

ASX ANNOUNCEMENT

31 January 2025

RAMSAY HEALTH CARE ANNOUNCES LEADERSHIP CHANGES AND STRATEGIC REALIGNMENT TO STRENGTHEN BUSINESS CAPABILITY

Ramsay Health Care (ASX:RHC) today announced senior leadership changes and an updated operational structure under Managing Director & Group Chief Executive Officer Natalie Davis.

The strategic realignment is designed to accelerate the transformation of Ramsay's core Australian hospital business, position the business for future growth and deliver improved outcomes for Ramsay's patients, employees, doctors and shareholders.

Leadership changes

- After five years at Ramsay, Group Chief Financial Officer Martyn Roberts has resigned to pursue other opportunities. A global search is underway for a dynamic leader who will play a critical role in navigating significant industry change to position Ramsay for the future.
- Ramsay Australia Chief Executive Officer Carmel Monaghan has advised of her intention to retire in mid-2025 after 27 years of distinguished service and nearly five years leading the Australian business, including through a time of significant external disruptions.
- Both Mr Roberts and Ms Monaghan will remain with the business during the transition to support continuity.

New operational structure

These executive changes have presented an opportunity to realign Ramsay's operational structure to better position the business for the future. To be implemented by mid-2025, the new structure will strengthen the Group's focus on its core Australian hospital business, while building the capabilities necessary to drive transformation and shareholder value.

The organisation structure will be streamlined, with the Ramsay Australia leadership team reporting directly into Ms Davis, bringing Group capabilities and focus closer to Australian hospitals, patients and teams. Two new senior roles will be created, both reporting to Ms Davis:

1. **Chief Operating Officer - Australia (COO):** Responsible for driving excellence and performance in Ramsay's hospital operations, the COO will also lead initiatives to enhance patient and employee experience and strengthen doctor partnerships.
2. **Chief Commercial Officer - Australia (CCO):** Primarily focused on maintaining effective strategic partnerships with private health insurers and other key industry stakeholders, as well as innovating how Ramsay delivers healthcare and mental health services, including by connecting hospital and community-based services.

To position Ramsay for success in a rapidly evolving sector, while continuing to strengthen our leadership in clinical governance, quality and safety, we are also pleased to announce the appointment of a Chief Health and Strategy Officer (CHSO). Commencing in early February, Ramsay is delighted to welcome Dr Brindan Suresh as CHSO. Dr Suresh brings a distinctive combination of clinical experience and empathy as a physician and extensive global experience in healthcare strategy and transformation.

Strategic benefits

The new operational structure will form a key part of Ramsay's strategic evolution aimed to deliver better health outcomes for patients, while elevating performance focus and improving shareholder returns.

Ms Monaghan and Ms Davis are working closely together to ensure the Australian team remains focused on delivering leading patient care, team experience, doctor partnerships, business growth and performance.

The transition will be carefully phased, with retention plans in place for key business leaders.

Managing Director & Group CEO Natalie Davis:

"These changes are about setting up Ramsay for the future - working smarter, building capability and accelerating our transformation and performance, with focus on our core Australian hospital business.

"On behalf of the Board, I would like to thank Martyn and Carmel for their significant contributions to Ramsay. Martyn helped guide the business through a particularly challenging period, including the sale of the Ramsay Sime Darby joint venture. Carmel has been a cornerstone of the Australian business for nearly three decades and her dedication to our people, patients and purpose will have a lasting impact as we shape the next chapter of Ramsay's success."

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Contact:

Kelly Hibbins
Group Head of Investor Relations
+61 9220 1034
+61 414 609 192
HibbinsK@ramsayhealth.com

The release of this announcement has been approved by the Ramsay Health Care Board of Directors.