

2021 Annual General Meeting



21 October 2021

Robert Hubbard

Chair



Virtual AGM Assistance

If you require assistance
during the meeting, call: **+ 61 3 9415 4024**

Board of Directors



Robert Hubbard
Non-executive Chairman



Gordon Davis
Non-executive Director



Sally Evans
Non-executive Director



Dr Paul Jones
Non-executive Director



Dr Malcolm Parmenter
MD & CEO



Jenny Macdonald
Non-executive Director



Kate McKenzie
Non-executive Director



Charles Tilley
Company Secretary

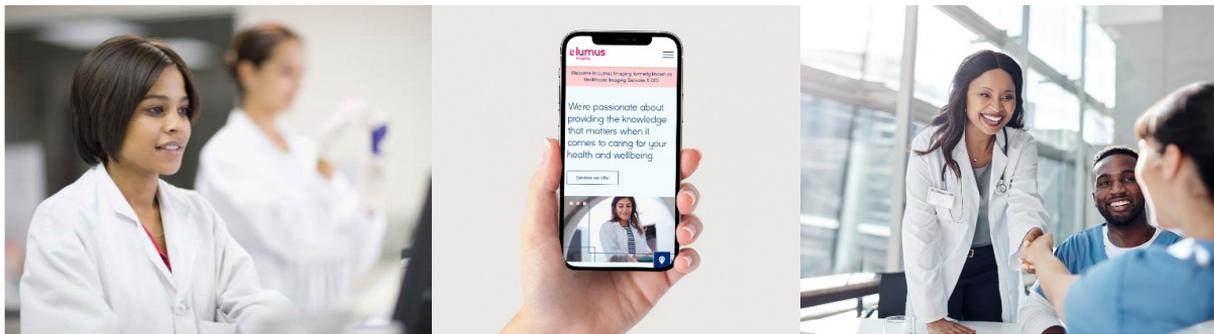
COVID-19

We thank all of our people for their achievements this year



FY 2021 – a year in review

| Group \$m | Underlying | | Reported | |
|------------------------|----------------|---------|----------------|--------------|
| | FY 2021 | FY 2020 | FY 2021 | FY 2020 |
| Revenue | 1,913.1 | 1,572.4 | 1,900.7 | 1,557.0 |
| EBIT | 266.5 | 129.0 | 255.4 | 92.1 |
| NPAT ¹ | 148.4 | 53.1 | 43.7 | (70.5) |
| Cash flow ² | | | 912.8 | 285.0 |
| Dividend ³ | | | 13.25 | 2.6 |



1. NPAT reported including discontinued operations
2. Cashflow from operating and investing activities
3. Dividend cps 100% franked

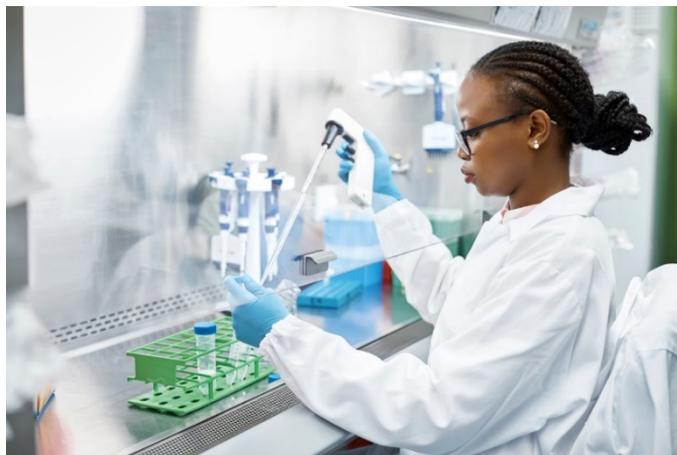
Shareholder returns

Focus our strategic goals to provide shareholders with a sustainable return on investment

Divestments have realigned portfolio and strengthened balance sheet

Capital management review in FY21

- On-market share buy back
- Sustainable dividend policy



Remuneration Report

Our Values



Work it
together



Empathy for
Everyone



Committed
to Excellence



Act with
Integrity



Recognise
our People



Embrace
Innovation

Remuneration framework aims to attract, retain and reward employees, reinforcing Healius' Purpose, Mission and Values

Rewards aligned to sustained shareholder value creation, driving real outcomes

Plan to include sustainability targets in performance measures from FY22

Board refresh



Jenny MacDonald



Kate McKenzie

Jenny MacDonald and Kate McKenzie joined the Healius Board as Non-executive Directors in FY21

We have achieved Board gender diversity target

Healius will extend focus on diversity throughout the organisation

ESG

A sustainable business means consistent and more predictable returns for shareholders

Sustainability agenda being driven by Board and Sustainability Committee

Responding to climate change with goal of carbon neutrality by 2025



Robert Hubbard

Chair



Dr Malcolm Parmenter

Managing Director & CEO



Executive Leadership Team



L to R: Peter Wilson (GE People & Shared Services), Ben Korst (CE Day Hospitals), Dr Malcolm Parmenter (CEO & MD), John McKechnie (CE Pathology), Janet Payne (GE Corporate Affairs), Maxine Jaquet (CFO & COO), Mark Neeham (GE Government & External Affairs), and Dean Lewsam (CE Imaging)

Trading Update

1QFY22 continuing operations¹

| \$m | 1QFY20 | 1QFY21 | 1QFY22 |
|---------|--------|--------|--------------|
| Revenue | 410.5 | 480.2 | 689.9 |
| EBIT | 34.4 | 77.9 | 201.9 |

Strong results underpinned by elevated COVID testing and effective cost control

 **Pathology** – Non-COVID revenue ahead of pcp; COVID tests above 40,000 per working day, with commercial COVID testing performing well

 **Imaging** – Revenue down slightly vs pcp; recovery in NSW from late September and into October

 **Day Hospitals** – Revenue down vs pcp; Westside Private Hospital tracking ahead of pcp

Encouraged by progressive recovery in NSW in October to date

Expect COVID PCR testing to be part of the health landscape for years (based on international experience, easing of restrictions and new treatments for COVID)

Will continue to provide periodic trading updates, caution against extrapolating 1QFY22 results given dynamic environment

1. Results are based on unaudited financial results, EBIT after the impact of adjustments for AASB16, before non-underlying items (items recorded as non-underlying in Q1FY22 are immaterial), and exclude Adora which is held for sale

Strategy: Sustainable Improvement Program (SIP)

Digital

1010
1010

Network



Workforce



Sourcing



Phase 1 delivered \$58 million in cost savings in continuing operations

Phase 2 focus on delivering margin expansion of 300 bps in Pathology and Imaging

Higher value structural and revenue driver improvements across Digital, Network, Workforce & Sourcing

Strategy: Digital

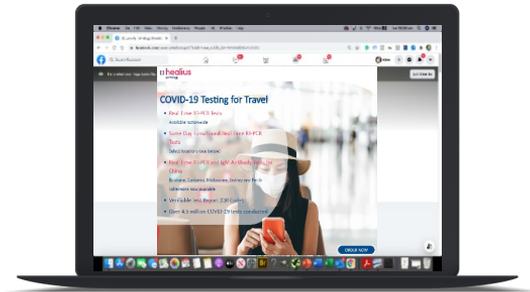
Introduced digital innovations in FY21

- Launched e-commerce platform in Pathology
- Deploying QR-code based digital order automation
- Advanced work on digitisation in imaging clinics

Pathology Laboratory Information System (LIS)

- Continuing end-to-end, customer-centric platform
- Technology modernisation program

Core digital capability build for the future



Strategy: Growth

Realigned portfolio with sale of Healius Primary Care and Adora

Rebranded to Lumus Imaging

Exploring acquisitive growth

New Montserrat day hospital and cancer centre in Perth – Murdoch Private Hospital



Render of Murdoch Private Hospital

Building a sustainable business



Our Business

Sustainable Improvement Program (SIP) aptly named with investment to drive growth & margin

- Digital
- Network
- Workforce
- Sourcing



Our Shareholders

Streamlined portfolio delivering higher returns and cash flows

Organic growth in Day Hospitals and diagnostic commercial streams

\$159.5 million in share buy-back and \$80.6 million in FY 2021 dividends

Strong capital position to fund growth



Our People

Extra three days leave to all over Christmas

New parental leave policy New resources hub

Rewards for hard work across the Group

Flexible ways of working to help manage COVID-19 pressures



Our Communities

Focus went far beyond budgeted metrics to ensuring we played a pivotal role in Australia's public health response to the pandemic

Non-COVID healthcare services delivered safely, efficiently and effectively despite lockdowns

Commitment to carbon neutrality by 2025, with emission reductions in train



Our Customers

Innovation in COVID-19 improved consumer interaction

Investing in leading-edge applications to permanently change for the better how consumers access diagnostic healthcare in Australia

The logo consists of a dark blue vertical bar on the left, followed by two red vertical bars of equal height, and a red dot positioned between the two red bars.

healio