend the AGM in person, we encourage you to watch the live webcast, appoint a proxy to vote on your behalf and submit any written questions that you have in advance of the meeting, or during the meeting via the online webcast https://boardroomlimited.com.au/meeting/ramsay2026. Shareholders will not be able to vote online during the AGM.

Non-shareholders may watch the webcast (registering with your name and email address). Non-shareholders (who are not proxies, corporate representatives or attorneys of shareholders) who wish to attend the AGM in person are requested to register by 5pm (Sydney time) on Tuesday 17 November 2026 by emailing their details to LegalSecretariat.RHC@ramsayhealth.com. Ramsay may decline entry to visitors for safety or other reasons, at its discretion.

Shareholders should monitor the ASX and Ramsay's website where updates will be provided if it becomes necessary or appropriate to change the arrangements for holding or conducting the meeting.

2. Proxies

a) A member entitled to attend and vote at the AGM is entitled to appoint a proxy. A member entitled to cast two or more votes may appoint two proxies and may specify the proportion or number of votes each proxy is appointed to exercise. If no proportion or number is specified, each proxy may exercise half the member's votes.

b) A proxy need not be a member of the Company. A body corporate appointed as a member's proxy may appoint a representative to exercise any of the powers the body may exercise as a proxy at the AGM. The representative should ensure that the Company has been given evidence of his or her appointment, including any authority under which the appointment is signed, in advance of the AGM. If you appoint a proxy or attorney but then attend and ask questions at the AGM, your proxy or attorney will not be revoked. However, if you vote on a resolution, your proxy or attorney is not entitled to vote, and must not vote, on that resolution.

c) Each of the resolutions set out in this Notice of Meeting will be decided by poll. On a poll, if:

- a member has appointed a proxy (other than the Chair of the meeting) and the appointment of the proxy specifies the way the proxy is to vote on the resolution; and
- that member's proxy is either not recorded as attending the AGM or does not vote on the resolution, the Chair of the meeting will, before voting on the resolution closes, be taken to have been appointed as the proxy for the member for the purposes of voting on that resolution and must vote in accordance with the written direction of that member.

d) Where the Chair of the meeting is appointed, or is taken to be appointed, as a member's proxy and that member has not specified the way in which they are to vote for Items 2, and 4, then by completing and submitting the proxy form the member is expressly authorising the Chair of the meeting to exercise the proxy as they decide notwithstanding that these Items are connected with the remuneration of the Company's key management personnel.

e) The Chair of the meeting intends to cast all available proxies in FAVOUR of each Item of business.

f) For an appointment of a proxy for the meeting to be effective, the proxy's appointment and the power of attorney (if any) under which it is signed (or satisfactory proof of that power or a certified copy of it) must be received by the Company at the registered office or at the office of the Company's share registry, Boardroom Pty Limited, no later than **7:00pm (Sydney time) on Sunday, 22 November 2026** (unless the power of attorney (if any) has been previously provided).

Online: https://www.votingonline.com.au/ramsayagm2026

By mail: Boardroom Pty Limited
GPO Box 3993
Sydney NSW 2001 Australia

By facsimile: +61 2 9290 9655

3. Corporate representatives

Corporate members should either: appoint a proxy (as set out above), appoint a corporate representative, or appoint an attorney. The instrument of appointment of a corporate representative must be received by the Company in advance of the meeting.

4. Entitlement to vote

For the purposes of determining entitlements to participate and vote at the meeting, shares will be taken to be held by the persons who are the registered holders at **7:00pm (Sydney time) on Sunday, 22 November 2026**. Accordingly, share transfers registered after that time will be disregarded in determining entitlements to participate and vote at the meeting.

5. Questions and comments on management of the Company

Pre-submitting questions

A shareholder entitled to attend and be heard at the AGM may submit a written question to the Company before the meeting. Questions should be emailed to enquiries@boardroomlimited.com.au by no later than **5:00pm (Sydney time) on Friday, 6 November 2026**.

The Chair of the meeting will endeavour to address as many of the more frequently raised relevant questions as possible. However, there may not be sufficient time available at the meeting to address all of the questions raised. Please note that individual responses will not be sent to any shareholder.

Asking questions during the AGM

In accordance with the *Corporations Act 2001* (Cth) (**Corporations Act**), a reasonable opportunity will be given to shareholders, as a whole, to ask questions about or make comments on the management of the Company at the meeting.

Shareholders may ask questions in person or submit written questions online at https://boardroomlimited.com.au/meeting/ramsay2026. Shareholders will not be able to ask questions by phone into the AGM.

To ask a question via the online webcast, shareholders and appointed proxies will need to register by following the process outlined in section 1 *'Participating in the AGM'*.

- Once you have logged in to watch the webcast, click on the messaging icon and click on *'Ask a question'*.
- Type your question or comment, and, once you have finished, click the 'Send' button. Please note that questions and comments are limited to 1000 characters.
- Each question or comment must be submitted separately.

6. Questions for the Auditor

Shareholders may pre-submit written questions to the Company's Auditor, Ernst & Young, if the question is relevant to the content of Ernst & Young's Audit Reports for the year ended 30 June 2026 or the conduct of its audits of the Company's Financial Report or Sustainability Report for the year ended 30 June 2026.

Relevant written questions for the Auditor must be received by the Company by no later than **5:00pm (Sydney time) on Tuesday, 17 November 2026**. Please send any written questions:

By email: enquiries@boardroomlimited.com.au

By mail: Boardroom Pty Limited GPO Box 3993
Sydney NSW 2001 Australia

By facsimile: +61 2 9290 9655

A list of relevant written questions will be made reasonably available to shareholders attending the meeting. While the Auditor is not obliged to provide written answers, if written answers are tabled at the meeting, they will be made available to shareholders as soon as practicable after the meeting.

EXPLANATORY NOTES

ITEM 1 – CONSIDERATION OF REPORTS

The Financial Report and Sustainability Report of the Company for the year ended 30 June 2026 and the Reports of the Directors and Auditor for the same period will be presented for consideration.
A copy of Ramsay's 2026 Annual Report is available on our website at https://www.ramsayhealth.com/en/investors/results-and-reports/

As part of this item of business, the Chair of the meeting will give shareholders as a whole a reasonable opportunity to ask questions about or make comments on the management of the Company.

The Chair of the meeting will also give shareholders as a whole a reasonable opportunity to ask the Company's Auditor, Ernst & Young, questions relevant to:

a) the conduct of the audits;
b) the preparation and content of the Auditor's Reports;
c) the accounting policies adopted by the Company in relation to the preparation of its financial statements;
d) the policies adopted by the Company in relation to the preparation of the Sustainability Report that the Company was required to prepare under the Corporations Act; and
e) the independence of the Auditor in relation to the conduct of the audits.

ITEM 2 – ADOPTION OF THE REMUNERATION REPORT

The Remuneration Report for the year ended 30 June 2026 is contained in the 2026 Annual Report.

The Chair of the meeting will give shareholders as a whole a reasonable opportunity to ask questions about, or make comments on, the Remuneration Report. A resolution that the Remuneration Report be adopted will then be put to the vote. The vote on this resolution is advisory only and does not bind the Directors or the Company.

However, the Board does take the outcome of the vote and discussion at the AGM into account in setting remuneration policy for future years.

Directors' Recommendation

The Directors recommend that you vote in favour of this advisory resolution.

Voting Exclusion Statement

The Company will disregard any votes cast on Item 2:

- by or on behalf of a member of the key management personnel (**KMP**), details of whose remuneration are included in the Remuneration Report for the year ended 30 June 2026 or their closely related parties (such as close family members and any controlled companies) regardless of the capacity in which the vote is cast; and
- as a proxy by a member of KMP as at the date of the AGM, or their closely related parties, unless the vote is cast as proxy for a person entitled to vote on Item 2:
  - in accordance with a direction on the proxy form; or
  - by the Chair of the meeting pursuant to an express authorisation to exercise the proxy as they decide even though Item 2 is connected with the remuneration of KMP.

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ITEM 3 – RE-ELECTION OF NON-EXECUTIVE DIRECTOR, MS KAREN PENROSE

On 28 November 2023, Ms Penrose was re-elected as a Director of the Company. Ms Penrose offers herself for re-election in accordance with rule 7.1(d) of the Company's Constitution and her profile is set out below.

Ms Karen Penrose
B.Com (UNSW), CPA, FAICD

Non-Executive Director, Chair of the Audit Committee, Member of the Risk Management Committee

Ms Karen Penrose was appointed as a Non-Executive Director on 1 March 2020 and was last re-elected on 28 November 2023.

Karen has had an extensive executive career in leadership and CFO roles, mainly in financial services. She is well-versed in financial management, customer outcomes and operating in a rapidly changing regulatory environment which stems from 20 years in banking with Commonwealth Bank and HSBC and eight years as a listed-company CFO.

Karen has been a full-time director since 2014 and is an experienced committee chair of audit and risk. In addition to being a Non-Executive Director of Ramsay, Karen also serves as a RHC appointee to the Board of Ramsay Générale de Santé and member of their Audit Committee. Karen also serves on the Boards of Bank of Queensland, Charter Hall Group and Cochlear. She is a Director of Marshall Investments Pty Limited and, in a voluntary capacity, a Director on Golf Australia's Risk and Audit Committee.

Karen holds a Bachelor of Commerce from the University of NSW, is a CPA and Fellow of the Australian Institute of Company Directors and member of Chief Executive Women.

During the last three years, Karen has served as a director of the following listed companies:

- Bank of Queensland (appointed November 2015)
- Ramsay Générale de Santé (appointed February 2021)
- Cochlear Limited (appointed July 2022)
- Charter Hall Group (appointed November 2024)
- Estia Health (resigned December 2023; Estia Health subsequently delisted on 18 December 2023)
- Reece Limited (resigned September 2024)

The Board considers Ms Penrose to be an independent director.

Directors' recommendation
For the reasons outlined above, the Directors (with Ms Penrose abstaining) recommend that you vote in favour of this resolution.

ITEM 4 – GRANT OF PERFORMANCE RIGHTS TO THE MANAGING DIRECTOR FOR FY2027

ASX Listing Rule 10.14 requires the Company to obtain shareholder approval for the issue of securities to a Director under an employee incentive scheme.

The Company is seeking shareholder approval for the proposed grant of performance rights (**PRs**) to the Managing Director, Ms Natalie Davis, under the Equity Incentive Plan (the **Plan**). The Board, consistent with past practice, is intending to source the shares to satisfy the vesting of PRs through on-market purchases which are excluded from the operation of Listing Rule 10.14.

Despite the fact that no new shares are intended to be issued in respect of the PRs, the Board is nonetheless seeking this shareholder approval in the interests of transparency, good corporate governance and to preserve flexibility in case, for any reason, it is ultimately considered in the Company's best interests to issue shares rather than source them on-market.

If shareholder approval is not obtained, the Board will consider alternative arrangements to appropriately remunerate and incentivise the Managing Director.

Under the Company's Long Term Incentive (**LTI**), each PR is an entitlement to receive a fully-paid ordinary share in the Company on terms determined by the Board, including vesting conditions linked to service and performance over a 3 year performance period.

If the vesting conditions are satisfied, the PRs vest and shares (or, in limited instances, an equivalent cash payment) will be delivered to the executive. While the number of PRs to vest will primarily be determined by testing against the performance conditions, the Board retains the discretion to reduce the PR vesting outcome where it considers it appropriate in light of the Group's performance overall and any other relevant circumstances.

The Board, on the recommendation of the People and Remuneration Committee, proposes to grant PRs to Ms Davis in accordance with the terms of the Plan. The proposed grant of PRs to Ms Davis is in accordance with the Company's LTI strategy of aligning the LTI element of executive remuneration with the creation of shareholder wealth by linking reward with the strategic goals and performance of the Company.

The face value of the proposed grant of PRs to Ms Davis in FY27 has been set at 170% of her total fixed remuneration (i.e. $3,060,000).

ASX Listing Rule 10.15.4 requires this Notice of Meeting to include details (including amount) of Ms Davis' current total remuneration:

Fixed Remuneration (excluding superannuation) (**FR**)	$1,800,000 per annum
Short-term incentive	100% of FR at target (i.e. $1,800,000)
Long-term incentive	170% of FR on a face value basis (i.e. $3,060,000)

Please refer to the Company's Remuneration Report contained in its 2026 Annual Report which includes further details about the Company's remuneration arrangements.

Ms Davis will be granted 70,563 PRs. The number of PRs has been determined by dividing the FY27 grant value of $3,060,000 by the 5-day Volume Weighted Average of the Company's share price up to and including 1 July 2026 (AU$43.3654), with 1 July being the first trading day of the performance period.

The Company grants the LTI in the form of PRs because they create share price alignment between Ms Davis and shareholders but do not provide the full benefits of share ownership (such as dividend and voting rights) unless the PRs vest.

Performance Conditions:
The PRs proposed to be granted to Ms Davis will be divided into two equal tranches that are to be tested independently from each other:

- The first tranche will be subject to a relative total shareholder return (**TSR**) performance hurdle (**Parcel A**).
- The second tranche will be subject to an average actual return on invested capital (**ROIC**) gateway. If this gateway is met, vesting will be determined based on an earnings per share (**EPS**) performance hurdle (**Parcel B**).

There will be no retesting of either of the performance conditions.

The performance conditions applying to the PRs proposed to be granted to Ms Davis are explained in further detail below.

a) TSR Performance Hurdle:
The relative TSR hurdle will be determined by measuring and ranking the Company's TSR at the end of the 3 year performance period relative to a comparator group comprising the S&P/ASX 100 index (adjusted as set out below).

The Board has determined that the S&P/ASX 100 index is the most appropriate comparator group for the FY27 grant given the Company's market capitalisation. This comparator group is adjusted to exclude companies in sectors having different drivers of operating performance, being those in the real estate, financial and resources industries. The Board has the discretion to adjust the comparator group, including to take into account acquisitions, mergers or other relevant corporate actions or a delisting.

Relative TSR is the most prevalent performance measure used in LTI plans within ASX100 companies. The Board is of the view that use of a TSR hurdle is appropriate as it provides a strong link between executive remuneration levels and shareholder value, such that executives benefit where there is a corresponding relative benefit delivered to shareholders over the relevant period. The Board also considers that it is appropriate to use a broad index-based comparator group rather than a sector- specific peer group as there are too few Australian healthcare companies of similar size and scope of operations to Ramsay for benchmarking purposes.

The following table sets out the percentage of Parcel A PRs that may vest based on the Company's TSR ranking over the performance period:

Company's TSR ranking in the comparator group	Percentage of 'Parcel A' PRs available to vest
TSR below 50th percentile	Nil
TSR at 50th percentile	50%
TSR between 50th and 75th percentile	Between 50% and 100%, increasing on a straight line basis
TSR at or above 75th percentile	100%

b) ROIC Gateway and EPS Performance Hurdle:
Vesting of Parcel B PRs is subject to a gateway requirement being met. The ROIC outcome for the Company over the three year performance period is tested by the improvement in 3-year Accounting ROIC. The Accounting ROIC for the performance period will need to be above the previous year's 3-year accounting ROIC for vesting to occur. The Board will consider the impact of acquisitions (which are made in line with a Board approved acquisition plan) in the assessment of Accounting ROIC, including exclusion of capital spent and the returns from that acquisition for the period of the approved build and ramp-up, to ensure that participants are not penalised for undertaking an investment which is expected to deliver long-term profitable growth.

Subject to the gateway requirement being met, the percentage of Parcel B PRs that may vest will be based on the cumulative CAGR in EPS for the performance period in accordance with the following table.

CAGR	Percentage of 'Parcel B' PRs available to vest
Less than 8%	Nil
At 8% (threshold)	50%
Between 8% and 15%	Straight line pro-rata between 50% and 100%
At or above 15% (stretch)	100%

EPS measures the earnings generated by the Company attributable to each share on issue. In deriving EPS, statutory earnings will be adjusted for significant items where the Board considers it appropriate, based on the principles detailed in the Remuneration Report.

The number of shares for the purposes of the EPS calculation is the weighted average number of issued ordinary shares over the relevant financial year.

Hedging of Performance Rights:
The Company prohibits the hedging of PRs by senior executives.

Rights Attaching to Performance Rights:
PRs do not carry voting or dividend rights, however shares allocated upon vesting and exercise of PRs carry the same rights as other ordinary shares in the Company.

Treatment of PRs on Termination of Employment:
Where Ms Davis' employment ceases before her PRs have vested, the treatment of her unvested PRs depends on a number of factors, including the circumstances in which she has ceased employment.

Where Ms Davis' employment is terminated:

- for cause or she resigns, her unvested PRs will lapse; or
- in other circumstances, a pro rata portion of her unvested PRs will remain on foot (calculated based on the portion of the Performance Period that has elapsed up until the date of termination) and will be tested in the ordinary course subject to the performance hurdles outlined above.

The Board retains discretion to determine a different treatment where it considers it appropriate.

Clawback:
The Board has broad "clawback" powers to determine that PRs lapse, any shares allocated on vesting are forfeited or that amounts are to be repaid in certain circumstances (for example, in the case of serious misconduct).

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Additional Information:
The Company provides the following additional information in relation to resolution 4.

a) As the PRs form part of Ms Davis' remuneration package, the acquisition price for a PR is nil and no money is payable by the holder for a share on exercise of a PR.

b) Only Ms Davis (being the Managing Director falling within the director category under Listing Rule 10.14.1) is entitled to participate in the Plan. Non-Executive Directors are ineligible to participate in this Plan.

c) No loans will be made in relation to the acquisition of PRs or shares under the Plan.

d) 131,547 PRs have been previously granted to Ms Davis under the Plan (at no cost) in respect of prior year long-term incentives.

e) If shareholders approve Item 4, then PRs will be granted to Ms Davis as soon as practicable after the date of the meeting and in any event no more than 12 months after the meeting (i.e. by 24 November 2027).

f) Details of any securities issued under the Plan will be published in the Company's Annual Report relating to the period in which they were issued, along with a statement that approval for the issue was obtained under ASX Listing Rule 10.14. Any additional persons covered by ASX Listing Rule 10.14 who become entitled to participate in an issue of securities under the Plan after this resolution is approved and who are not named in this notice of meeting will not participate until approval is obtained under ASX Listing Rule 10.14 or an exception applies.

g) In connection with the proposed Demerger of Ramsay Santé, shareholders are being asked to approve a Supplementary Award in respect of unvested PRs (including the PRs proposed to be granted under this Item 4). Subject to shareholder approval, under the Supplementary Award, Ms Davis will be granted additional PRs to ensure that she is no better or worse off as a result of the Demerger. The Demerger Booklet is expected to be released in October 2026. Please see the Notices of Meeting of that Demerger Booklet for additional information.

Directors' Recommendation
The Directors (with Ms Davis abstaining) recommend that you vote in favour of Item 4.

Voting Exclusion Statement
The Company will disregard any votes on Item 4:

- cast in favour of the Item by or on behalf of Ms Natalie Davis or any of her associates (regardless of the capacity in which the vote is cast); and
- cast as a proxy by a member of KMP as at the date of the AGM, or their closely related parties,

unless the vote is cast on Item 4:

- as proxy or attorney for a person entitled to vote on the resolution in accordance with a direction given to the proxy or attorney to vote on the resolution in that way; or
- by the Chair of the meeting as proxy for a person entitled to vote on the resolution, in accordance with an express authorisation to exercise undirected proxies as the Chair decides; or
- by a holder acting solely in a nominee, trustee, custodial or other fiduciary capacity on behalf of a beneficiary provided the following conditions are met:
  - the beneficiary provides written confirmation to the holder that the beneficiary is not excluded from voting, and is not an associate of a person excluded from voting, on the resolution; and
  - the holder votes on the resolution in accordance with directions given by the beneficiary to the holder to vote in that way.

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ramsayhealth.com

Ramsay
Health Care

1104 24-09-26

PROXY FORM – ANNUAL GENERAL MEETING

Ramsay Health Care

All Correspondence to:

By Mail Boardroom Pty Limited
GPO Box 3993
Sydney NSW 2001 Australia

By Fax: +61 2 9290 9655

Online: www.boardroomlimited.com.au

By Phone: (within Australia) 1300 668 019
(outside Australia) +61 2 8016 2897

YOUR VOTE IS IMPORTANT

For your vote to be effective it must be recorded **before 7:00pm (Sydney time) on Sunday 22 November 2026.**

TO APPOINT A PROXY ONLINE

BY SMARTPHONE

STEP 1: VISIT https://www.votingonline.com.au/ramsayagm2026
STEP 2: Enter your Postcode OR Country of Residence (if outside Australia)
STEP 3: Enter your Access Code:

TO VOTE BY COMPLETING THE PROXY FORM

STEP 1 APPOINTMENT OF PROXY

Indicate who you want to appoint as your Proxy.
If you wish to appoint the Chair of the Meeting as your proxy, mark the box. If you wish to appoint someone other than the Chair of the Meeting as your proxy please write the full name of that individual or body corporate. If you leave this section blank, or your named proxy does not attend the Meeting, the Chair of the Meeting will be your proxy. A proxy need not be a securityholder of the company. Do not write the name of the issuer company or the registered securityholder in the space.

Appointment of a Second Proxy
If you are entitled to cast two or more votes you may appoint up to two proxies to attend the Meeting and vote. If you wish to appoint a second proxy, an additional Proxy Form may be obtained by contacting the company's securities registry or you may copy this form.

To appoint a second proxy you must:
(a) complete two Proxy Forms. On each Proxy Form state the percentage of your voting rights or the number of securities applicable to that form. If the appointments do not specify the percentage or number of votes that each proxy may exercise, each proxy may exercise half your votes. Fractions of votes will be disregarded; and
(b) return both forms together in the same envelope.

STEP 2 VOTING DIRECTIONS TO YOUR PROXY

To direct your proxy how to vote, mark one of the boxes opposite each item of business. All your securities will be voted in accordance with such a direction unless you indicate only a portion of securities are to be voted on any item by inserting the percentage or number that you wish to vote in the appropriate box or boxes. If you do not mark any of the boxes on a given item, your proxy may vote as he or she chooses subject to any applicable voting restrictions. If you mark more than one box on an item for all your securities your vote on that item will be invalid.

Proxy which is a Body Corporate
Where a body corporate is appointed as your proxy, the representative of that body corporate attending the Meeting must have provided an "Appointment of Corporate Representative" prior to admission. An Appointment of Corporate Representative form can be obtained from the company's securities registry.

Attending the Meeting
If you appoint a proxy or attorney but then attend and ask questions at the Meeting, your proxy or attorney will not be revoked. However, if you vote on a resolution at the Meeting, your proxy or attorney is not entitled to vote, and must not vote, on that resolution.

Voting restrictions for KMP
Please note that if you appoint a member of the company's key management personnel (KMP) (which includes each of the directors) or one of their closely related parties as your proxy, they will not be able to cast your votes on Items 2 and 4 unless you direct them how to vote or the Chair of the Meeting is your proxy. If you appoint the Chair of the Meeting as your proxy or the Chair of the Meeting is appointed as your proxy by default, but you do not mark a voting box for Items 2 and 4, by completing and submitting this Proxy Form, you will be expressly authorising the Chair of the Meeting to exercise your proxy in respect of the relevant Item, even though the Item is indirectly or directly connected with the remuneration of the KMP.

STEP 3 SIGN THE FORM

The form **must** be signed as follows:
Individual: This form is to be signed by the securityholder.
Joint Holding: where the holding is in more than one name, all the securityholders should sign.
Power of Attorney: to sign under a Power of Attorney, you must have already lodged it with the registry. Alternatively, attach the Power of Attorney (or satisfactory proof of that power or a certified copy of it) to this form when you return it.
Companies: this form must be signed by a Director jointly with either another Director or a Company Secretary. Where the company has a Sole Director who is also the Sole Company Secretary, this form should be signed by that person. **Please indicate the office held by signing in the appropriate place.**

STEP 4 LODGEMENT

Proxy forms (and any Power of Attorney under which it is signed) must be received by **7:00pm (Sydney time) on Sunday, 22 November 2026.** Any Proxy Form received after that time will not be valid for the scheduled Meeting.

Proxy forms may be lodged using the enclosed Reply-Paid Envelope or:

Online https://www.votingonline.com.au/ramsayagm2026

By Fax + 61 2 9290 9655

By Mail Boardroom Pty Limited
GPO Box 3993,
Sydney NSW 2001 Australia

For personal use only

SAMPLE

PROXY FORM – ANNUAL GENERAL MEETING

Ramsay Health Care Limited
ABN 57 001 288 768

☐ **Your Address**
This is your address as it appears on the company's share register. If this is incorrect, please mark the box with an "X" and make the correction in the space to the left. Securityholders sponsored by a broker should advise their broker of any changes.
Please note, you cannot change ownership of your securities using this form.

PROXY FORM – ANNUAL GENERAL MEETING

STEP 1 APPOINT A PROXY

I/We being a member/s of **Ramsay Health Care Limited** (Company) and entitled to attend and vote hereby appoint:

☐ the **Chair of the Meeting (mark box)**

OR if you are **NOT** appointing the Chair of the Meeting as your proxy, please write the name of the person or body corporate (excluding the registered securityholder) you are appointing as your proxy below

or failing the individual or body corporate named, or if no individual or body corporate is named, the Chair of the Meeting as my/our proxy at the Annual General Meeting of the Company to be held at The Fullerton Hotel Grand Ballroom, 1 Martin Place, Sydney, New South Wales, Australia **on Tuesday, 24 November 2026 at 10:00am (Sydney time)** and at any adjournment or postponement of that meeting, to act generally on my/our behalf and to vote in accordance with the following directions or if no directions have been given, and to the extent permitted by law, as the proxy sees fit.

Chair of the Meeting authorised to exercise undirected proxies on remuneration related matters: If I/we have appointed the Chair of the Meeting as my/our proxy or the Chair of the Meeting becomes my/our proxy by default, and I/we have not directed my/our proxy how to vote in respect of items 2 and 4 and I/we am/are entitled to vote on the relevant Item(s), then by completing and submitting this form, I/we expressly authorise the Chair of the Meeting to exercise my/our proxy in respect of items 2 and 4 even though they are connected directly or indirectly with the remuneration of a member of the key management personnel of the Company, which includes the Chair of the Meeting.

The Chair of the Meeting intends to vote all available undirected proxies in favour of **Items 2 to 4.** If you wish to appoint the Chair of the Meeting as your proxy with a direction to vote for, against, or to abstain from voting on an item, you must provide a direction by marking the 'For', 'Against' or 'Abstain' box opposite that resolution.

STEP 2 VOTING DIRECTIONS

* If you mark the Abstain box for a particular item, you are directing your proxy not to vote on your behalf on a poll and your vote will not be counted in calculating the required majority on a poll.

		For	Against	Abstain*
Item 2	Adoption of the Remuneration Report	☐	☐	☐
Item 3	Re-election of Non-Executive Director, Ms Karen Penrose	☐	☐	☐
Item 4	Grant of Performance Rights to Managing Director for FY2027	☐	☐	☐

STEP 3 SIGNATURE OF SECURITYHOLDERS

This form must be signed to enable your directions to be implemented.

Individual or Securityholder 1	Securityholder 2	Securityholder 3
Sole Director and Sole Company Secretary	Director	Director / Company Secretary

Contact Name…… Contact Daytime Telephone…… Date / / 2026

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SAMPLE

Ramsay Health Care

All correspondence and enquiries to:

BoardRoom
Smart Business Solutions

Boardroom Pty Limited
ABN 14 003 209 836
GPO Box 3993
Sydney NSW 2001

Tel: 1300 668 019 (within Australia)
Tel: + 61 2 8016 2897 (outside Australia)
Fax: + 61 2 9290 9655

www.boardroomlimited.com.au
enquiries@boardroomlimited.com.au

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QUESTIONS FROM SHAREHOLDERS

Your concerns as shareholders are important to us. Please use this form to submit any questions about Ramsay Health Care Limited (Company) that you would like us to respond to at the Company's 2026 Annual General Meeting. Your questions should relate to matters that are relevant to the business of the meeting, as outlined in the accompanying Notice of Meeting and Explanatory Notes.

You may also use this form to submit a written question to the Company's auditor if the question is relevant to the content of the auditor's reports, or the conduct of the audits of the Company's Financial Report or Sustainability Report, for the financial year ended 30 June 2026.

For questions to the Company, this form must be received by the Company's share registrar, Boardroom Pty Limited, **by no later than 5:00pm (Sydney time) on Friday 6 November 2026.**

Please note, questions to the Company's auditor in relation to the content of the auditor's reports or the conduct of the audits must be received **by no later than 5:00pm (Sydney time) on Tuesday, 17 November 2026.**

The form may be lodged with Boardroom Pty Limited at GPO Box 3993, Sydney NSW 2001 or by facsimile to (02) 9290 9655 in Australia or (+612) 9290 9655 if you are overseas. A return envelope is also provided. If more convenient, you may also e-mail questions to **enquiries@boardroomlimited.com.au**.

Questions will be collated. During the course of the Annual General Meeting, the Chair of the Meeting will endeavour to address as many of the more frequently raised shareholder topics as possible and, where appropriate, will give a representative of the Company's auditor, the opportunity to answer written questions submitted to the auditor. However, there may not be sufficient time available at the meeting to address all topics raised. Please note that individual responses will not be sent to shareholders.

Question(s)

1. Question is for the ☐ Chair, or ☐ Auditor

_____

_____

_____

2. Question is for the ☐ Chair, or ☐ Auditor

_____

_____

_____

3. Question is for the ☐ Chair, or ☐ Auditor

_____

_____

_____