



ANNUAL SHAREHOLDERS MEETING – CHAIR’S ADDRESS

27 June 2025

Introduction & Thanks

I want to begin by thanking everyone who plays a part in Oceania's success—our nearly 2,700 staff, our business partners, and you, our shareholders.

Every day, our team provides personal, high-quality support and care to over 3,900 residents across our care homes and retirement villages. Their hard work and dedication are the foundation of everything we do.

We also thank you, our investors, for supporting Oceania as we grow and improve for the long term.

Portfolio and Transformation

Since our share market listing in 2017, Oceania's total assets have more than tripled – growing by over 200% to nearly \$3 billion.

We've made big changes to modernise our portfolio. Today, 88% of sites have been newly developed or acquired. This means our Villages and Care Centres are newer, higher quality and better suited to what residents want now and into the future.

We're working toward a more balanced mix of Care and Independent Living with half of Care under Occupation Right Agreements.

As a part of this transformation, we've exited or sold 18 sites since listing that no longer fit our long-term strategy.

All of this reflects a clear and deliberate shift – from a legacy model to one focused on better living environments, and a sustainable and stronger business.

Dividend & Capital Management

As you know, we didn't pay an interim dividend earlier this year, and the Board has also decided not to pay a final dividend for FY25.

However, this doesn't mean we're moving away from rewarding shareholders. Instead, we've updated our Dividend Policy to better reflect how and when we generate cash. The new policy gives us more flexibility to manage our capital wisely, support future growth, and still return value to shareholders when it makes sense to do so. We believe paying dividends is a good capital management discipline.

Our new dividend policy will be to pay out between 40% and 60% of its Free Cash Flow from Operations (excluding development cash flows). The Board may consider a dividend above or below this policy range, subject to Oceania's cash flow requirements and investment opportunities.

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Free Cash Flow from Operations is calculated as cash flows from ongoing operations including realised Deferred Management Fees and Capital gains from resale of ORA contracts, less maintenance capital expenditure and finance costs on core debt (excluding development debt).

At the time of the Oceania half year result announcement, we'll have more certainty on the operational performance for the year and therefore be able to assess when dividend payments can resume.

We remain committed to careful financial management. As of 31 March 2025, we had \$97 million in unused debt capacity, and our gearing (a measure of financial leverage) has improved to 36.3%, down from 38.3% last year. This progress comes from selling non-core assets, boosting sales, and making our operations more efficient.

We also successfully refinanced our \$500 million loan facility this year, keeping the same terms and receiving strong support from new and existing lenders - a clear sign of confidence in our strategy and financial health.

Managing Risk

The Board continues to pay close attention to managing risks in what is a constantly changing environment.

Over the past year, we've made good progress in strengthening how we identify and manage risks- especially in areas like clinical, health and safety, climate change, cybersecurity, regulation, and how we fund and deliver Care.

This builds on the work we began last year, including the creation of a dedicated Board Risk Committee, to ensure we are prepared for both new and ongoing challenges.

Sustainability and Climate Action

This year marked the second time we reported on our Climate-related risks and plans under New Zealand's mandatory rules.

We made strong progress, including developing our first formal Climate Transition Plan. This outlines how we'll address climate risks and opportunities over the short, medium, and long term.

We also continued making improvements in other sustainability areas like reducing emissions, managing waste, and designing buildings that are more efficient and environmentally friendly.

Oceania was proud to be a finalist for the Sustainability Leadership award at the 2024 Deloitte Top 200 Awards - recognition of how sustainability is now a key part of our business.

Board Oversight and Engagement

Our Board has stayed closely involved with the business throughout the year. We regularly visit our villages to speak with residents, frontline staff, and managers and as part of regular Health and Safety and Clinical Leadership walks. These visits are critical as they help ensure that real-life experiences shape the decisions we make at the highest level.

Looking Ahead

New Zealand's population is ageing fast. The number of people aged 75 and over is expected to double by 2050 from just over 400,000 today to over 800,000. Current aged care capacity won't meet that future demand.

Oceania is in a strong position to help meet this need.

We are focused on completing our current strategy with care and discipline. At the same time, we're beginning the next phase of our journey under CEO Suzanne Dvorak's leadership.

Suzanne and her team have developed a five-year plan that builds on our strengths and focuses on what matters most - improving resident outcomes, developing our workforce, and operating sustainably over the long term.

The Board fully supports this new strategy. We believe it gives Oceania a clear, differentiated and confident path forward.

Now, I'd like to invite Suzanne to present her report.