Appendix 4E

Regis Healthcare Limited
Results for announcement to the market

For the year ended 30 June 2026

(previous corresponding period being the year ended 30 June 2025)

	30 June 2026 $'000	30 June 2025 $'000	% change
Revenue from ordinary activities	1,350,600	1,161,288	16.3%
Underlying net profit[1] attributable to members	55,635	53,404	4.2%
Statutory net profit after tax attributable to members	55,686	48,951	13.8%

Basics Earnings per Share

	30 June 2026 (cents)	30 June 2025 (cents)	% change
Basic earnings per share	18.44	16.25	13.5%
Underlying basic earnings per share	18.42	17.73	3.9%

Dividend Information

	Amount per security	Franking %	Record date	Payment date
Year ended 30 June 2026				
Interim dividend	9.00 cents	100%	15 March 2026	9 April 2026
Final dividend	9.40 cents	100%	9 September 2026	23 September 2026
Total dividend	18.40 cents	100%		

Explanation of Results

For further explanation of the results refer to the accompanying media release and 'Operating and Financial Review' in the Directors' Report that is contained within the 2026 Regis Annual Financial Report.

Other Information

	30 June 2026 (cents)	30 June 2025 (cents)	% change
Net tangible assets per ordinary share[2]	(230.1)	(148.7)	(54.7%)

This report is based on the 2026 Regis Annual Financial Report that has been audited by Ernst & Young.

The remainder of the information requiring disclosure to comply with the requirements of Listing Rule 4.3A is contained within the 2026 Regis Annual Report that follows.

Signed by

Malcolm Ross, Company Secretary
24 August 2026

1 Underlying net profit after tax attributable to members represents net profit after tax excluding the after-tax impact of one-off items.
2 Calculated as net assets less intangible assets and deferred tax assets divided by the number of ordinary shares on issue at period end. Net tangible asset backing includes right-of-use assets and lease liabilities as disclosed in the Annual Financial Report of Regis Healthcare Limited for the financial year ended 30 June 2026.

regis

Annual Report 2026

Contents

About this Annual Report

Regis Healthcare Limited ('Regis' or 'Company') is a leading provider of aged care and services for older people. Regis is pleased to present its 2026 Annual Report which provides a snapshot of the highlights and accomplishments over the past year, reflecting a continued focus on delivering quality care and services, supporting residents and clients, and strengthening the foundations of the business for the future.

Acknowledgement of Country

Regis acknowledges the Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities.
We pay our respect to Elders past and present.

About our cover:
Lifestyle Coordinator Maninder Kaur and resident Salvina Ferraro, 92, at Regis Fawkner in Victoria, July 2026.

OUR VISION

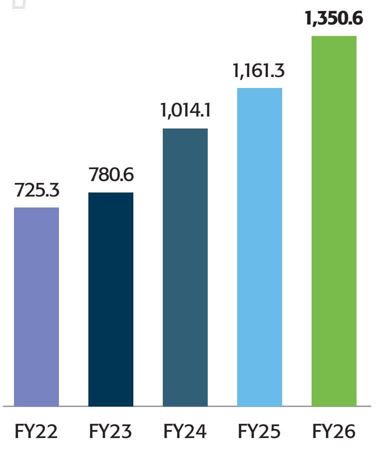
To lead aged care with hearts and minds

OUR PURPOSE

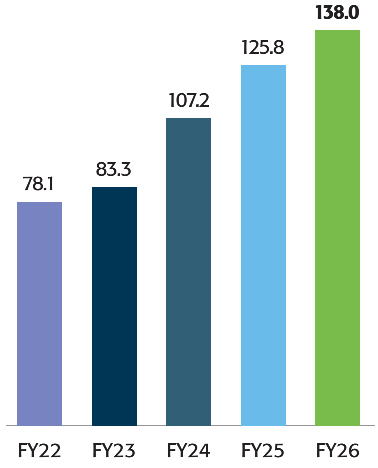
Personalised and respectful care that embraces the experience of ageing

Key Highlights

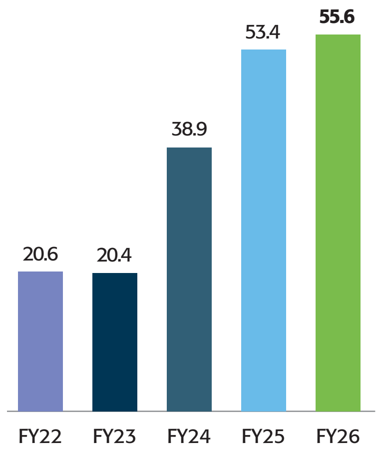
Revenue from Services ($m)



Underlying EBITDA ($m)



Underlying NPAT ($m)



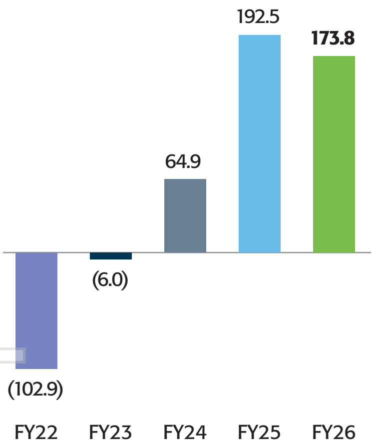
2.85m

TOTAL OCCUPIED BED DAYS IN FY26, UP FROM 2.63M IN FY25

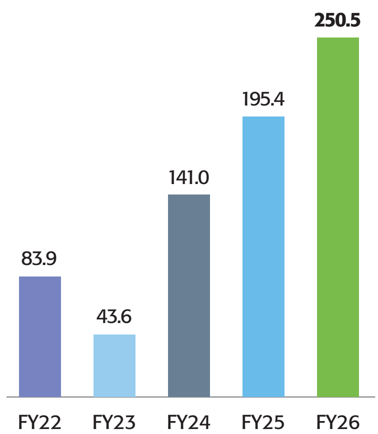
95.8%

AVERAGE OCCUPANCY IN FY26, UP FROM 95.1% IN FY25

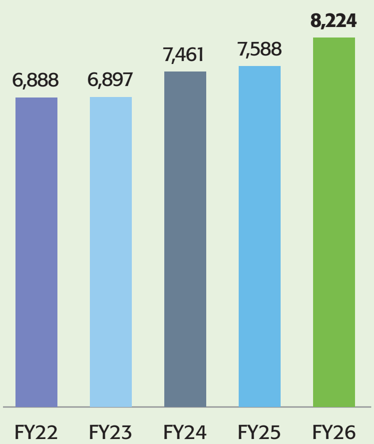
Net Cash/(Net Debt) ($m)



Net RAD Cash Inflows ($m)

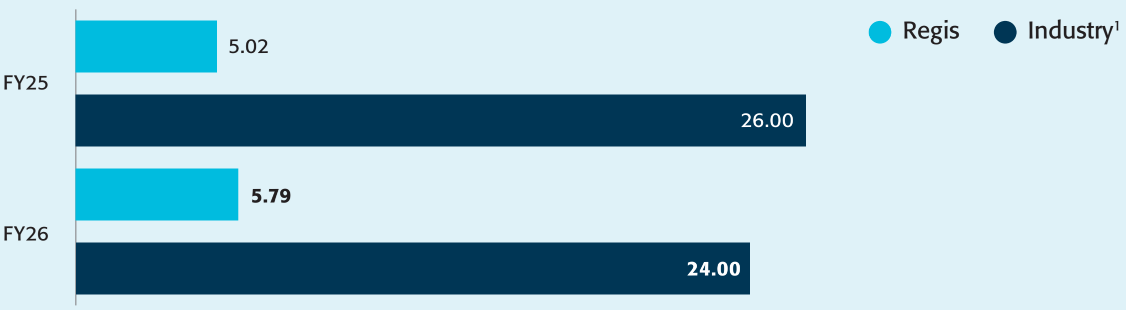


Available beds[1]



1. At end of financial year.

Claims Lost Time Injury Frequency Rate (CLTIFR)



1. According to SafeWork Australia data.

7,891
AGED CARE RESIDENTS[1]

10,945
TOTAL REGIS RESIDENTS AND CLIENTS AS AT 30 JUNE 2026

2,626
HOME CARE CLIENTS[1]

18.40 cps
FY26 DIVIDENDS PER SHARE, UP FROM 16.22 CPS IN FY25

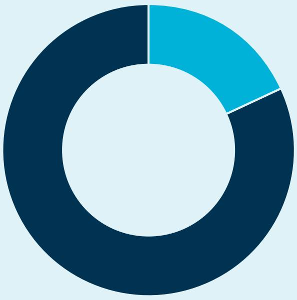
428
RETIREMENT LIVING RESIDENTS[1]

$1,350.6m
REVENUE FROM SERVICES INCREASED 16.3%

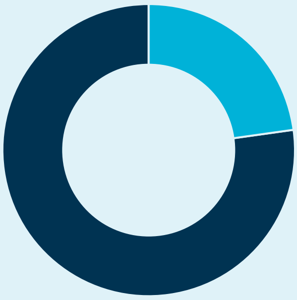
$336.3m
NET OPERATING CASHFLOW INCREASED 9.8%

1. As at 30 June 2026.

Employee turnover



18%
IN FY26



23%
IN FY25

About Regis

For more than 30 years, Regis has been providing aged care services to older Australians. Today, we support more than 10,000 people through Residential Aged Care, Home Care, Day Therapy, Respite Services and Retirement Living across Australia.

Our team of more than 13,000 employees is committed to delivering personalised care that supports dignity, independence and quality of life. Guided by our vision to lead aged care with hearts and minds, we aim to create environments where residents and clients feel supported, respected and connected.

30+ YEARS
OF CARE AND SUPPORT

10,000+
RESIDENTS AND CLIENTS

13,000+
DEDICATED TEAM OF NURSES, CARERS AND SUPPORT PROFESSIONALS

Residential Aged Care

Accommodation and clinical care in our residential homes

Across our network of 72 Residential Aged Care Homes nationwide, we provide accommodation, care and support for older Australians with a range of care needs.

Our homes offer services including ageing-in-place, respite care, specialist dementia care and palliative care, with multidisciplinary teams focused on supporting residents' health, wellbeing and quality of life.

Home Care

Support to live independently at home

Regis Home Care supports older Australians to remain living safely and independently in their own homes and communities.

Our services include personalised nursing and allied health care, assistance with daily living, meal preparation, social support, companionship and respite. Through Regis Home Care services, Day Respite and Therapy Centres, we provide flexible support tailored to each client's needs.

Retirement Living

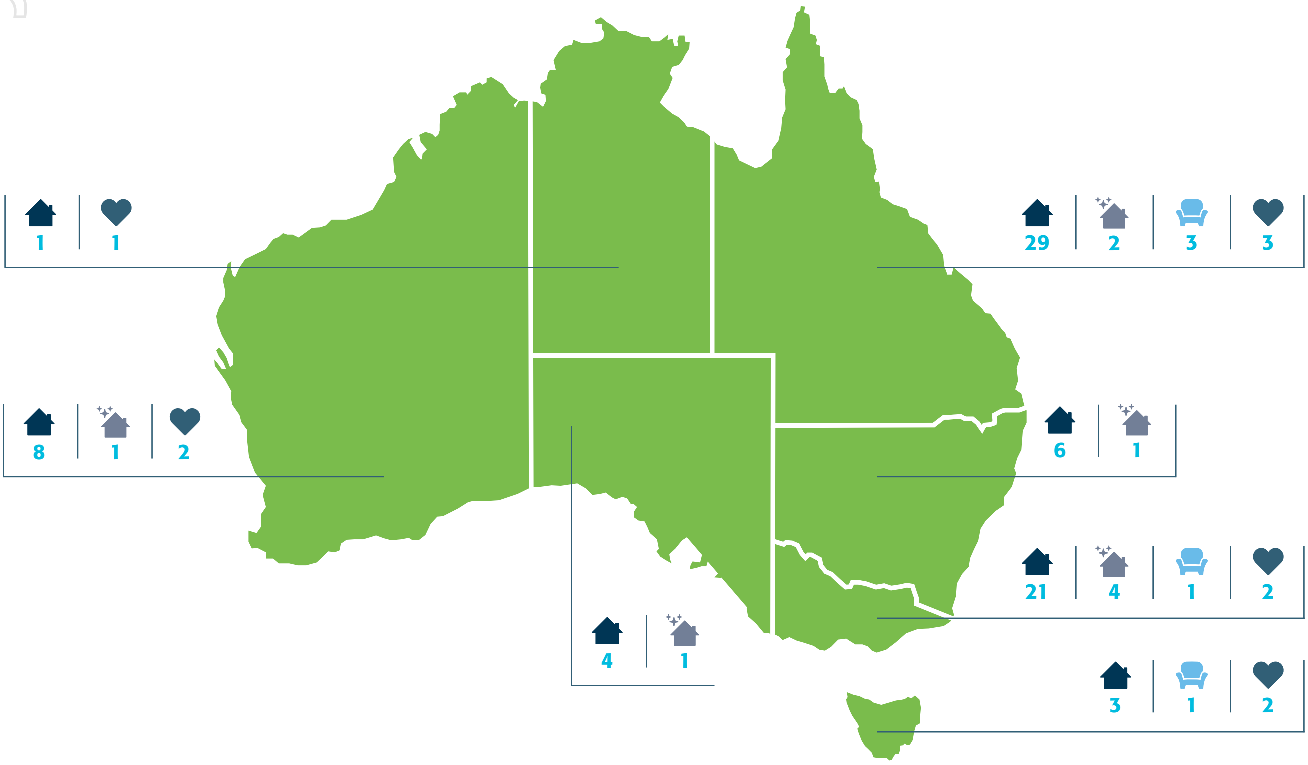
Independent living within connected communities

Regis Retirement Living comprises five independent living villages designed for older Australians seeking a connected and low-maintenance lifestyle.

Our communities provide safe and welcoming environments where residents can maintain their independence while accessing social activities, community amenities and support when needed.

Our Locations

Regis has a national network of care and service locations across Australia.



Queensland

Residential Aged Care Homes

Regis Aspley
Regis Ayr (sold March 2026)
Regis Birkdale
Regis Caboolture
Regis Camp Hill
Regis Carseldine (acquired September 2025)
Regis Chelmer
Regis Ferny Grove
Regis Gatton
Regis Greenbank
Regis Holland Park
Regis Home Hill (sold March 2026)
Regis Kirwan
Regis Kuluin
Regis Lodges on George
Regis Lutwyche
Regis Magnolia
Regis Maroochydore
Regis Morayfield (acquired September 2025)
Regis Oxley (acquired September 2025)
Regis Pelican Waters (acquired September 2025)
Regis Redlynch
Regis Salisbury
Regis Sandgate Griffith
Regis Sandgate Lucinda
Regis Sandgate Musgrave
Regis Sippy Downs
Regis The Gap
Regis Whitfield
Regis Wynnum
Regis Yeronga

New Developments

Regis Bulimba
Regis Toowong

Retirement Living

Regis Bramble Bay
Regis Corinthian Court
Regis Woodward

Home Care and Day Respite Centres

Regis Home Care Cairns
Regis Home Care South East Queensland
Regis Day Therapy Centre Townsville

New South Wales

Residential Aged Care Homes

Regis Elermore Vale
Regis Hornsby
Regis Hurstville
Regis Port Macquarie
Regis Port Stephens
Regis Rose Bay

New Developments

Regis Carlingford

Northern Territory

Residential Aged Care Home

Regis Tiwi

Home Care, Day Respite and Therapy Centres

Regis Home Care Darwin

Victoria

Residential Aged Care Homes

Regis Alawarra Lodge
Regis Armadale
Regis Blackburn
Regis Brighton
Regis Camberwell
Regis Capel Sound
Regis Cranbourne
Regis Dandenong North
Regis Drysdale (acquired December 2025)
Regis East Malvern
Regis Fawkner
Regis Frankston
Regis Inala Lodge
Regis Mornington
Regis Ontario
Regis Ringwood
Regis Rosebud
Regis Sandringham
Regis Shenley Manor
Regis Sunraysia
Regis Torquay (acquired December 2025)

New Developments

Regis Coburg
Regis Essendon
Regis Seaford
Regis Newport

Retirement Living

Regis Inala

Home Care, Day Respite and Therapy Centres

Regis Home Care Eastern Metro
Regis Home Care Mildura

Tasmania

Residential Aged Care Homes

Regis Eastern Shore
Regis Legana
Regis Norwood

Retirement Living

Regis Norwood

Home Care and Day Respite Centres

Regis Home Care Tasmania South
Regis Home Care Tasmania North

Western Australia

Residential Aged Care Homes

Regis Bunbury
Regis Como
Regis Embleton
Regis Greenmount
Regis Nedlands
Regis North Fremantle
Regis Port Coogee
Regis Woodlands

New Development

Regis Shenton Park

Day Therapy Centres

Regis Day Therapy Centre Nedlands
Regis Health and Wellness Centre Port Coogee

South Australia

Residential Aged Care Homes

Regis Burnside
Regis Kingswood
Regis Marleston
Regis Playford

New Development

Regis Parkside

Chair's Report

GRAHAM HODGES, CHAIR

On behalf of the Board, I am pleased to present the 2026 Annual Report for Regis.

Every day, our team of more than 13,000 dedicated people delivers compassionate care and vital services to over 10,000 residents and clients.

FY26 has been a significant year for Regis and more widely for the aged care sector.

Importantly for shareholders, Linda Mellors has stepped down as Managing Director and CEO after almost seven years in the role, with Andrew Kinkade appointed as her successor. This transition has been smooth, with Andrew assuming the role in mid-July 2026. Andrew brings deep aged care sector experience and an exceptional blend of operational leadership, strategic rigour and financial capability. The Board looks forward to working closely with Andrew as he leads the execution of our strategy and continues to strengthen performance across the business.

The Board extends its sincere thanks to Linda Mellors, who guided Regis through a very challenging period, including COVID and the Royal Commission into Aged Care, with strength, compassion and integrity. Under her leadership, Regis strengthened its operational foundations, elevated its clinical governance and navigated some of the most complex challenges in the sector's recent history. We wish her well in her new role.

Aged care sector

This year marks a genuine turning point for aged care in Australia. The commencement of the new Aged Care Act on 1 November 2025 ushered in the most significant policy and funding reforms the sector has seen for several decades – reforms designed to place resident wellbeing at the centre of care and to put the industry on a more sustainable financial footing. The new Act establishes a Statement of Rights for residents, alongside strengthened quality standards and expanded consumer protections.

Against this backdrop, demographic pressures on the sector continue to build. The challenges have been widely canvassed and the statistics are not in dispute.

Aged care homes are approaching capacity, with more than 3,000 older Australians currently stranded in hospital awaiting a bed, and more than 130,000 older Australians waiting for their approved level of home care package funding and support. Years of underfunding and a resulting capital strike have left the sector with a significant undersupply of new facilities. In FY25, just 802 net new beds were added nationally – a fraction of what is needed. Government projections point to roughly 10,000 additional beds required each year over the next two decades to meet demand from an ageing population. Residential aged care is expected to grow from around 200,000 residents today to more than 400,000 by 2044, while the number of people receiving home care is projected to rise from 1.1 million to 1.8 million.

Without decisive action, older Australians and their families will continue to face growing hardship and stress as they seek aged care support in an increasingly tight market.

The Government has responded but further action is needed. Increases in support at home can help alleviate pressures but is already under strain. Residential care requires confidence in sustainable returns to encourage providers to invest in the next generation of aged care infrastructure. Regis supports an increase in the RAD retention rate for residents with means, as part of a broader package of reforms that would also address the persistent underfunding of everyday living services and resolve the structural imbalance between returns from non-supported residents and the accommodation supplement for supported residents. We believe these changes benefit both providers and residents, by underpinning the sector's capacity to invest in quality care and new capacity. Ensuring an appropriate margin within care funding is equally important. A review of the care minutes framework must also occur to test its validity in action and identify opportunities for productivity gains and funding efficiencies through technology and other innovative practices. We welcome the recommendations of the Accommodation Pricing Review and look forward to their timely implementation.

Regis' FY26 performance

Regis delivered a 9.7% increase in underlying EBITDA to $138.0 million in Financial Year 2026, supported by reported revenue of $1,350.6 million, up 16.3% on the prior year. Expenses also grew strongly in the year largely reflecting sector wage increases, higher required care minutes and the acquisition of 830 new beds. The business continues to be extremely cash generative, with operating cash flows of $336.3 million up 9.8%, driven by net RAD and accommodation bond cash inflows of $250.5 million. These inflows, from greenfield investments, acquisitions and business as usual activities (resident turnover and pricing decisions) are significant contributors to the Company's capacity to invest in growth while retaining a very strong balance sheet position. In FY26 Regis invested $326.1 million in business growth, refurbishments and new development sites while maintaining a positive net cash position of $173.8 million as at 30 June 2026. Average occupancy across all homes rose to 95.8%, up from 95.1% in FY25.

In terms of our people, Regis achieved very strong employee engagement outcomes both in participation and overall scores, reduced staff turnover and achieved excellent results in worker safety supporting lower insurance costs. The delivery of high-quality clinical care is a core purpose for Regis and the new Act is lifting sector standards. This requires a robust governance framework, a genuine commitment to person-centred practice and effective training and delivery. Over FY26 Regis has invested in a more modern and integrated clinical platform to underpin clinical care quality, data timeliness and more effective digital tools for our care staff.

The Board has maintained a robust balance sheet throughout the year, preserving the flexibility to invest in our existing portfolio while pursuing selective growth opportunities.

Statutory Net Profit After Tax increased by 13.8% to $55.7 million. Regis has declared a final dividend of 9.40 cents per share for FY26, 100% franked, bringing total dividends for the year to 18.40 cents – an increase of 2.18 cents (13.4%) on FY25. The Board's decision reflects our confidence in the business and our ongoing commitment to delivering returns to shareholders.

Targeted growth

Regis remains committed to developing modern, purpose-built aged care homes that meet the evolving needs of older Australians. Our greenfield pipeline spans approximately 1,300 beds across nine sites, reflecting the confidence we have in the long-term demand for high-quality aged care. Construction at our Toowong development in Queensland is well advanced, with the home on track to welcome its first residents in the summer of 2026/27.

We continue to pursue acquisition opportunities with discipline, targeting high-quality assets that are earnings accretive and consistent with our long-term growth strategy. At the same time, we are actively managing the tail of our portfolio, divesting, closing or redeveloping homes that have reached the end of their useful life. Over the past year, these activities have added more than 650 net beds to our portfolio:

- **September 2025** – Regis acquired four residential aged care homes from Rockpool, adding 600 beds in South-East Queensland. All homes have been integrated into our frameworks and systems and have contributed strongly to earnings and RAD inflows.
- **December 2025** – Regis completed the acquisition of two homes with 230 beds located in Torquay and Drysdale, Victoria from OC Health. Both facilities were built or extensively refurbished within the last eight years.
- **March 2026** – Regis announced the divestment of two homes with 156 beds at Ayr and Home Hill in Far North Queensland, resulting in a one-off pre-tax gain on sale of approximately $25.4 million.

Looking ahead, Regis has set a clear ambition to grow to beyond 10,000 residential aged care beds through a combination of acquisitions and greenfield developments. This mix of greenfields growth, some divestments and quality acquisitions will ensure we maintain a portfolio of homes that will support strong levels of occupancy, premium pricing power in a market where bed shortages persist and on-going RAD inflows. Importantly, the resultant cash generation from this strategy, especially when RAD retention fully kicks in, will enable Regis to accelerate a cycle of business expansion which is fully self-funding.

Board changes

The Board was delighted to appoint Ms Carmel Monaghan as an independent Non-Executive Director effective 1 February 2026. Carmel has also joined the Clinical and Care Governance Committee and the Property Committee. Carmel brings over 30 years of healthcare sector experience including as CEO of Ramsay Health Care Australia. Carmel will stand for election to the Board at the November 2026 Annual General Meeting.

Concluding remarks

I would like to thank my fellow Board Directors for their thoughtful engagement and constructive support throughout FY26. To our executives and employees across the country, thank you for your dedication, your professionalism and above all, your care for the people we serve. Finally, I express my thanks to our shareholders for your continued trust and confidence in Regis.

Graham Hodges
Chair

Managing Director and CEO's Report

ANDREW KINKADE,
MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER

I am pleased to present the Managing Director and CEO's Report for 2026.

This annual report marks a milestone for me personally – my first as CEO of Regis. I commenced in my role 20 July and have already had the privilege of visiting 40 homes, having time with our teams across NSW, QLD, VIC and NT and hearing from residents and families. Amongst other things, I've been especially impressed by the quality of our people, our recent significant investment in digitisation, our growth and our track record in Safety. With the talent we have, we are well placed to build on these foundations and further improve our care and performance on all fronts.

Operational update

FY26 was another strong year of operational delivery for Regis reflecting the continued execution of our growth strategy. Across our mature home portfolio, average occupancy remained strong at 96% across the year, while our recently opened homes, Camberwell and Oxley, completed successful ramp ups achieving 99% occupancy by year end. Financial performance was robust with strong growth in revenue from services, underlying EBITDA, operating cashflows and NPAT. The year was also significant from a growth and investment perspective. Regis continued to execute its growth strategy, with capital expenditure increasing 62.4% to $143.0 million. This investment was directed toward greenfield projects at Toowong and Carlingford, the expansion of our strategic land bank and the refurbishment of existing homes to enhance the quality, comfort and functionality of our environments for residents and employees. In addition, we successfully completed and integrated the acquisitions of Rockpool and OC Health adding six premium homes and 830 beds to our portfolio.

At its core, we are all about people. Our 13,000 team members are the reason residents choose us. Employee turnover reduced from 23% to 18%, reflecting the positive impact of our leadership and workforce initiatives. Our strong focus on safety was reflected in an industry-leading Claims Lost Time Injury Frequency Rate (CLTIFR) of 5.79, substantially below the industry average of 24.0, demonstrating our ongoing commitment to creating a safe environment for both residents and employees.

During FY26, our new clinical management system was successfully rolled out across 42 homes, with the remaining homes on track for completion by the end of the calendar year. This important investment will further enhance clinical governance and care delivery across the organisation.

Looking ahead

From my first weeks, it is clear we have a number of opportunities to continue to improve our care and performance and free up resources to invest in our people and resident experience. With the need for investment in aged care, I'm excited about our future and the opportunities we'll have to serve more Australians in the years ahead.

Thank you to our dedicated team, our residents and families and our shareholders for your continued support.

Andrew Kinkade
Managing Director and Chief Executive Officer

FY26 Timeline

2025

JULY

- Annual Wage Review increased minimum award wages by 3.5%

AUG

- Delivery of refurbishment works at Regis Port Stephens in New South Wales

SEPT

- 1 September – Rockpool acquisition completed adding four homes – Regis Carseldine, Regis Morayfield, Regis Oxley and Regis Pelican Waters and 600 beds to the portfolio in South East Queensland
- Hotelling Supplement increased 42% to $22.15 to fund everyday living costs for residents

OCT

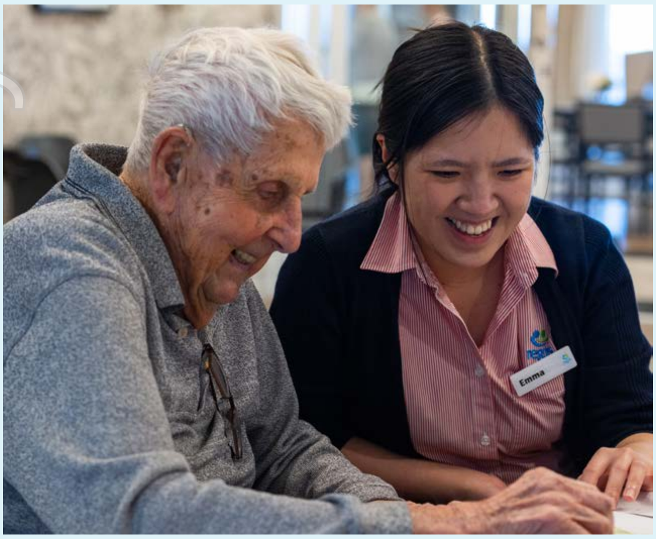
- Industry AN-ACC increased 4.7% to $295.64 to partially fund workforce cost increases and care delivery costs
- Rollout of Simple Foods digital catering and food safety program complete
- Delivery of refurbishment works at Regis Playford in South Australia
- Delivery of refurbishment works at Regis Port Macquarie in New South Wales

NOV

- 1 November – Commencement of the new Aged Care Act

DEC

- 1 December – OC Health acquisition completed adding two homes – Regis Torquay and Regis Drysdale with 230 beds in Victoria
- Regis Camberwell reached 96% occupancy, completing its ramp up within 12 months
- CEO & Managing Director Dr Linda Mellors announces her resignation



- 2 March – Sale of Regis Home Hill and Regis Ayr to Ozcare completed, generating a one-off profit before tax of $25.6m
- Planning consent received for Regis Parkside in South Australia and Regis Coburg in Victoria
- Regis Oxley reached 98% occupancy, completing its ramp up within 12 months

2026 | **JAN** | **FEB** | **MAR** | **APR** | **MAY** | **JUNE**

- 1 February – appointment of Carmel Monaghan as an Independent Non-Executive Director
- Delivery of refurbishment works at Regis Wynnum in Queensland

- Regis acknowledged by the Workplace Gender Equality Agency for its neutral gender pay gap and strong representation of women across the workforce and leadership
- Regis Toowong greenfield development in South East Queensland reaches full height
- Planning consent received for Regis Essendon in Victoria
- Regis announces greenfield acquisition at Shenton Park in Western Australia which will become Regis Montario
- Delivery of stage one of the refurbishment project at Regis Marleston in South Australia
- Regis announces Andrew Kinkade as Managing Director & CEO, commencing 20 July 2026
- Independent Review of Residential Aged Care Accommodation Pricing released to support sustainable investment and equitable resident contributions across the sector

Regis and the Aged Care Environment

Regis continues to adapt to a changing aged care environment shaped by regulatory reform, demographic change and increasing community expectations around quality and safety. As reforms continue to be implemented across the sector, Regis remains focused on delivering high quality care while positioning the business for long term sustainability and growth.

Growing structural bed shortfall in residential aged care

Australia's residential aged care system is entering a period of acute structural imbalance, where demand is accelerating sharply while supply, investment, and infrastructure are failing to keep pace.

Demand-side graphs (see below) show a projected doubling of resident demand from ~198,000 in 2024 to 410,000 by 2044, driven by an ageing population, rising dementia prevalence, with increasingly complex care needs that cannot be substituted with home care.

In contrast, supply-side charts highlight a material slowdown in new bed creation, declining building activity, and significant refurbishment requirements, resulting in historically high occupancy rates of ~95% and evidence of system strain. Supporting figures on construction activity and capital flows illustrate that investment is constrained by weak financial returns and high build costs.

Together, the evidence supports the central conclusion that current policy settings are inadequate to deliver the scale, distribution, and equity of supply required, with shortages disproportionately impacting low-means and high-acuity residents while also adding pressure to the hospital system.

New Aged Care Act

The Aged Care Act 2024 came into effect on 1 November 2025, replacing the Aged Care Act 1997 and establishing a rights-based, person-centred regulatory framework. The new regime represents the most significant reform to the sector in decades, introducing a legally enforceable Statement of Rights for older Australians with enhanced provider registration, compliance and audit requirements. Other key changes include expanded regulatory powers for the Aged Care Quality and Safety Commission (ACQSC) and new obligations relating to complaints handling, whistleblower protections and supported decision-making. The sector is currently in a transition phase, with legacy regulatory activities progressively being migrated into the new framework under the Aged Care Rules 2025 and transitional legislation.

Strengthened Quality Standards

From 1 November 2025, strengthened Aged Care Quality Standards became mandatory, with increased emphasis on consumer dignity, choice and independence as well as establishing clear and consistent expectations for aged care providers.

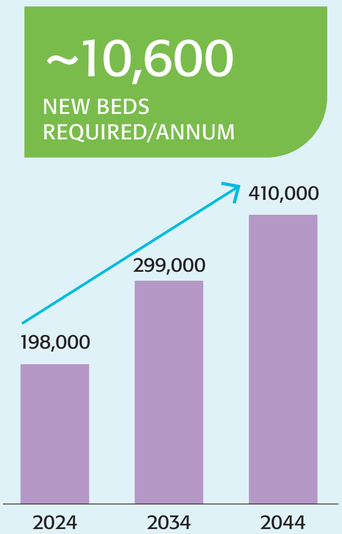
Regulatory oversight has intensified with the introduction of more risk-based audits and registration requirements, increased scrutiny on complaints handling and incident reporting, and stronger expectations regarding employee training and competency.

Care minutes and workforce

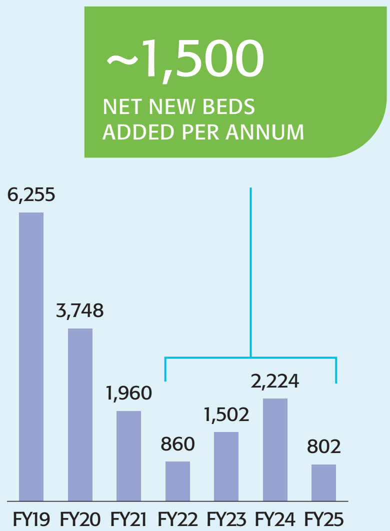
Care minute requirements remain a core regulatory focus, with providers expected to consistently meet mandated care minute thresholds amid increasing compliance scrutiny. Regulatory enforcement has continued to intensify with action taken against non-compliant provider. There is a clear policy direction toward more closely linking funding changes to the actual delivery of care.

Workforce reforms also continue to be implemented following Fair Work Commission decisions aimed at improving workforce sustainability. These include multi-year wage increases for care team members and nurses, with associated Government funding support embedded within AN-ACC pricing, helping to support attraction and retention.

Projected use of residential aged care, 2024 to 2044[1]



Number of net beds added[1]



1. Independent Review of Residential Aged Care Accommodation Pricing, April 2026.

Key changes to Aged Care funding

- CARE
- EVERYDAY LIVING
- ACCOMMODATION
- HOME CARE

2022

OCT 22
ACFI replaced with AN-ACC

2023

JUL 23
Hotelling supplement commenced $10.80 per resident

JUL 23
Introduction of An-ACC pricing recommendations by IHACPA

OCT 23
Minimum care minute targets commenced

2024

JUL 24
Abolition of ACAR bed licensing

OCT 24
Care minutes increased to 215 min with 44 RN mins per resident

2025

JAN 25
Max room pricing increases to $750,000 with no IHACPA approval

NOV 25
Support at Home commences

NOV 25
HELF replaces additional and extra services

NOV 25
2% RAD retention (new residents)

NOV 25
New residents co-contribute to hotelling supplement and non-clinical care

NOV 25
New Strengthened Aged Care Quality Standards commence

2026

APR 26
Independent review of RAC Accommodation Pricing

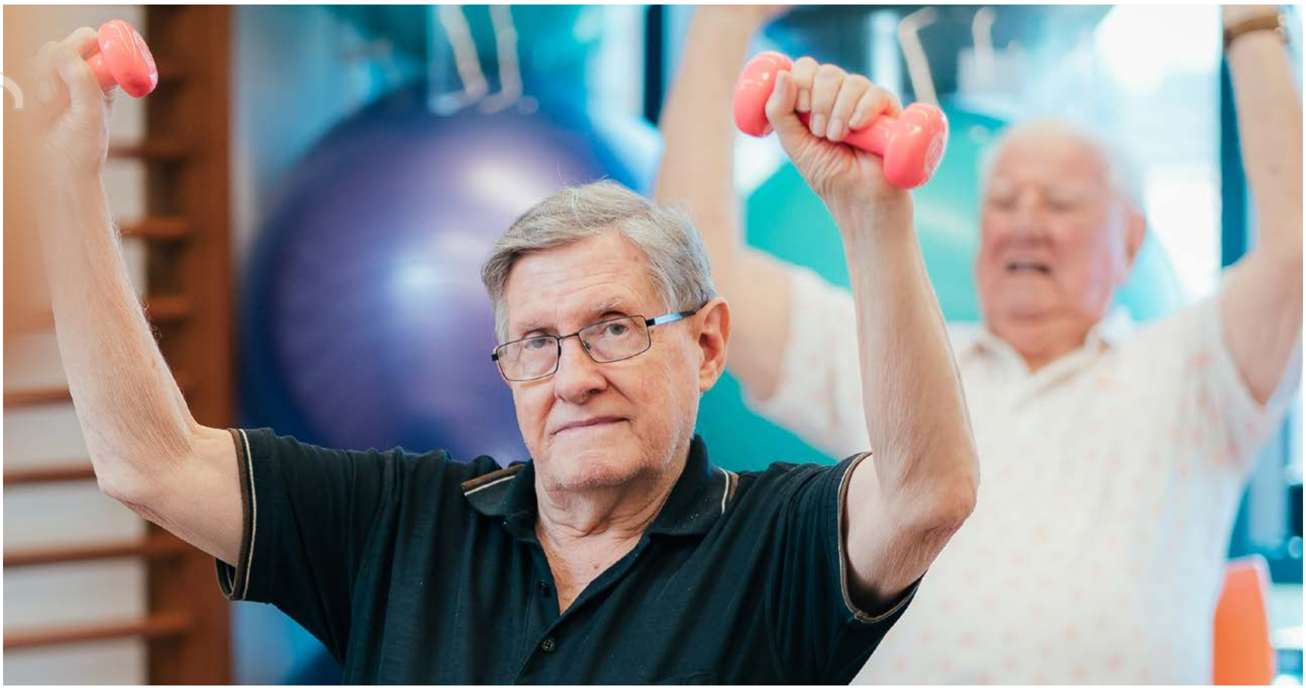
JUN 26
IHACPA provides SaH pricing advice

2027

MAR 27
Accommodation supplement new tiered system commences

2028

MAR 28
$20 increase to accommodation supplement (>60% concessional)



Funding reform

Aged care funding reform in Australia has continued to progress in recent years, informed by the Royal Commission and a series of government-led reviews and advisory processes aimed at improving sustainability, transparency and quality of care. A key reform has been the introduction and ongoing indexation of the Australian National Aged Care Classification (AN-ACC) funding model, which has delivered material increases in government funding more closely aligned to resident care needs. The Independent Health and Aged Care Pricing Authority (IHACPA) continues to play a central role in establishing cost-reflective pricing across both residential and in-home care settings.

Further shaping the reform agenda, the Aged Care Taskforce and the Independent Review of Residential Aged Care Accommodation Pricing have examined long-term funding sustainability, consumer contributions and mechanisms to better balance government and user funding. These reforms represent a significant shift toward a more transparent, needs-based and financially sustainable funding system, with further refinement expected as recommendations are progressively implemented.

Recent policy changes include the increase to the accommodation pricing approval threshold from $550,000 to $750,000 from 1 January 2025, removing the requirement for prior approval below this level. In addition, from 1 November 2025, a 2% per annum retention on Refundable Accommodation Deposits (RADs) was introduced for new residents for up to five years to support provider viability and capital reinvestment.

The Independent Review of Residential Aged Care Accommodation Pricing proposed a range of further reforms for consideration, including expanded access to interest-free Government loans to support greenfield development, potential reforms to RAD and Daily Accommodation Payment (DAP) pricing arrangements, and measures to simplify the approval process for accommodation pricing above the regulated maximum. While the proposed measures are expected to support sector sustainability and investment, the extent of any benefit to Regis will depend on its resident mix and the final design and timing of policy implementation.

Overall, these measures are intended to incentivise development, improve sector sustainability and investment returns, while maintaining appropriate levels of access and equity for older Australians. The Government has acknowledged the significant capital required to expand and modernise the residential aged care system to meet growing demand.

Support at Home

A Support at Home (SaH) program commenced on 1 November 2025, replacing Home Care Packages and Short-Term Restorative Care.

Key recent regulatory changes to SaH include:

- Expansion to eight funding classifications aligned to care needs
- Introduction of enhanced consumer protections, including transparency and pricing disclosure requirements
- Requirement for providers to report pricing regularly and ensure charges are 'reasonable' under the Aged Care Rules
- Personal care services to become fully Government funded from October 2026
- Government price caps, originally scheduled for 1 July 2026, were indefinitely deferred on 19 May 2026, with no new implementation date announced.

Our Strategy

Purposeful Change 2025 – 2027

OUR VISION

To lead aged care with hearts and minds

OUR PURPOSE

Personalised and respectful care that embraces the experience of ageing

OUR VALUES

- Optimism
- Passion
- Integrity
- Respect

What we will be known for

Care and Service Excellence

- Trusted and caring professionals
- Personalised care, service and experience
- Quality built environment
- Unrivalled customer value
- Communication excellence

A Responsible Business

- Engaged employees who live Our Values
- Accountable compliance, governance and risk management
- Disciplined financial management
- Sustainable property portfolio
- Consistent and efficient practices

Future Ready

- A fast and agile approach
- A focus on innovation and improvement
- Scalable and transferable systems
- Sustainable business practices
- Value for shareholders

How we will grow

- Customer experience excellence for concierge and dining services
- Best in class lifestyle and additional services offering
- Accelerate Home Care to build a scalable national business
- Targeted growth in quality Residential Aged Care beds
- Explore innovative and new Aged Care models

What will enable us

- An integrated model of care across all our care offerings
- An innovative education and training model to enable our people
- Digital innovation to support all we do

Strategic direction: Purposeful Change 2025–2027

Launched in August 2024, Regis' three-year strategy — *Purposeful Change 2025–2027* — continues to guide the organisation's focus on sustainable growth, operational excellence and delivering value for residents, clients, employees and shareholders.

The strategy was developed in response to the evolving needs and expectations of older Australians, ongoing reform across the aged care sector and the opportunities emerging through innovation, service expansion and changing models of care. Grounded in consultation with residents, clients, care partners and employees, it remains focused on delivering purposeful, high-impact change while strengthening the foundations of the business for the future.

At its core, *Purposeful Change 2025–2027* is built around three pillars of Business Excellence:

- **Care and Service Excellence** — delivering personalised, high-quality care through trusted professionals and a strong service culture;
- **A Responsible Business** — maintaining disciplined financial management, robust governance and a sustainable property portfolio; and
- **Future Ready** — embracing innovation, sustainable business practices, agility and scalable systems to meet future challenges.

These pillars continue to be supported by three key enablers: an integrated model of care, an innovative education and training framework and a strong focus on digital transformation including the use of AI and smart technologies to enhance care, service delivery and operational efficiency.

Our strategy remains focused on leveraging our culture of excellence while driving growth and innovation across the business. Key priorities continue to include:

1. Growing our portfolio of quality residential aged care homes through acquisitions, greenfield and brownfield developments;
2. Delivering best-in-class lifestyle and Higher Everyday Living services to support resident wellbeing and choice;
3. Exploring innovative and emerging models of aged care;
4. Providing exceptional hospitality, concierge and dining experiences; and
5. Investing in home care to build a scalable national business and respond to increasing demand for ageing in place.

Over the first two years of the strategy, Regis has progressed its delivery through disciplined execution, operational improvement, and targeted investment.

Key strategic achievements include:

- Acquisition of four businesses comprising eight homes, 1,092 residential aged care beds and approximately 800 home care clients
- Opened Regis Camberwell (112 beds) and expansion of the greenfield development pipeline from three to nine sites, with Toowong and Carlingford under construction
- Implementation of new IT platforms, including a clinical management system for residential aged care and home care, a human resources system, a digital catering and food safety platform and generative AI tools to enhance care delivery and operational efficiencies
- Introduction of a new palliative care model to support consistent, high-quality end-of-life experiences.

As the organisation moves further into the delivery phase of *Purposeful Change 2025–2027*, the strategy continues to position Regis to respond to sector reform, evolving customer expectations and future demand with confidence. Through disciplined execution, innovation and a continued focus on quality care and services, Regis remains well positioned as a trusted and high-performing provider of aged care services.

Care and Service Excellence

At Regis, we support more than 10,000 residents and clients across Australia through care that is safe, person-centred and responsive to individual needs. During FY26, we continued to strengthen quality, safety and the resident and client experience, while recognising that this requires ongoing investment, learning and improvement. From the implementation of Telstra Health to improvements in dining, admissions and lifestyle experiences, we remained focused on delivering better outcomes for residents, clients, families and employees.

Telstra Health digital transformation

During FY26, Regis commenced the implementation of Telstra Health as its new clinical management system, representing one of the most significant digital transformations undertaken by the organisation. The platform includes the CareKeeper mobile application and the deployment of mobile devices to frontline employees, enabling real-time access to resident information and simultaneous point-of-care documentation. By placing critical clinical information directly in the hands of care teams, the system supports greater visibility of resident needs, informed clinical decision-making and more efficient care delivery.

By 30 June 2026, 56% of Regis Homes had successfully transitioned to the new platform, with the rollout continuing throughout 2026. As the platform becomes fully embedded across the organisation, it will continue to support improvements in documentation, decision-making and the delivery of person-centred care.

Clinical governance

At Regis, clinical governance provides the foundation for our ongoing commitment to safe, effective and high-quality care. We recognise that maintaining and improving quality requires continual vigilance, learning and investment. Through established systems of oversight, reporting, risk management and continuous improvement, we monitor performance, identify risks and drive improvements in care.

During FY26, Regis continued to strengthen its clinical governance systems through ongoing enhancement of governance structures and assurances, improved quality and risk reporting and monitoring, strengthened incident management processes and a continued focus on organisational learning. These investments are helping build stronger systems and capability across the organisation so we can continue improving the quality, safety and consistency of care for every resident and client.

Improving everyday experiences

Throughout FY26, Regis delivered a range of initiatives designed to enhance the everyday experiences of residents and support greater choice, engagement and wellbeing.

Recognising that moving into aged care is a significant life transition, we undertook a comprehensive review of the admission journey to better support residents and families from their first interaction with Regis. Improvements included the introduction of more consistent admission processes, enhanced information resources, redesigned resident and family guides, multilingual support materials and strengthened resident buddy programs to help people feel welcomed, informed and supported as they transition into their new home.

Regis also strengthened its approach to its lifestyle and engagement program for residents through the introduction of a refreshed Lifestyle Philosophy, a national events framework and expanded opportunities for social connection and participation. Partnerships and programs including intergenerational initiatives, virtual reality experiences and choir programs have helped create more meaningful opportunities for residents to remain connected, engaged and living well.

Enhancing choice, safety and personalisation in dining

At Regis, we recognise that food is more than nutrition – it is an important part of comfort, enjoyment, culture and quality of life. Throughout FY26, we continued to invest in initiatives that enhance resident choice, dining experiences and nutritional outcomes, while maintaining high standards of food safety and quality.

A significant milestone during the year was the successful completion of the rollout of our Simple Foods digital catering and food safety platform across all Regis Homes. The system enables greater personalisation of menus and meal services, supporting resident preferences, dietary requirements and changing needs. It also strengthens the safe delivery of meals for residents requiring specialised diets, including texture-modified options, while providing greater visibility and consistency across catering operations.

During the year, we also strengthened our texture-modified dining offerings through our partnership with The Pure Food Co, expanding the range, quality and nutritional value of meals available to residents. This included enhancements to our soft and bite-sized and easy-to-chew meal options, together with the introduction of additional nutrient-rich desserts and alternatives designed to support residents with increased nutritional requirements.

These initiatives form part of our broader commitment to delivering dining experiences that are safe, enjoyable and tailored to the individual needs and preferences of every resident.

Care & Connect

Care & Connect is Regis' organisation-wide volunteering program, designed to strengthen connections between corporate employees and residents through meaningful shared experiences in our Homes. The program supports resident wellbeing and social connection while providing employees with a deeper understanding of aged care, the experiences of residents, and the purpose that underpins Regis' work.

Built on a simple and scalable model, Care & Connect is designed to create meaningful outcomes for residents and employees without increasing operational burden on Homes. Visits are planned in partnership with Home teams and supported by practical resources, streamlined processes and participant feedback. Volunteers are thoughtfully matched with residents based on shared interests, language or cultural background, helping foster genuine relationships and enriching experiences for everyone involved.

Feedback from participants this year highlighted the positive impact of the program across both resident and employee experience.

- 91% of volunteers rated their experience as excellent or good
- 91% gained a deeper understanding of aged care
- 94% developed a greater appreciation of their role and connection to Regis
- 91% observed positive resident engagement during visits
- 86% indicated they would volunteer again.

Ongoing participation and feedback continue to inform program enhancements, supporting the continued growth of an initiative that strengthens connection, promotes understanding and reinforces Regis' commitment to person-centred care.

Consumer voice driving improvement

Established in 2024, Regis Consumer Advisory Bodies (CABs) provide structured forums through which residents, clients, families and representatives can share feedback, contribute ideas and help shape the care and services we deliver. Operating across every state and territory in which Regis provides services, CABs ensure the voices of consumers are heard directly by the Executive and Board.

During 2025, 29 CAB meetings were held nationally, generating valuable insights across a broad range of topics including admissions, food and dining, lifestyle and engagement, dementia care, medication management, care planning and end-of-life support.

We thank all residents, clients, families and representatives who contributed their time, experiences and ideas throughout the year. Feedback received through our CABs directly informed a range of improvement initiatives, including enhancements to the admission experience, lifestyle and engagement programs, dining services and our approach to care, comfort and companionship. Regis values our CAB partnership and how it supports continuous improvement in the care and services we provide.

Leading reform in aged care

A significant focus during FY26 was preparation for and implementation of the new Aged Care Act and Strengthened Quality Standards, which came into effect on 1 November 2025. Regis undertook extensive work to review and strengthen organisational systems and workforce capability to ensure alignment with a more rights-based, person-centred approach to care.

This work extended across every level of the organisation and included mandatory education and readiness initiatives for all employees, and strengthened oversight mechanisms to support quality, safety and accountability. These reforms represent an important step in our ongoing improvement journey. As expectations across the aged care sector continue to evolve, we remain committed to maturing our systems, governance and capability to ensure every resident and client receives safe, high-quality, person-centred care.

A Responsible Business

We are committed to operating a responsible business, where our people are supported to do their best work in a safe, inclusive and respectful environment. We continue to invest in leadership capability, employee wellbeing and diversity and inclusion, recognising that engaged employees are fundamental to delivering exceptional care. Alongside this, we maintain a strong focus on governance, accountability and effective risk management, ensuring we operate with integrity and deliver sustainable outcomes for all our stakeholders.

People and Culture Strategy: empowering our workforce for the future

Our three-year People and Culture Strategy continues to strengthen our workforce by building capability, developing leaders and creating an engaging workplace where people can thrive. Throughout FY26, we continued to invest in learning, leadership development and employee experience, delivering measurable improvements in engagement, retention and career development.

Employee engagement

More than 7,000 employees shared their feedback through our annual Have Your Say Engagement Survey, making it the highest-ever participation rate.

Our sustainable engagement score is 86%. Our employees told us our top three strengths are:

- providing a strong sense of purpose
- allowing people to feel free to be themselves at work and feel respected
- psychosocial safety.

Learning and career development

During FY26, Regis strengthened its investment in learning and development through new leadership programs and continued support for employee education. Underpinned by the development of a Leadership Capability Framework, these initiatives provide clear pathways for employees to build capability, progress their careers and develop as leaders.

Three new leadership development programs were introduced during the year. Foundations of Leadership supports new and emerging leaders, while Accelerate and Legacy, developed in partnership with Melbourne Business School, help experienced and senior leaders strengthen their strategic capability and leadership effectiveness.

Regis also continued to invest in career development through the Study Assistance Program, which provides financial support for employees undertaking education aligned with their current or future career aspirations. In FY26, the program supported 62 employees to undertake further study, strengthening capability across the organisation while helping employees build meaningful and rewarding careers.

2026 WORKFORCE PROFILE

Regis employs more than 13,000 people across Australia, with a workforce that reflects a broad range of backgrounds, cultures and experiences. Regis is proud to have:

77% **FEMALE**

23% **MALE**

1.4% **INDIGENOUS EMPLOYEES**

4.3% **IDENTIFYING AS LGBTQI+**

2% **IDENTIFYING AS LIVING WITH A DISABILITY**

The average employee tenure at Regis is 3.7 years. Regis also continues to attract employees from a range of countries and communities, including India, Nepal, Bhutan and the Philippines.

Improving retention

Our continued investment in employee experience and capability is contributing to improved workforce stability. During FY26, employee turnover reduced to 18.3%, down from 23% in FY25.

These outcomes demonstrate the positive impact of our People and Culture Strategy and our focus on creating a workplace where employees feel valued, supported and empowered to build meaningful careers.

Recruitment

In FY26, Regis continued to strengthen its recruitment approach and the use of AI-enabled screening and interview technology to assist with recruitment of several high-volume frontline roles.

The initiative was introduced to support more consistent and informed hiring decisions, helping identify candidates with the empathy, resilience and interpersonal strengths needed to deliver high-quality aged care, while also improving recruitment efficiency and candidate experience.

The program has delivered strong early outcomes. During the first 157 days following implementation, turnover across participating roles reduced by 56%, including a 54% reduction in Registered Nurse turnover. There were also no performance-related terminations across hires recruited through the program.

The initiative has also improved recruitment efficiency, saving an estimated 7,300 hours in recruiter screening time and allowing Talent Acquisition teams to focus more on candidate care, workforce planning and support for operational teams.

Candidate engagement with the process has remained strong, with a 94% interview completion rate and consistently positive feedback on the experience. Importantly, the technology has supported a more inclusive recruitment approach by helping ensure candidates are assessed consistently and on capability, attributes and potential.

Regis will continue exploring opportunities to responsibly use data and technology to strengthen workforce capability, improve retention and support high-quality care outcomes for residents and clients.

Workplace gender equality

In FY26, Regis achieved a neutral gender pay gap, as measured by the Australian Government's Workplace Gender Equality Agency (WGEA), reflecting a continued focus on equitable and transparent employment practices.

Data submitted as part of the 2024–25 WGEA reporting period showed Regis achieved a median gender pay gap of 0%, with no difference between median male and female earnings. This outcome reflects the strength of our remuneration and governance frameworks.

Regis' workforce composition remains broadly consistent with the aged care sector, with women representing 77%[1] of employees. Women also continue to hold strong leadership representation across the organisation, including 67%[1] of Board positions and 57%[1] of Executive Leadership Team roles.

The Company's approach to gender equity is supported through transparent remuneration practices, regular role benchmarking against market data, enterprise agreement frameworks and ongoing employee consultation through engagement surveys.

While proud of the progress we've achieved, Regis remains focused on continuous improvement and strengthening gender equality outcomes across all areas of the business.

Workplace health, safety and wellbeing

At Regis, workplace health, safety and wellbeing is more than a set of policies or performance measures. It is part of how we care for one another every day and a fundamental part of delivering safe, high-quality care for residents.

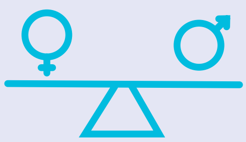
This culture is guided by our Circle of Care framework, which continues to shape the way we work across our Homes and support services. More than a program, Circle of Care reflects our belief that caring for ourselves, our colleagues, residents, families and communities creates safer, healthier and more connected workplaces. Through the ongoing support of Circle of Care Champions, the principles of safety, wellbeing and accountability are embedded into everyday practices and conversations across the organisation.

During FY26, we continued to strengthen our focus on injury prevention through the expansion of our Move Safe Champion network. These peer leaders deliver annual manual handling training and coaching to their colleagues, helping to build capability, reinforce safe work practices and reduce the risk of workplace injuries. The program continues to deliver positive outcomes for both employees and residents.

Our commitment to continuous improvement is reflected in our Claims Lost Time Injury Frequency Rate (CLTIFR), which was 5.79 in FY26, demonstrating our ongoing focus on creating safer workplaces and supporting the wellbeing of our people.

By continuing to embed safety and wellbeing into everyday operations, Regis is building a culture where our people feel supported, empowered and equipped to provide the highest standard of care.

REGIS GENDER PAY GAP



THE MEDIAN GENDER PAY GAP IS 0% IN FAVOUR OF WOMEN[2]

REGIS IS PROUD TO HAVE A **NEUTRAL** AVERAGE GENDER PAY GAP

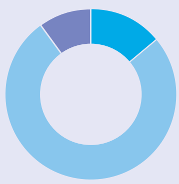
An average neutral gender pay gap is a gap that is within -5% and +5%. This range is considered optimal by Workplace Gender Equality Agency (WGEA).

57%

OF EXECUTIVE LEADERSHIP TEAM POSITIONS ARE HELD BY WOMEN

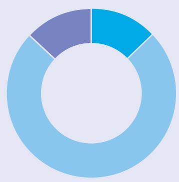
77%

OF THE TOTAL WORKFORCE ARE WOMEN



23%

OF THE TOTAL WORKFORCE ARE MEN



1. These three figures accurate at 30 June 2026.
2. Source: 2024-25 WGEA submission.

All other figures are accurate as at 30 June 2026 using employee data.

SWAP: supporting flexibility and inclusion

During FY26, Regis introduced *Swap Workdays and Public Holidays (SWAP)*, a new initiative designed to provide greater flexibility for employees while supporting diverse cultural, personal and lifestyle needs.

The initiative allows eligible employees to substitute a designated public holiday for another day of personal significance, recognising that important cultural, religious and community celebrations are different for everyone.

Trialled during FY26, feedback highlighted strong appreciation for the flexibility and inclusivity the initiative provides. SWAP reflects Regis' commitment to fostering a workplace culture where employees feel respected, supported and empowered to balance work with what matters most to them.

Following positive early outcomes, we will continue to make the initiative available into the future.

Translated resident and client guides

Regis expanded the availability of translated resident and client resources in FY26 to support accessible communication and informed decision making across our services.

In response to aged care reforms introduced in November 2025, we developed a suite of new guides to help residents, clients and their supporters better understand services, care arrangements and available choices. These resources were translated into 10 languages relevant to Regis' resident and client population.

The initiative supports clearer communication, improved accessibility of information and a more inclusive experience for residents, clients and families.

Diversity and inclusion

In FY26, Regis launched its refreshed diversity and inclusion strategy, *Belonging at Regis*, reinforcing a company-wide commitment to embedding inclusion across care and service delivery, workforce experience, organisational culture and systems.

The strategy is guided by five interconnected pillars: leadership for diversity and inclusion; inclusive services and care; supporting a diverse workforce; inclusive partnerships and communities; and health literacy and plain language. Together, these pillars provide a consistent framework to support safe, respectful and inclusive environments where residents, clients, families and employees feel a genuine sense of belonging.

During the year, Regis continued to strengthen capability across the organisation through initiatives focused on inclusive communication and culturally responsive care. We also continued to embed inclusion through local and national initiatives that recognise and celebrate the diversity of residents, clients and our people. Homes and services were supported to tailor activities and events to reflect the cultural backgrounds, identities and experiences of their communities, helping foster connection, understanding and belonging.

These initiatives form part of Regis' broader commitment to delivering person-centred care, supporting workforce engagement and creating environments where diversity is respected, valued and reflected in everyday practice.

Employee networks and inclusion in action

This year, Regis strengthened employee voice and inclusion through the establishment of two dedicated employee-led groups designed to foster connection, awareness and meaningful organisational change.

The Regis PRIDE Network was established to bring together LGBTQI+ employees and allies, helping inform inclusive practices, build awareness and support safe and affirming environments across the organisation.

A Reconciliation Working Group was also established to help guide Regis' reconciliation commitments and support the development of meaningful actions that strengthen understanding, respect and relationships with Aboriginal and Torres Strait Islander peoples and communities.

Future Ready

At Regis, being future ready means continually investing in the systems, technology and capabilities that will enable us to deliver high-quality care, support our workforce and operate efficiently in an increasingly complex aged care environment.

As the sector continues to evolve, we are focused on building a modern digital foundation that improves access to information, reduces administrative burden and enables more informed decision-making across the organisation. During FY26, we made significant progress through major technology investments, enhanced data and analytics capabilities, and the continued responsible adoption of artificial intelligence.

Modernising care delivery through technology

A key focus during FY26 was the implementation of Telstra Health, a new care management platform that will be rolled out across all Regis Homes. Replacing a system that has supported our operations for more than a decade, Telstra Health provides a modern, mobile-enabled solution designed to better support contemporary aged care practices and evolving regulatory requirements.

The platform introduces timely access to clinical information, mobile point-of-care documentation and improved communication tools for residents' primary contacts. By reducing duplicate data entry and streamlining workflows, the new system will support employees to spend less time on administration and more time focused on delivering care.

The implementation forms part of a broader strategy to create a more connected and responsive care environment, providing employees with the information they need when and where they need it while strengthening compliance and clinical oversight.

Enhancing operational efficiency

During the year, Regis also implemented Coupa, a cloud-based procurement, expense management and purchasing platform that standardises purchasing, approvals, invoicing and expense management across the organisation.

The introduction of Coupa provides greater visibility of organisational expenditure, strengthens procurement governance and simplifies purchasing processes for employees and suppliers alike. By replacing multiple systems and manual processes with a single, integrated platform, Coupa enables faster approvals, improved financial controls and more efficient supplier management.

These improvements support greater operational consistency across Regis while providing leaders with enhanced visibility of commitments and expenditure in real time.

Harnessing the power of data

Regis continued to strengthen its enterprise data and analytics capabilities in FY26 through the expansion of its Business Intelligence platform and implementation of Microsoft Fabric, creating a scalable and integrated foundation for reporting, analytics and data governance.

These investments provide leaders with faster access to trusted information and a more connected view of operational, clinical and financial performance across the organisation. Enhanced analytics capabilities are enabling more informed decision-making, helping identify trends, improving forecasting and supporting continuous improvement initiatives across the business.

The strength of these capabilities was recognised internationally when Regis received the Operator Management Solution – Innovation of the Year Special Recognition Award at the Asia Pacific Eldercare Innovation Awards 2026 for our Enterprise Care Analytics Platform (ECAP). We were also named a finalist across multiple Business Intelligence and Artificial Intelligence categories, highlighting Regis' growing leadership in the use of data and technology to support aged care excellence.

Responsible and value-driven artificial intelligence

Regis continues to explore the opportunities presented by artificial intelligence (AI) through a pragmatic and value-driven approach focused on delivering measurable outcomes for residents, employees and the organisation.

Building on the foundations established in previous years, FY26 saw the continued expansion of AI-enabled initiatives designed to improve access to information, support decision-making and reduce manual administrative tasks. At the same time, Regis has focused on identifying more efficient and cost-effective AI models, ensuring emerging technologies can be adopted responsibly and sustainably while maintaining strong governance and oversight.

As well as developing standalone solutions, Regis is embedding AI capabilities into existing systems and workflows, enabling employees to benefit from intelligent tools within their everyday work. This approach supports productivity, improves access to information and allows employees to dedicate more time to activities that have the greatest impact on residents and clients.

As technology continues to evolve, Regis remains committed to investing in secure, scalable and innovative digital capabilities that support sustainable growth, operational excellence and high-quality care.

Expanding our greenfield development pipeline

In FY26, Regis continued to scale its development pipeline, building on the momentum established last year. Our active greenfield pipeline now comprises nine projects across five states, Victoria, New South Wales, Queensland, South Australia and Western Australia, with the potential to deliver more than 1,300 new residential aged care beds.

During the year, Regis extended its greenfield pipeline into Western Australia, through the acquisition of a site at Shenton Park in Perth. The development represents a meaningful addition to the pipeline and reflects Regis' commitment to building a national greenfield program in well-located, high-demand metropolitan markets.

Construction at the Toowong development in Brisbane is well progressed, with practical completion planned in the second half of the 2026 calendar year. The first residents are expected to be welcomed in summer of 2026/27, marking an important milestone in converting the pipeline into operating beds.

Across the broader pipeline, projects continued to advance through planning, design and procurement. During the year, Regis achieved State planning approval for its Parkside development in Adelaide and obtained a planning permit for Essendon in Melbourne, while planning submissions have progressed at Newport (Melbourne), Bulimba (Brisbane) and Shenton Park (Perth).

Complementing this greenfield growth, Regis remains committed to investing in and renewing its existing portfolio. Through a disciplined and considered approach to redevelopment and refurbishment, Regis continues to enhance the quality, amenity and sustainability of its homes so they remain modern, welcoming and fit for the future. This ongoing investment reflects Regis' enduring commitment to providing care environments where residents feel comfortable and supported.

Refurbishments

In FY26, Regis invested $40 million in the rejuvenation of its portfolio, with a targeted refurbishment program focused on enhancing the quality, comfort and functionality of our homes. The program prioritised improvements that support resident privacy, dignity and quality of life, with a continued emphasis on upgrading memory support environments in line with contemporary dementia care principles.

These investments reflect Regis' commitment to delivering exceptional customer experiences by creating welcoming, comfortable and thoughtfully designed spaces that support residents to live well.

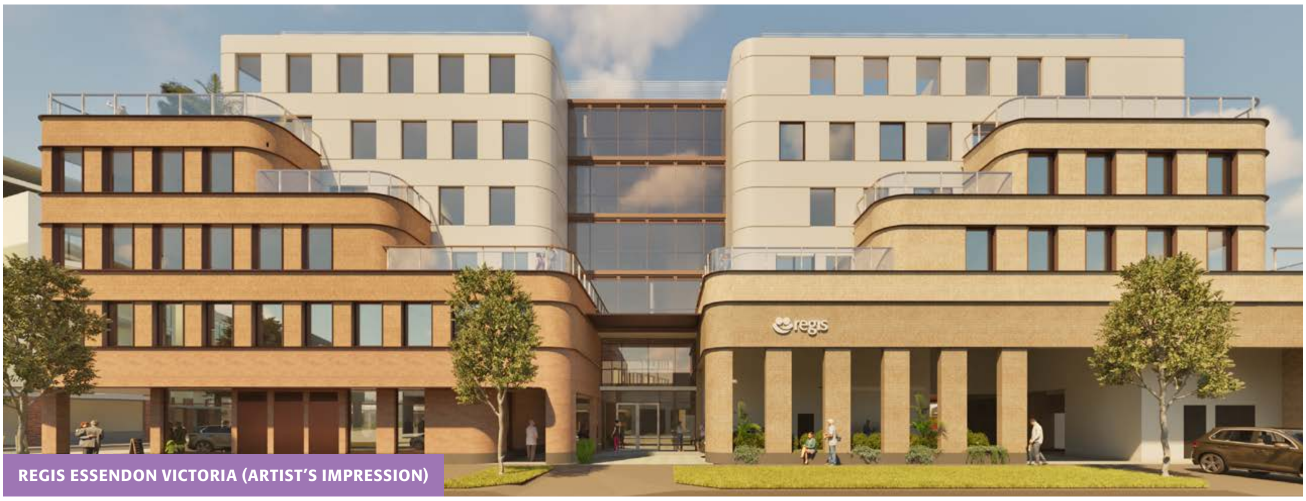
Notable refurbishments include:

- **Regis Ontario, VIC** – Stage One of the refurbishment program focused on enhancing the Memory Support Unit, including converting all double suites into private single accommodation to improve resident privacy and comfort. Stage Two will deliver further upgrades to communal areas throughout the home.
- **Regis Wynnum, QLD** – Completion of the reconfigured Memory Support Unit into smaller neighbourhoods, creating more personalised environments that better support residents living with dementia.
- **Regis Playford, SA** – A comprehensive refurbishment of the Memory Support Unit to enhance care outcomes in a high-care setting, complemented by extensive landscaping upgrades that strengthen residents' connection with nature and outdoor spaces.
- **Regis Redlynch, QLD** – Significant upgrades to communal areas across the home, including refreshed living spaces designed to encourage social connection and enhance residents' daily living experience.

REGIS TOOWONG QUEENSLAND (ARTIST'S IMPRESSION)

Future Ready

REGIS COBURG VICTORIA (ARTIST'S IMPRESSION)



REGIS ESSENDON VICTORIA (ARTIST'S IMPRESSION)

Strategic growth

Since the CPSM acquisition in December 2023, Regis has pursued a disciplined and targeted acquisition strategy focused on adding high-quality assets in attractive markets. Across this period, the group has added more than 1,700 beds and 13 homes to its portfolio, while the acquisition of BodeWell in April 2024 doubled the scale of the home care business.

The residential aged care acquisitions have strengthened Regis' exposure to the premium segment, expanding its presence in metro, high-growth markets and delivered immediate earnings contributions. Net RAD cash inflows from these acquisitions have exceeded $100m, reducing the original net investment enhancing returns and de-risking acquisition funding.

In FY26, Regis continued to execute on its growth strategy with the acquisition of Rockpool and OC Health, adding a further six premium homes with 830 beds.

Rockpool

In September 2025, Regis successfully completed the acquisition of Rockpool with four premium residential aged care homes and 600 beds in South-East Queensland. The portfolio consisted of recently developed homes, with all opening in the last six years. The newest home, Oxley, opened in March 2025 and completed its ramp up within 12 months, in March 2026.

OC Health

In December 2025, Regis completed the acquisition of two premium homes from OC Health, adding 230 beds across Drysdale and Torquay in Victoria. Both homes have been built or extensively refurbished within the past eight years and feature 100% single rooms with ensuites.

Integration

Integration of both the Rockpool and OC Health homes is progressing in line with expectations. Opportunities have been identified to enhance care outcomes and drive operational efficiencies, supported by Regis' centralised systems and clinical governance framework.

Regis remains focused on maintaining continuity of care for residents, supporting employees through the transition, and realising identified synergies over time. These acquisitions have contributed positively to earnings and support Regis' long-term growth objectives.

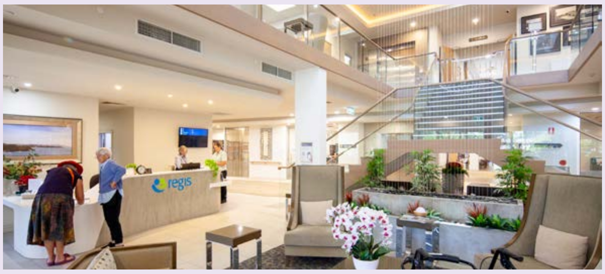
STRATEGIC GROWTH

~$300m

HAS BEEN INVESTED IN ACQUISITIONS SINCE DECEMBER 2023, WITH OVER $100M OF NET RAD INFLOWS REDUCING THE NET CAPITAL INVESTMENT TO <$200M ENHANCING RETURNS

CPSM (Dec 2023)

- Five aged care homes in South East Queensland with 644 beds
- Net consideration of $75 million
- $150 million of RADs

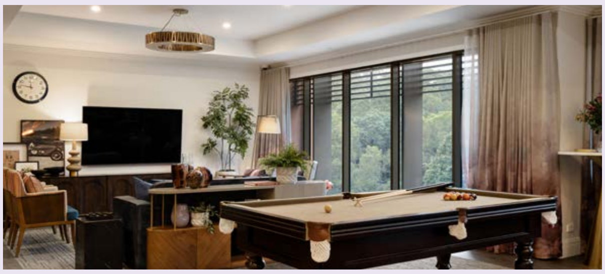


Ti Tree (Dec 2024)

- Two aged care homes on Mornington Peninsula (VIC) with 262 beds
- Net consideration of $40 million
- $63 million of RADs

BodeWell (Apr 2025)

- Home care services in Victoria and South East Queensland with 800 clients
- Increased scale in Victoria, expands operations into South East Queensland
- Net consideration of $4 million



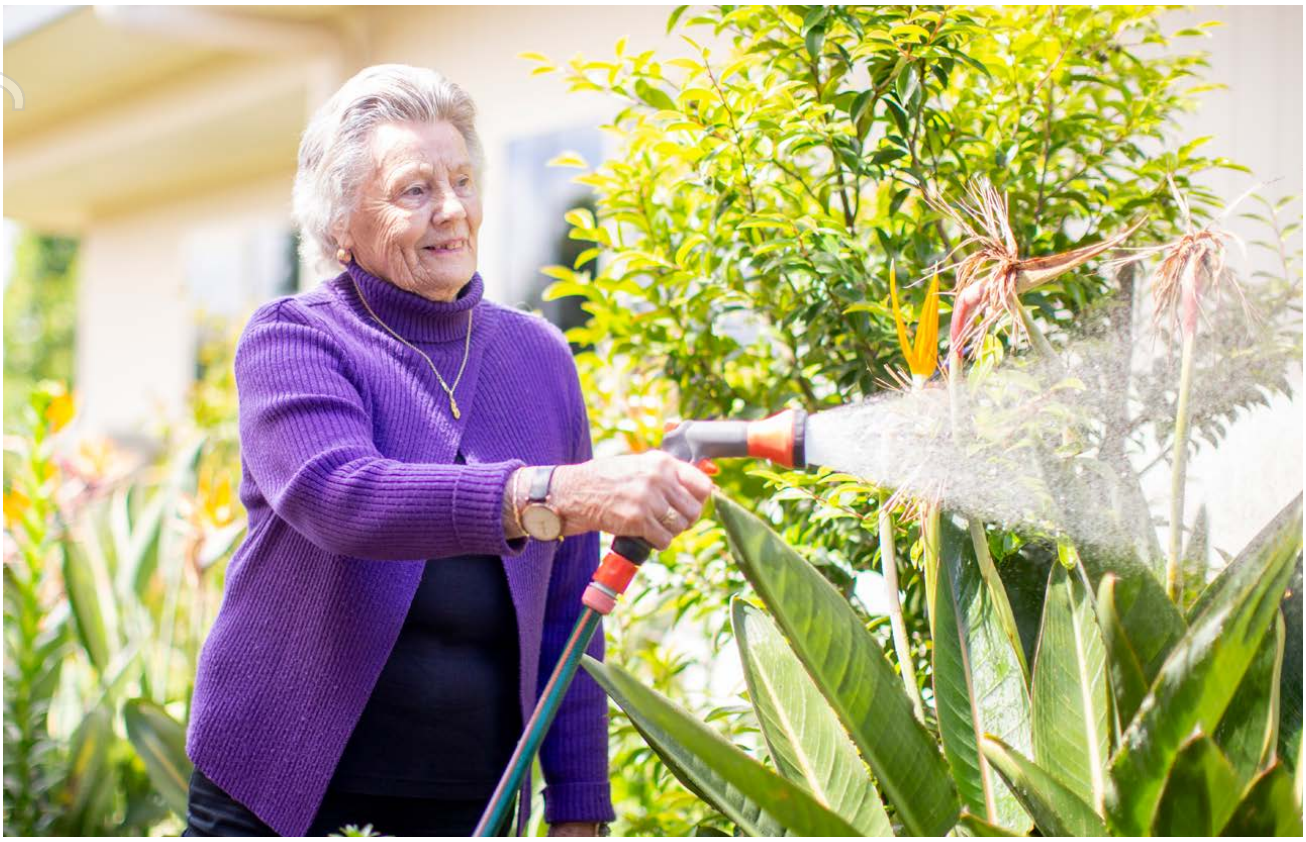
Rockpool (Sep 2025)

- Four aged care homes in South East Queensland with 600 beds
- Net consideration of $138 million
- $201 million of RADs

OC Health (Dec 2025)

- Two aged care homes in Drysdale and Torquay (VIC) with 230 beds
- Net consideration of $45 million
- $37 million of RADs

Future Ready



Environmental, social and governance

At Regis, we remain committed to integrating sustainable and ethical practices across our operations and value chain. We recognise that strong environmental, social and governance (ESG) performance is fundamental to delivering long-term value for our residents, clients, employees, shareholders and the communities we serve. ESG considerations continue to be embedded within our business strategy, operational decision-making and risk management processes, supporting the delivery of high-quality care while enhancing organisational resilience.

Our ESG programs focus on improving operational efficiency, reducing environmental impacts and creating positive social outcomes. As climate-related risks and opportunities continue to evolve, Regis remains focused on delivering measurable improvements across priority ESG workstreams and building a resilient and responsible future-ready organisation.

ESG governance at Regis is overseen by the Board, with support from the Property Committee and Audit, Risk and Compliance Committee, which oversee key ESG-related matters within their respective areas of responsibility. The Executive Committee supports the implementation and integration of ESG priorities across the business. Through established governance, risk management and reporting processes, Regis continues to embed sustainability considerations into decision-making, supporting transparency, accountability and continuous improvement. Further details regarding ESG governance and climate-related oversight are available in the FY26 Regis Climate Report.

Climate resilience at Regis

Regis recognises the importance of responding to the evolving needs of an ageing population while managing the impacts of climate change on our operations, residents, employees and communities. Climate resilience remains a key consideration across the business, supporting the delivery of safe, comfortable and high-quality care environments.

Climate-related risks, including extreme weather events, energy cost volatility and supply chain disruptions, have the potential to affect business operations and service delivery. Through established risk management, business continuity and operational planning processes, Regis continues to maintain resilient operations while adapting to a changing climate. By embedding climate considerations into decision-making and long-term planning, Regis supports operational continuity, sustainable business performance and resilient environments for residents and employees.

Climate disclosures

In line with the requirements under Mandatory climate-related disclosures through the Australian Accounting Standards Board (AASB), under the Australian Sustainability Reporting Standards (ASRS), Regis has disclosed its Climate Report on pages 66 to 89, as its first-year report as a group 1 entity. Information related to Climate risk and opportunities, scope 1 and 2 emissions, other climate related metrics and governance matters are available within the climate report.

KEY ESG PROGRAMS

1. Energy resilience: building a future-ready Regis

Regis continues to progress its Energy Resilience Program as part of its broader approach to climate resilience, operational continuity and emissions reduction. Solar generation remains an important component of the Group's energy management approach, and during FY26 Regis continued to monitor the performance of existing solar assets while assessing opportunities for future expansion. These assessments consider operational requirements, asset suitability, long-term value and alignment with the Group's emissions reduction objectives. Through ongoing evaluation of renewable energy opportunities and energy management initiatives, Regis aims to support operational efficiency, enhance energy resilience and maintain continuity of care across its homes. Energy resilience will remain an important area of focus as the Group continues to assess opportunities that support the long-term sustainability and resilience of its operations.

2. Recycling and landfill diversion program

During FY26, waste and resource recovery initiatives across the portfolio included mattress recycling, bulky furniture waste and green waste programs. Preparations for the NSW Food Organics and Garden Organics (FOGO) mandate saw food organics collection services introduced across all NSW Homes, supported by employee education and behaviour change initiatives designed to improve waste segregation and resource recovery practices. A national Waste Management Handbook was also developed and implemented to promote a consistent approach to waste management across the business. Combined with ongoing training, site inspections and collaboration with waste service providers, these initiatives support responsible resource use and compliance with evolving regulatory requirements.

3. Building for climate resilience

Regis continues to apply its Environmentally Sustainable Design (ESD) Guidelines across new developments, refurbishment projects and operational upgrades. The guidelines incorporate energy and water efficiency measures, responsible material selection, and climate-adaptive design features that enhance climate resilience. ESD principles will continue to be considered across future greenfield, brownfield and refurbishment projects as part of Regis' long-term approach to sustainable asset management.

4. Supplier engagement

A resilient and responsible supply chain is essential to supporting the delivery of care and services across the Regis network. During FY26, Regis engaged with suppliers to improve data transparency and build capability in response to evolving climate-related disclosure requirements, supporting greater understanding of climate-related risks and reporting expectations across the value chain.

Supplier engagement activities also focused on environmental responsibility, service continuity and preparedness for extreme weather events. Opportunities to improve sustainability outcomes, including end-of-life disposal or reuse programs and other circular economy initiatives, continued to be explored in partnership with suppliers. These activities support Regis' commitment to responsible procurement, supply chain resilience and long-term sustainability.

REGIS PARKSIDE, SOUTH AUSTRALIA (ARTIST'S IMPRESSION)

Corporate Governance

The Board is committed to maintaining high standards of corporate governance to support the effective oversight of Regis, the delivery of quality care and services, and the creation of sustainable long-term value for shareholders.

The Board expects Directors, management and employees to act in accordance with Regis' governance framework and core values. Information regarding the Company's governance arrangements and its compliance with the ASX Corporate Governance Council's Principles and Recommendations, 4th edition, is set out in the Corporate Governance Statement, which is available on the Company's website.

Aged Care Act 2024

The Board oversees Regis' processes in relation to compliance with the Aged Care Act 2024 which commenced on 1 November 2025 and remains informed of the duties and obligations applicable to registered providers and responsible persons. In its capacity as the governing body for the purposes of the Act, the Board complies with the requirement that a majority of directors be independent non-executive directors and that at least one member has experience in the provision of clinical care.

Board skills and experience

The Board considers that, collectively, the Directors have an appropriate mix of skills, experience and expertise to discharge the Board's responsibilities and oversee the Company's strategy, performance and risk management. The Board's skills and experience is outlined in the table which is published on Regis' website.

Shareholder engagement

The Board is committed to timely, balanced and effective disclosure to the market and to keeping shareholders appropriately informed of matters that may have a material impact on Regis' performance, strategy and governance. Further information regarding the Company's investor engagement practices is available in the Corporate Governance Statement.

Values and ethics

The Board seeks to promote a culture of integrity, accountability and ethical conduct across the organisation. The policies that support these values are outlined in the Corporate Governance Statement and include:

- Code of Conduct
- Anti-Bribery and Corruption
- Whistleblower Protection
- Modern Slavery Statement
- Continuous Disclosure
- Dealing in Securities
- Diversity and Inclusion

Copies of the policies can be accessed at www.regis.com.au/investor-information/corporate-governance/

Feedback and continuous improvement

Regis values feedback from residents, clients and the broader community as part of its approach to service quality and continuous improvement. Information on the Company's feedback processes is available on the Company's website.

Board of Directors

Graham Hodges

Chair, Independent Non-Executive Director

Graham has been a Non-Executive Director since August 2017 and was appointed Chair on 1 July 2018. He has extensive international experience in the financial services industry with a career spanning more than 40 years. He commenced his career in Commonwealth Treasury, Canberra, where he worked for approximately 10 years before being seconded to the International Monetary Fund in Washington for several years. Graham built an executive career at the Australian and New Zealand Banking Group Limited and was formerly the Deputy Chief Executive Officer, ANZ Banking Group Ltd.

Graham is currently a Non-Executive Director of Assemble Holdco 1 Pty Ltd (previously Assemble Communities Pty Ltd). Graham retired as Non-Executive Director of Australia and New Zealand Banking Group Limited and ANZ BH Pty Ltd in February 2026. He was previously Chair of ANZ SAM Board (Special Assets Management), Esanda, and ANZ Wealth, a Director of AmBank Holdings Berhad, and a member of the Australian Government's Aged Care Financing Authority. Graham holds a Bachelor of Economics (Hons) degree.

Special Responsibilities

- Chair of the Board
- Member of the People, Remuneration and Nomination Committee
- Member of the Audit, Risk and Compliance Committee

Andrew Kinkade

Managing Director and Chief Executive Officer

Andrew Kinkade is Regis' Managing Director and Chief Executive Officer who commenced on 20 July 2026.

Andrew is a senior executive with more than 25 years' experience spanning aged care, healthcare, private equity, consulting and investment banking. He was previously Managing Director of Bupa Villages & Aged Care, leading a team of 8,000 people across 57 locations. In this role, Andrew successfully delivered operational and cultural transformation, drove growth and value creation, and led the organisation through significant regulatory reform while improving clinical and resident outcomes.

Andrew has also held executive healthcare roles at Bupa Dental Care, Catholic Healthcare and National Home Doctor Service. Earlier roles included strategy consulting at Bain & Company and Macquarie Group, where he worked in private equity, asset management and investment banking.

Andrew holds a Bachelor of Laws (First Class Honours) and a Bachelor of Accounting from the University of Technology Sydney. He is a member of the Australian Institute of Company Directors.

Professor Christine Bennett AO

Independent Non-Executive Director

Appointed to the Board in March 2018, Christine is a specialist paediatrician with over 30 years of health industry experience in clinical care and governance, strategy, executive management, advocacy, teaching and research.

Christine is currently a Patron of Research Australia and Non-Executive Director of Sonic Healthcare Ltd and on the Board of the Australian Digital Health Agency. She was Convenor of the Champions of Change STEM and Health Group for gender equality until March 2026.

Christine was awarded the title of Emeritus Professor at the University of Notre Dame Australia following her contributions as Deputy Vice Chancellor Enterprise & Partnerships and Dean of Medicine, Sydney for more than 10 years. Previously, she was Chair of Research Australia, a Group Executive and Chief Medical Officer at both MBF Limited and Bupa Australia, a Partner at KPMG in the Health and Life Sciences Practice and Transaction Services, CEO of Westmead Hospital and Health Services, Chair of the Sydney Children's Hospitals Network, Chair of the National Health and Hospitals Reform Commission, Non-Executive Director of Digital Health CRC Limited and on the Telstra Health Board.

Christine was awarded an Officer of the Order of Australia in recognition of her distinguished service to medicine and health care leadership in 2014. She holds a Bachelor of Medicine and Bachelor of Surgery, Master of Paediatrics, Fellow of the Royal Australasian College of Physicians, certificate in AI Ethics & Board Oversight. She is a Graduate of the Australian Institute of Company Directors and member of Chief Executive Women.

Listed Company Directorship (last 3 years):

- Sonic Healthcare Ltd (ASX:SHL) (26 September 2022–present)

Special Responsibilities

- Chair of the Clinical Governance and Care Committee
- Member of the Audit, Risk and Compliance Committee
- Member of the Property Committee

Sally Freeman

Independent Non-Executive Director

Sally was appointed to the Board in January 2022 and chairs Regis' Audit, Risk and Compliance Committee. She has extensive experience in Governance, Risk, and Audit, with an executive career spanning 30 years, culminating in being the Partner in Charge of KPMG Australia's Risk Consulting practice and a member of KPMG's Global Risk Executive.

Sally is currently a Non-Executive Director at Regional Investment Corporation, Pay.com.au Limited, Melbourne Football Club, Suburban Rail Loop Authority, and ASX-listed Netwealth Group Limited. She was formerly a Director of Aioi Nissay Dowa Insurance Company Australia Pty Ltd and the Chair of their Board and a Director and Chair of the Finance Committee of Eastern Health.

Sally holds a Bachelor of Commerce, is a Fellow of the Australian Institute of Chartered Accountants, Global Certified Information Systems Auditor, Graduate of the Australian Institute of Company Directors, Fellow of the Victorian Williamson Leadership Program and a member of Chief Executive Women.

Listed Company Directorship (last 3 Years)

- Netwealth Group Limited (ASX:NWL) (October 2019–present)

Special Responsibilities

- Chair of the Audit, Risk and Compliance Committee
- Member of the People, Remuneration and Nomination Committee
- Member of the Clinical Governance and Care Committee

Ian Roberts

Non-Executive Director

Ian was a Director of Regis upon listing on 7 October 2014. Prior to listing, Ian had been a Director of Fairway Investment Holdings Pty Ltd[1] since May 2007.

Before co-leading the Regis journey, Ian was involved in property development (sub-divisional and commercial) in South East Queensland. As a founding shareholder and Director of Regis (Executive Director prior to 2008), Ian headed up Property with oversight of the development and implementation of the strategy that saw the business grow to more than 4,500 beds nationally.

Ian holds a Bachelor of Science (Surveying) and has over 35 years of experience in the real estate sector including more than 25 years in residential aged care. He is currently a Non-Executive Director of several property and property services enterprises.

Special Responsibilities

- Chair of Property Committee
- Member of the People, Remuneration and Nomination Committee

1. Fairway Investment Holdings Pty Ltd converted to Regis Healthcare Limited on listing in October 2014.

Jodie Leonard

Independent Non-Executive Director

Appointed to the Board in November 2023, Jodie is an experienced listed company director and commercial leader with a focus on growth and transformation. Jodie's career spans over 30 years in ASX, NYSE and FTSE-listed companies and includes senior positions at General Electric, the Nine Network, British Airways and Telstra, having worked across Australia, the USA, UK, Asia and Europe.

Jodie has experience in a diverse range of industries including banking and financial services, superannuation, healthcare, technology, consumer goods, media and entertainment, and travel and tourism. Jodie has previously served on the boards of Beyond Bank Australia, the RACV, Flexigroup and BWX, Pacific Smiles Group, XPON Technology Group and the Barwon Water Corporation. She is actively involved with Women on Boards and Chairs the NED Circle syndicate. Jodie is an experienced Remuneration Committee Chair and has extensive governance experience having served on the board of multiple APRA regulated entities. Jodie holds a Bachelor of Business, is a member of Chief Executive Women and is a Fellow of the Australian Institute of Company Directors.

Listed Company Directorship (last 3 years):

- Pacific Smiles Group Ltd (ASX:PSG) (12 September 2023 to 16 December 2024)
- XPON Technology Group Ltd (ASX:XPN) (11 September 2022 to 8 April 2024)

Special Responsibilities

- Chair of the People, Remuneration and Nomination Committee
- Member of the Property Committee
- Member of the Clinical Governance and Care Committee

Board of Directors

Carmel Monaghan

Independent Non-Executive Director

Carmel was appointed to the Board on 1 February 2026 and is an experienced healthcare executive and company director with deep expertise in large-scale healthcare operations, workforce leadership, regulatory engagement and governance. She previously served as Chief Executive Officer of Ramsay Health Care Australia, a position she held for five years before stepping down in July 2025, concluding a 27-year career with the Ramsay Group. During her tenure, she was responsible for the leadership and performance of Australia's largest private healthcare network spanning hospitals, pharmacies and hospital-in-the-home.

Carmel has strong experience in healthcare governance, quality and safety oversight, and navigating complex regulatory environments having previously sat on several Ramsay affiliated boards both in Australia and overseas, as well as being Vice President of the Australian Private Hospitals Association for several years. She currently serves as a non-executive director on the board of EMVision Medical Devices Ltd and was appointed Chair of the Metro South Hospital and Health Service Board in Queensland, commencing April 2026.

She has a Bachelor of Business (Public Relations) and a Master of Business Administration and is a Graduate of the Australian Institute of Company Directors.

Listed Company Directorship (last 3 years):

- EMVision Medical Devices Ltd (ASX:EMV) (5 June 2025 to present)

Special Responsibilities

- Member of the Property Committee
- Member of the Clinical Governance and Care Committee

Dr Linda Mellors

Former Managing Director and Chief Executive Officer

Linda was Managing Director and Chief Executive Officer of Regis Healthcare from September 2019 until June 2026, following her role as a chief executive in the health sector. Over close to seven years with Regis, Linda led the Company through the Royal Commission, COVID-19, and substantial reform including the new Aged Care Act and Strengthened Quality Standards, whilst executing a program of substantial growth and transformation.

Linda maintained her appointment as a Director of Ageing Australia and was a member of the Finance and Risk Management Committee until June 2026. She joined the Board of the LifeChanger Foundation in December 2025. Linda was a Board Director of Mercy Community Services Ltd and its subsidiaries including Mackillop Family Services, and a member of the Governance Committee, until October 2025.

Linda was formerly Chair of the Aged Care Reform Network, Chair of the Aged Care Guild, Chair of the North Eastern Metropolitan Integrated Cancer Service, Co-Chair of the Victorian Metropolitan Hospital Chief Executive group, Board Member of the Parent Infant Research Institute and Board Director of the South West Melbourne Medicare Local.

Linda holds a PhD in Cardiac Physiology, Bachelor of Science with first class Honours, Bachelor of Arts and is a Graduate of the Australian Institute of Company Directors. She is also a graduate of the Williamson Community Leadership Program and a member of Chief Executive Women.

Special Responsibilities

- Member of the Property Committee (until 19 June 2026)

* Linda stepped down from her role as Managing Director and CEO on 19 June 2026

Executive Leadership Team

Andrew Kinkade
Chief Executive Officer

See page 34 for full details.

Jenn Armor
Chief Operating Officer

Jenn commenced with Regis in February 2026 and oversees residential aged care, home care, retirement living, hotel services, higher everyday living services, marketing and communications. Jenn works closely with the Executive team to support operational performance, strategic growth, service expansion and transformation initiatives across the organisation.

Jenn has more than 20 years of experience across aviation and banking, with extensive expertise in customer strategy, digital transformation, operations and leading large and diverse teams. Jenn has a strong track record of driving customer-focused outcomes and operational excellence in complex environments.

Jenn holds a Bachelor of Business and Accountancy and is a member of the of Chartered Accountants Australia and New Zealand. She is also a graduate of the Australian Institute of Company Directors.

Dr Imtiaz Bhayat
Chief Information Officer

Imtiaz commenced with Regis in 2020. Imtiaz is accountable for developing and implementing Regis' digital strategy, including overseeing IT operations, applications, infrastructure, cyber security and the project management office.

As a leader with broad commercial experience in tier one consulting, he has a track record in using technology to transform organisations and improve outcomes.

Imtiaz holds a PhD in Financial Markets Technology, Master of Commerce, Master of Research, Bachelor of Commerce, is a Lean Six Sigma Black Belt, is a CPA and a Graduate of the Australian Institute of Company Directors.

Filomena Ciavarella
Executive General Manager — Strategy and Care Excellence

Filomena joined Regis in 2020 and has accountability for clinical and care excellence, clinical governance, strategy, quality management, risk management and improvement.

Prior to Regis, Filomena held various executive and senior leader roles at the Royal Children's Hospital, Peter MacCallum Cancer Centre, Monash Health, Austin Health and Mercy Health.

Filomena holds a Bachelor with Honours in Medication Radiations (Nuclear Medicine), a Post Graduate Certificate in Project Management and a Post Graduate Diploma in Business Management and a Master of Business Administration.

Executive Leadership Team

Jodie Haydon
Chief People Officer

Jodie commenced with Regis in August 2024 and oversees talent acquisition, employee engagement, learning and development, employee relations and workplace health and safety.

Jodie has vast experience in human resources and people management, with a proven track record in executive management and senior leadership roles at Shell, Viva Energy Australia and Energy Australia.

Jodie holds a Bachelor of Economics and is a Graduate of the Australian Institute of Company Directors. She is also a Non-Executive Director at Afford Disability Services.

Malcolm Ross
General Counsel and Company Secretary

Malcolm joined Regis in 2021 and assumed responsibility for its legal function, Board governance and supporting regulatory compliance activities.

He has practised law for more than 25 years and established a strong track record in General Counsel and Company Secretary roles in listed company environments. His experience extends to private practice and long periods in hotels and industrial services businesses.

Malcolm was admitted to practice in 1997 and holds a Bachelor of Business, Bachelor of Laws, Master of Laws, Graduate Diploma in Applied Corporate Governance and is a Graduate of the Australian Institute of Company Directors.

Rick Rostolis
Chief Financial Officer

Rick was appointed Chief Financial Officer in March 2020 and is responsible for leading the company's financial strategy, planning and performance, including oversight of financial reporting, budgeting and investor relations.

Rick has extensive experience with ASX-listed companies as Chief Executive Officer and Chief Financial Officer including ASX 200 SMS Management & Technology Limited and Pro-Pac Packaging Limited.

Rick is a Chartered Accountant and holds a Bachelor of Business, Accountancy. Rick is a Fellow of the Institute of Chartered Accountants in Australia and New Zealand and a Graduate of the Australian Institute of Company Directors.

Georgia Willis
Executive General Manager — Property

Georgia joined Regis in 2023 and is accountable for leading the Property division, focusing on land acquisition and development to propel the Company's growth strategy. She is also responsible for advancing the organisation's Environmental, Social and Governance (ESG) agenda, driving initiatives that promote sustainability, social responsibility and ethical governance across the business.

She brings extensive expertise in managing and facilitating predevelopment activities for urban infill and urban renewal development projects. She was awarded the Urban Development Institute of Australia (UDIA) Women in Leadership award for 2016 recognising her professional contribution to the development industry.

Georgia holds a Master of Property.

Financial Report

For the year ended 30 June 2026

Directors' Report

The Board of Directors of Regis Healthcare Limited are pleased to present their report on Regis Healthcare Limited (the 'Company') and its controlled entities (the 'Group' or 'Regis') for the year ended 30 June 2026.

Board of Directors

The Directors who served at any time during the financial year ended 30 June 2026 or up until the date of this Directors' Report were Mr Graham Hodges, Dr Linda Mellors (departed 19 June 2026), Professor Christine Bennett AO, Ms Sally Freeman, Mr Ian Roberts, Ms Jodie Leonard and Ms Carmel Monaghan (appointed 1 February 2026).

Further details in relation to the current Directors are disclosed in the Corporate Governance section of the 2026 Regis Annual Report on pages 34-36. These details include the periods each Director held their respective positions, qualifications, independence, experience and particular responsibilities, the Directorships held in other listed companies over the last three years, and the period for which each Directorship has been held.

Company Secretary

Malcolm Ross was appointed and commenced in the position of General Counsel and Company Secretary in November 2021 and continues in office as at the date of this report. Further details on Malcolm's qualifications and experience are disclosed in the Corporate Governance section of the 2026 Regis Annual Report on page 38.

Operating and Financial Review

As at 30 June 2026, Regis owned and operated 72 residential aged care homes with approximately 8,230 available operational places. Residential aged care services are provided in six states and the Northern Territory. In addition, Regis, through retirement living, manages over 400 retirement village units across five retirement villages. Regis also offers home care services.

On 1 September 2025, Regis acquired 100% of the ordinary shares of Rockpool RAC Holdings Pty Ltd ('Rockpool'), a privately-owned residential aged care provider operating four premium aged care homes (600 available beds) across South-East Queensland. On 1 December 2025, Regis acquired 100% of the ordinary shares of OC Health Torquay Pty Ltd and Drysdale Aged Care Pty Ltd ('OC Health'), adding two high-quality residential aged care homes (230 available beds) in Victoria.

On 1 March 2026, Regis completed the sale of two residential aged care homes located at Ayr and Home Hill (156 available beds), in Far North Queensland.

Following her resignation on 22 December 2025, Dr Linda Mellors departed the business on 19 June 2026 as Managing Director and Chief Executive Officer after more than six years in the role. Mr Andrew Kinkade was appointed as Managing Director and Chief Executive Officer on 29 April 2026 and commenced on 20 July 2026.

Business Model

Regis provides quality care to meet the growing needs of Australia's elderly population. This is achieved through a focus on the following core areas:

- **Care delivery:** Supporting personal care and clinical staff to deliver a quality care experience in a home environment across the physical, mental and social wellbeing of residents and clients.
- **Focused and well-resourced risk management:** Regis has robust systems and processes in place to manage clinical care and governance and the broader business' operational risks, including those that relate to aged care legislative compliance and health and safety.
- **Vertical integration:** The spectrum of activities Regis undertakes includes analysis of each proposed residential aged care home's catchment area, site identification, site acquisition, brownfield/greenfield development, home operation and asset renewal.
- **Strong cash flow generation:** Regis is positioned to achieve and maintain strong cash flow from operations, which it augments with a focus on the receipt and profitable use of Refundable Accommodation Deposits (RADs). The Group leverages its RAD cash inflows from developments and operations to facilitate the repayment of acquisition and development related debt.
- **High quality portfolio:** Homes are primarily located in metropolitan areas with high median house prices. The homes are typically modern with a high proportion of single rooms and an emphasis on lifestyle and supported living.
- **Scalable platform:** Regis has invested in scalable business processes supported by IT systems, and in-house resources, to facilitate growth through acquisitions and developments.

Directors' Report

Operating and Financial Review (continued)

Review and Results of Operations

To assist in the evaluation of the Group's financial performance, certain measures are used that are not recognised under Australian Accounting Standards or International Financial Reporting Standards ('IFRS') and therefore, these are considered to be non-IFRS measures. Underlying earnings before interest, tax, depreciation and amortisation ('Underlying EBITDA')[1] is reported in order to provide a greater understanding of financial performance.

A summary of the financial results for the year ended 30 June 2026 is set out below:

For the year ended	2026 $'000	2025 $'000	% Change
Revenue from services	1,350,600	1,161,288	16.3%
Other income	188,934	130,912	44.3%
Underlying EBITDA	138,017	125,823	9.7%
Underlying net profit	55,635	53,404	4.2%
Statutory net profit	55,686	48,951	13.8%
Underlying basic earnings per share	18.42 cents	17.73 cents	3.9%
Basic earnings per share	18.44 cents	16.25 cents	13.5%

Revenue from services

A summary of revenue from services for the year ended 30 June 2026 is set out below:

For the year ended	2026 $'000	2025 $'000
Government funded	991,659	865,720
Resident basic daily fees	183,735	163,572
Other resident revenue	168,164	123,499
Other operating revenue	5,668	6,794
Deferred management fees	1,374	1,703
Revenue from services	**1,350,600**	**1,161,288**

Aged care government revenue increased to an average of $343.11 (30 June 2025: $323.30) per resident per day for the financial year ended 30 June 2026 mainly due to:

- 20 September 2025: Increase in Hotelling Supplement of $6.55 per resident per day to cover higher costs of everyday living, including food, laundry, cleaning, etc; and;
- 1 October 2025: AN-ACC funding increase of approximately $8.00 (2.6%) per resident per day to fund the FWC Work Value Case (Stage 3 increase) effective from 1 October 2025 and the AWR increase of 3.5% that took effect on 1 July 2025.

Revenue from services includes $78,967,000 from the acquisition of Rockpool on 1 September 2025, and $17,547,000 from the acquisition of OC Health on 1 December 2025.

Resident basic daily fee revenue increased to an average of $64.10 (30 June 2025: $63.20) per resident per day for the financial year ended 30 June 2026. The increase in resident basic daily fee revenue was positively impacted by the Rockpool and OC Health acquisitions, improved occupancy, and indexation.

Other resident revenue increased to an average of $59.03 (30 June 2025: $47.01) per resident per day for the financial year ended 30 June 2026 and represents other fees charged to residents with respect to care, everyday living and accommodation services, and includes means tested care fees (replaced by the Non-Clinical Care Contribution from 1 November 2025) and revenue from daily accommodation payments, daily accommodation contributions, and additional services (replaced by Higher Everyday Living Fee (HELF) from 1 November 2025).

The average occupancy rate across the residential aged care portfolio improved to 95.8% for the financial year ended 30 June 2026 (30 June 2025: 95.1%).

1 Non-IFRS financial information has been prepared in accordance with ASIC Regulatory Guide 230 - Disclosing non-IFRS financial information, issued in December 2011. Non-IFRS financial information, while not subject to audit, has been extracted from the Financial Report, which has been subject to audit by the Group's external auditors. Underlying earnings before interest, tax, depreciation and amortisation ('Underlying EBITDA'), which excludes imputed income on RADs of $153,486,000 (30 June 2025: $111,210,000) and one-off items, but includes RAD retention of $1,344,000 (30 June 2025: $Nil) and operating lease expense of $1,824,000 (30 June 2025: $1,455,000), is reported in order to provide shareholders with a greater understanding of the Group's financial performance. A reconciliation of profit before income tax to Underlying EBITDA is provided on page 43.

Directors' Report

Operating and Financial Review (continued)

Review and Results of Operations (continued)

Other income

A summary of other income for the year ended 30 June 2026 is set out below:

For the year ended	2026 $'000	2025 $'000
Imputed income on RADs[2]	153,486	111,210
Government grants	1,385	4,503
Interest income	6,699	7,268
Gain on disposal of assets held for sale and non-current assets	25,454	3,431
Change in fair value of investment property	1,910	4,500
Other income	**188,934**	**130,912**

The increase in imputed income on RADs is primarily driven by the impact of the Rockpool and OC Health acquisitions, increase in RAD pricing, improved occupancy, and an increase in the Maximum Permissible Interest Rate ('MPIR') to an average of 7.2% for the financial year ended 30 June 2026 (30 June 2025: 6.9%).

Government grant income for the financial year ended 30 June 2026 represents $1,385,000 in relation to the Historical Leave Liability Grant[3]. Government grant income for the financial year ended 30 June 2025 of $4,503,000 comprised $3,673,000 for the Aged Care Outbreak Supplement and $830,000 for the Historical Leave Liability Grant.

The decrease in interest income is mainly driven by a lower cash balance. The average cash balance held during the financial year ended 30 June 2026 was $159,100,000 (30 June 2025: $180,055,000).

The gain on disposal of assets held for sale and non-current assets mainly represents the sale of two residential aged care homes located at Ayr and Home Hill in Far North Queensland. In the financial year ended 30 June 2025, the gain on disposal of assets held for sale and non-current assets is largely due to the sale of land on which the former Regis Weston residential aged care home operated.

The change in fair value of investment property represents the gain recognised at 30 June 2026 from the external valuation of the Group's retirement villages and retirement village development sites.

Staff Expenses

During the financial year ended 30 June 2026, Regis continued to experience increased staff expenses due to:

- 1 July 2025: AWR increase of 3.5%;
- 1 October 2025: FWC's Work Value Case (Stage 3 increase), including the impact of the increase to the provision for employee entitlements, and the impact of Stage 3 increases that took effect on 1 January 2025 and 1 March 2025; and
- Enterprise award increases of approximately 3-4%.

Regis experienced a reduction in the use of agency contractors and overtime due to various workforce management strategies. Employee engagement remained high at 86% and turnover continued to decrease to 18% for the rolling 12-month period ended 30 June 2026.

2 In accordance with AASB 16 *Leases*, profit before income tax for the financial year ended 30 June 2026 includes income on RADs of $153,486,000 (30 June 2025: $111,210,000) and, correspondingly, finance costs of $152,142,000 (30 June 2025: $111,210,000). The difference between imputed income and expense on RADs of $1,344,000 represents RAD retention, is recognised in Other Income as imputed interest revenue and a reduction to imputed interest expense (as described in Note B1). RAD retention is included in Underlying EBITDA on the basis that it represents an operating benefit derived from accommodation services provided to residents. The Group also recognised depreciation in relation to right-of-use assets and interest costs totalling $1,488,000 (30 June 2025: $1,275,000) and $329,000 (30 June 2025: $307,000) respectively. Prior to the introduction of AASB 16 *Leases*, the Group would have recognised an operating lease expense of $1,824,000 (30 June 2025: $1,455,000).

3 Historical Leave Liability Grant represents income recognised for increased leave entitlements resulting from the FWC's decision to increase modern award wage rates (Work Value Case Stage 3 increases) from 1 October 2025. The Government grant funds approximately 25% of the uplift to employee entitlements.

Directors' Report

Operating and Financial Review (continued)

Review and Results of Operations (continued)

Underlying EBITDA

A reconciliation of profit before income tax to underlying EBITDA is set out below:

For the year ended	2026 $'000	2025 $'000
Profit before income tax	83,712	71,437
Add back/(deduct):		
Imputed income on RADs[4]	(153,486)	(111,210)
Imputed interest charge on RADs[4]	152,142	111,210
RAD retention[4]	1,344	-
Right-of-use assets depreciation[4]	1,488	1,275
Interest expense on lease liabilities[4]	329	307
Operating lease expense	(1,824)	(1,455)
Profit before income tax pre AASB 16 *Leases*	**83,705**	**71,564**
Depreciation (excluding right-of-use assets)	54,771	48,532
Other finance costs	10,662	7,986
Finance income	(6,699)	(7,268)
Reported EBITDA	**142,439**	**120,814**
One-off items:		
Government grants (net of costs)	-	(1,715)
Fair value gain on investment property	(1,910)	(4,500)
Net gain on disposal of assets held for sale and non-current assets	(25,454)	(3,431)
Acquisition and integration expenses - primarily landholder and stamp duty costs[5]	13,705	4,859
Write-off of property, plant and equipment	-	4,361
Increase in employee entitlements due to FWC's Work Value Case (Stage 3 increase), net of grant income[6]	2,513	2,710
Professional services costs incurred in relation to employee entitlements underpayments program of work	2,400	1,477
Investment in information technology systems	4,324	1,248
Total one-off items	**(4,422)**	**5,009**
Underlying EBITDA	**138,017**	**125,823**

4 In accordance with AASB 16 *Leases*, profit before income tax for the financial year ended 30 June 2026 includes income on RADs of $153,486,000 (30 June 2025: $111,210,000) and, correspondingly, finance costs of $152,142,000 (30 June 2025: $111,210,000). The difference between imputed income and expense on RADs of $1,344,000 represents RAD retention, is recognised in Other Income as imputed interest revenue and a reduction to imputed interest expense (as described in Note B1). RAD retention is included in Underlying EBITDA on the basis that it represents an operating benefit derived from accommodation services provided to residents. The Group also recognised depreciation in relation to right-of-use assets and interest costs totalling $1,488,000 (30 June 2025: $1,275,000) and $329,000 (30 June 2025: $307,000) respectively. Prior to the introduction of AASB 16 *Leases*, the Group would have recognised an operating lease expense of $1,824,000 (30 June 2025: $1,455,000).

5 Primarily comprises $10,147,000 of landholder and stamp duty costs (non-tax deductible) incurred in relation to the acquisitions of Rockpool and OC Health, together with other acquisition and integration related expenses.

6 Represents increase to employee leave provisions of $3,898,000 in response to the FWC's Work Value Case Stage 3 increase from 1 October 2025, net of grant income of $1,385,000 recognised as Other Income under the Historical Leave Liability Grant.

Directors' Report

Operating and Financial Review (continued)

Cash Flow and Capital Expenditure

A summary of cash flows for the year ended 30 June 2026 is set out below:

For the year ended	2026 $'000	2025 $'000
Net cash flows from operating activities	336,255	306,114
Net cash flows used in investing activities	(301,416)	(132,739)
Net cash flows used in financing activities	(53,531)	(45,815)
Total net cash flows for the year	**(18,692)**	**127,560**

Regis' principal source of funds was its cash flow from operations (including RADs). Net cash flow from operating activities in the financial year ended 30 June 2026 was $336,255,000 (30 June 2025: $306,114,000), of which RAD net cash inflow was $250,464,000 (30 June 2025: $195,407,000). Regis Camberwell, which opened on 6 November 2024, contributed $42,128,000 of net RAD cash inflow (30 June 2025: $19,558,000). Rockpool, which was acquired on 1 September 2025, contributed $64,700,000 of net RAD cash inflow.

Net cash flows used in investing activities for the period includes consideration paid (net of cash acquired) for the acquisition of Rockpool of $138,381,000 and OC Health of $44,701,000. In addition, Regis invested $143,038,000 (30 June 2025: $88,057,000) in capital expenditure for ongoing property development (including greenfield residential aged care developments), acquisition of land for future development, refurbishments of existing facilities, and technology investments. During the financial year ended 30 June 2026, Regis received $13,200,000 relating to the sale of land on which Regis' Weston residential aged care home formerly operated. The sale was recognised as a receivable as at 30 June 2025. In addition, $11,528,000 was received in relation to the sale of Regis Ayr and Regis Home Hill in March 2026.

Net cash flows used in financing activities for the period primarily includes payment of the 2025 final dividend of $24,492,000 and 2026 interim dividend of $27,200,000.

Regis has a syndicated bank debt facility, which provides sufficient liquidity to meet currently anticipated cash flow requirements. In December 2025, Regis refinanced facility B and D to provide more flexibility with ongoing working capital and investment requirements including acquisitions. As part of the refinancing, Regis elected to reduce the overall facility from $367,121,000 to $362,121,000. Under the terms of the amended facility, $182,121,000 matures in March 2028 and $180,000,000 matures in March 2029. As at 30 June 2026, the undrawn amount of the bank facility was $361,519,000.

Rockpool Acquisition

On 1 September 2025, Regis acquired 100% of the ordinary shares of Rockpool, a privately-owned residential aged care provider operating four premium aged care homes (600 available beds) across South-East Queensland, for net consideration of $138,381,000 (net cash investment reduced to $73,681,000 based on RADs collected post acquisition of $64,700,000). Three of the residential aged care homes are located in Brisbane and one on the Sunshine Coast with all residential aged care homes having commenced operations in the past six years. Rockpool has established a strong reputation for delivering high quality residential aged care with an excellent accreditation record. From the date of acquisition, Rockpool has contributed $78,967,000 to revenue from services.

OC Health Acquisition

On 1 December 2025, Regis acquired 100% of the ordinary shares of OC Health, adding two high-quality residential aged care homes (230 available beds) in Victoria, for net consideration of $44,701,000. Both residential aged care homes have been built or extensively refurbished in the past eight years and comprise 100% single ensuite rooms. From the date of acquisition, OC Health has contributed $17,547,000 to revenue from services.

Ayr and Home Hill Divestment

In December 2025, Regis announced that it had entered into an agreement for the sale of two residential aged care homes located at Ayr and Home Hill, in Far North Queensland (156 available beds). The transaction was completed in March 2026 and resulted in a one-off pre-tax gain on sale of $25,400,000, which has been recognised in Regis' financial results as Other Income for the year ended 30 June 2026.

Directors' Report

Operating and Financial Review (continued)

Employee Entitlement Underpayments

Regis announced to the ASX on 9 August 2021 that it had identified potential underpayments of employee entitlements to certain current and former employees under its enterprise agreements.

These payment shortfalls have mainly arisen as a result of the complexity of employee entitlements due under various enterprise agreements. This has led to incorrect payments to a number of employees. Regis assesses the estimated cost of remediation of any potential underpayments across the Group at each reporting date.

Since the commencement of the remediation process, Regis has made remediation payments of $40,522,000 to 30 June 2026. Due to the complexity involved in determining the amount and timing of final remediation costs, Regis continues to engage with its external advisors and regulatory authorities, including the Fair Work Ombudsman. The remediation payment process is ongoing and will continue through the 2027 financial year. A provision of $12,890,000 is recorded within Other Provisions (current) as at 30 June 2026 (30 June 2025: $20,753,000).

Dividends

An interim dividend of 9.00 cents per ordinary share totalling $27,200,000 (100% franked) for the half-year ended 31 December 2025 was paid on 9 April 2026.

On 24 August 2026, the Board of Directors resolved to pay a final dividend of 9.40 cents per ordinary share totalling $28,500,000 (100% franked) for the year ended 30 June 2026, payable on 23 September 2026 (record date 9 September 2026).

Industry Reform and Changes

The aged care sector continues to undergo a period of significant reform and change including:

- New Aged Care Act that commenced on 1 November 2025;
- Strengthened Aged Care Quality Standards implemented under the new Aged Care Act;
- New Support at Home Program introduced from 1 November 2025;
- Australian Government's independent review into Residential Aged Care Accommodation Pricing; and
- Ability to charge a RAD of up to $789,686 indexed annually, without approval from the Independent Health and Aged Care Pricing Authority (IHACPA) from 1 July 2026.

Likely Developments and Expected Results

The Group's growth strategy continues to include the following four levers:

- Greenfield residential aged care developments
- Residential aged care portfolio acquisition opportunities as they arise
- Refurbishment and extension of existing aged care homes
- Home care organic and inorganic growth

Other than the likely developments disclosed above and the industry reform and changes disclosed earlier in this report, no matters or circumstances have arisen which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

Significant Changes in the State of Affairs

No other changes in the state of affairs arose during the year which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in subsequent financial years.

Operating and Financial Review (continued)

Subsequent Events

On 31 July 2026, Regis entered into a binding agreement to acquire the business and assets of Royal Freemasons Homes of Victoria's Home Care business (Royal Freemasons), with approximately 480 clients. The transaction will be funded from existing cash and is expected to be settled in the first half of the 30 June 2027 financial year.

Since the end of the financial year, Regis has announced the retirement of the Chief Financial Officer, Mr Rick Rostolis, effective 31 August 2026. On 24 August 2026, Regis announced the appointment of Stuart Hooper as the new CFO, effective from 1 September 2026.

No other matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future periods.

Outlook

Regis remains well positioned to benefit from structural tailwinds, including favourable demographic trends, improved workforce availability and strong occupancy. Funding reforms under the new Aged Care Act, including the reintroduction of RAD retention for residents admitted from 1 November 2025, are expected to support stronger earnings over time. The Company remains focused on the delivery of high-quality care outcomes and enhancing the resident experience through improved service and accommodation offerings. Our recent investments in technology will assist to drive further improvements in clinical outcomes and productivity.

Regis' growth strategy is underpinned by its core business, which generates substantial free cash flow, together with a sizeable undrawn debt facility and disciplined financial management. Regis will continue to actively pursue its growth agenda to expand its portfolio beyond 10,000 beds through greenfields and acquisitions while maintaining a focus on operational excellence to drive long-term value for shareholders.

Directors' Report

Key Business Risks

The following matters identified by the Group represent potential risks to its operational performance and growth strategy. Regis has a risk management framework in place to manage the risks identified.

Risk type	Managing the risk
Changes to the regulatory framework	
The Australian Aged Care Industry is highly regulated by the Australian Government. Regulatory change may have an impact on the way the Group promotes, manages and operates its homes and on its financial performance. The introduction of new legislation or changes in Government policies in relation to any or all of the existing legislation, including fees and charges, may adversely impact Regis' financial performance and future prospects. This includes the introduction of the new consumer-focused Aged Care Act 2024 and fee structure that commenced on 1 November 2025.	The Group has robust systems and processes in place to manage business operational and financial risks, including risks that relate to legislative compliance obligations under existing aged care legislation and under the Aged Care Act 2024 that commenced on 1 November 2025.
Approvals and accreditation	
Aged care homes and services are required to hold approvals and be accredited in various ways, including against the Aged Care and National Disability Insurance Scheme ('NDIS') quality standards. These processes are in place to ensure that minimum standards are being met, including the delivery of clinical care, and are subject to periodic review. The Group, or any of its individual aged care homes and services, could be found non-compliant as part of approval or accreditation processes, and in certain circumstances may face regulatory action including sanctions, enforceable undertakings, or revocation of approvals or accreditation. Such outcomes may compromise resident safety, disrupt service continuity and limit access to funding, while also carrying reputational and financial consequences. Addressing non-compliance can require significant investment in remediation, including staff training, process improvements, or infrastructure upgrades. Where home refurbishments or structural changes are necessary to maintain compliance, these works may further impact the Group's profitability and cash flows.	Regis has policies and procedures in place that align with legislative requirements, including aged care approvals and accreditation, and NDIS registration. These policies are supported by a comprehensive clinical governance and quality framework that ensure delivery of safe, person-centred care. Service delivery is monitored through mechanisms such as quality indicators, audit and review processes, risk management, consumer feedback and experience mechanisms, incident management processes, care planning and assessment tools, data analytics and continuous quality improvement programs, all of which contribute to ongoing compliance with approval and accreditation requirements. To embed standards into everyday practice, Regis provides targeted training and education to employees, reinforcing their critical role in maintaining quality and compliance across all services.
Reputation	
Regis operates in a commercially sensitive industry in which its reputation could be adversely impacted should it or the aged care industry generally, suffer from any adverse publicity. Negative media coverage may impact community trust, reduce resident retention and admissions, and lead to increased regulatory scrutiny and compliance obligations. These outcomes can affect operational performance and staff morale. Examples of reputational risk include reports of inappropriate care, inquiries or investigations into aged care operations, health and safety incidents and issues involving residents, employees or visitors, poor service delivery, or inadequate home maintenance.	Regis seeks to avoid reputational damage through a strong control environment. In addition to upholding quality standards, Regis has policies and processes addressing a range of topics including, but not limited to, health and safety management, bullying and harassment, and bribery and corruption. Comprehensive incident and complaints management systems are in place, with clear escalation pathways to senior management and the executive. Investigations are conducted promptly, with corrective actions implemented and monitored to ensure resolution and prevent recurrence. Regis also maintains a strong consumer engagement framework, enabling meaningful partnerships with residents and families to understand their experiences and respond to concerns in a timely and transparent manner. This includes established state-based Consumer Advisory Bodies for proactively gathering feedback, identifying emerging issues, and co-designing improvements to care and services that reflect consumer needs and expectations.
Occupancy levels and resident mix	
In the ordinary course of business, Regis faces the risk that occupancy levels at any of its homes may fall below expectations due to a number of factors, including increasing competition, growth of home care services, adverse consumer sentiment to the industry generally or Regis specifically, reputational damage, and loss of accreditation. In addition, Regis' financial performance is influenced by the composition of its resident population. Changes in resident mix, including residents' care needs, AN-ACC funding classifications, accommodation payment preferences, and the proportion of supported residents, may impact revenue, accommodation income, cash flows and profitability.	Regis actively monitors occupancy levels, resident demographics, funding classifications, accommodation payment preferences and admission trends across its portfolio through regular reporting and forecasting processes. These processes support the early identification of emerging changes in occupancy and resident mix and their potential operational and financial impacts. Demographic factors will lead to significant demand in service provision. Regis operates a large and geographically diversified portfolio of well located, high quality homes. The reputation of individual homes is central to Regis' sales and marketing strategy, which is complemented by the quality of Regis' home employees, supporting sales and marketing initiatives and the strength of Regis' relationship with intermediaries, including placement agents and medical professionals.

Directors' Report

Key Business Risks (Continued)

Risk type	Managing the risk
Competition	
Each aged care home has its own character and is effectively operating in its own local area (referred to as a catchment area). The competition faced by aged care operators is mainly experienced at the home level within the relevant catchment area. A substantial increase in the level of competition Regis faces across its portfolio of homes could result in, among other things, Regis experiencing lower than anticipated occupancy rates, reduced revenue and margins, and loss of market share. This may have a material adverse effect on Regis' financial performance at the home level, and if this was to occur across a number of homes, this may reduce Regis' ability to achieve its strategic objectives. If Regis does not continue to deliver high quality care and is unable to retain and attract residents, this may reduce Regis' occupancy rates and profitability.	Demographic factors will lead to significant demand in service provision. Regis operates a large and geographically diversified portfolio of well located, high quality homes with a history of providing excellent care. The reputation of individual homes is central to Regis' sales and marketing strategy, which is complemented by the quality of Regis' home employees, supporting sales and marketing applications and the strength of Regis' relationship with intermediaries including placement agents and medical professionals.
Retention and attraction of skilled employees	
Regis' business is dependent on its specialised health and aged care staff. There is a risk that Regis may not be able to maintain or expand an appropriately skilled and trained workforce that is able to meet the existing or future care needs of residents. With insufficient staffing levels, Regis' costs may increase as it utilises more agency staff and its quality of services could reduce. At greater levels of staff shortages, Regis may have to reduce the capacity of its homes in order to maintain service levels.	The Group is committed to shaping its future workforce, attracting and retaining the right people through its Diversity & Inclusion Policy and professional development programs, and providing meaningful career paths and opportunities. The Group provides training to all staff to ensure they are equipped with the specialised skills required to deliver quality aged care. The Group develops strategies to address risks identified as a result of regular employee engagement surveys conducted.
Mandated care minutes	
From 1 October 2024, residential aged care homes are required to deliver an average of at least 215 care minutes per resident per day, including 44 minutes from a Registered Nurse (RN). Enrolled Nurses (EN) can contribute up to 10% of the RN requirement. Meeting care minute targets may lead to higher staff costs. In addition, there continues to be uncertainty regarding whether future Government funding to cover additional staff costs will have a negative impact on Regis' financial performance. There is a risk that Regis may not be able to meet mandated care minutes due to shortages of available resources that may result in regulatory action against Regis and lower star ratings, which may adversely impact Regis' financial performance.	Regis continues to invest in initiatives to attract a greater number of registered nurses, including expansion of recruitment capability, providing enhanced career pathways, and working with various partners to recruit candidates locally and internationally.
Key management retention	
Regis relies on a specialised management team with significant aged care industry knowledge and experience. If Regis is not able to retain key members of its management team, Regis may not be able to operate its business to the current standard, which could undermine its ability to comply with regulations and reduce demand for Regis' services from existing and prospective residents. These occurrences may adversely impact Regis' business operations including its ability to grow.	Regis maintains a range of initiatives aimed at attracting, retaining and developing key leaders across the organisation. These include a remuneration framework that is reviewed annually against relevant market comparators to support fair, competitive and performance-aligned remuneration outcomes. Regis maintains a competitive employment value proposition and established recruitment networks to support the attraction of high-calibre leadership talent. Leadership capability is further supported through competency and development frameworks, talent identification processes and succession planning for critical leadership roles.
Information technology and cyber threats	
Cyber threats are constantly evolving, including from foreign groups targeting individuals and companies based in Australia and sophisticated phishing scams and cyber-attacks targeting the critical infrastructure that Regis manages. The privacy and security of resident and corporate information may be compromised in many ways, including a breach of IT systems and vendors' systems, unauthorised or inadvertent release of information or human error. Should the Group's systems be compromised, it could impact residents' trust, damage Regis' brand and reputation, and potentially significantly disrupt operations.	Regis continues to assess a move to a Cloud environment where appropriate, modernise data centres, and upgrade applications. Regis has a number of strategies to manage cyber threats, which include access security controls, security monitoring, business continuity management, disaster recovery processes and off-site back-up facilities. The strength and effectiveness of these strategies are regularly assessed and improved as appropriate.

Directors' Report

Key Business Risks (Continued)

Risk type	Managing the risk
Medical indemnity and public liability	
Aged care service providers such as Regis are exposed to the risk of medical indemnity and public liability claims, litigation and coronial inquests. Subject to the insurance arrangements that Regis has in place at the relevant time, any actual or threatened medical malpractice or public liability litigation against Regis could cause Regis to incur significant expenditure and may adversely impact Regis' financial performance. If the costs of medical malpractice or public liability insurance were to rise, this could also adversely affect Regis' financial performance. If Regis is involved in actual or threatened litigation or coronial enquiries, the cost of such actions may adversely affect Regis' financial performance and may also give rise to adverse publicity.	Clinical governance is an integral component of Regis' corporate governance framework. It ensures that frontline clinicians to members of the Board are accountable to care recipients and their representatives for assuring the delivery of safe, effective and continuously improving clinical and personal care services. The Group has a Clinical Governance and Care Committee, which comprises members of the Board and is chaired by Professor Christine Bennett AO. The Group has a robust framework in place to learn from and improve care based on quality and performance reporting and incidents, including deaths that have been reported to the Coroner. Remedial actions are implemented across the business if gaps in care are identified. Open disclosure forms an integral part of this framework. The Group has in place an appropriate level of professional indemnity and public liability insurance cover.
Catastrophic, epidemic or pandemic events	
Events beyond Regis' control, including but not limited to pandemics, epidemics, labour strikes, and natural disasters may impact the care provided to current and incoming residents. Regis may be materially impacted as a business, including: • Increased clinical care requirements and heightened risks to the health and wellbeing of residents and staff; • Workforce shortages; • Operational and supply chain disruptions; • Increased vaccination requirements for employees, residents and clients; • Isolation requirements for outbreaks and exposure to infectious viruses; • Increased operational costs; • Decline in occupancy if resident discharges are not matched by new resident admissions; and • Brand and reputational damage.	Robust crisis management processes are critical for identifying, mitigating and responding to crisis events in a timely manner and to enable the safety and wellbeing of employees, residents, clients and the community. Regis maintains a comprehensive Crisis Management Framework to support emergency and crisis situations. Under this framework, a Crisis Management team is promptly convened with appropriate personnel to coordinate response efforts, ensure continuity of care, and manage operational impacts. Preparedness and response strategies are overseen by Regis' Pandemic Planning Committee, with support from the Board of Directors. These include robust operational controls including detailed Outbreak Management Plans tailored to each home.
RADs	
The value of Regis' RADs may fluctuate due to a range of factors. RADs are refunded after a resident's departure. While individual RADs are generally replaced in a short period of time, often with a RAD of equal or higher value, Regis is exposed to risks associated with repayment and future sale of RADs. The effect of these risks may be that the value and number of new RADs Regis receives may be reduced and it may take longer for Regis to reach agreement with new residents or collect RADs. Decline in occupancy, changes in accommodation preferences by new residents, or legislated changes may lead to declining RAD balances which will require replacing with alternate funding sources. If the number of RAD payers significantly declines, Regis may need to draw down higher levels of bank or other debt, be required to reduce capital investment, reduce dividend payments or seek additional capital.	The Group monitors its RAD level and liquidity risk through monthly reporting and rolling cash flow forecasts. The Group maintains a liquidity management strategy to ensure that it has sufficient liquidity to enable it to refund RADs that are expected to fall due within at least the next 12 months.
Liquidity	
Regis' property portfolio is largely illiquid by its nature. There is a risk that the value of Regis' homes cannot be realised in a short time-frame if required for liquidity purposes. As at 30 June 2026, Regis' two founding shareholders held approximately 38% of the Group's issued capital, which can impact on liquidity and free-float.	The ownership structure may reduce the risk of approach from unexpected corporate activity.

Key Business Risks (Continued)

Risk type	Managing the risk
Acquisitions	
Regis may acquire businesses for growth purposes. Acquisition risks that may result include: • Overpaying for a business that leads to lower shareholder returns; • Material issues arising post-acquisition that lead to reputational damage and/or financial penalties; • Clinical risks arising from differences in clinical practices may adversely impact resident outcomes, reputation and performance; • Regulatory risks arising from non-compliance may result in financial penalties, operational disruption and/or reputational damage; • Not realising potential synergy savings adversely impacting future performance and shareholder returns; and • Operational, cultural and/or technological differences leading to poor integration and adversely impacting future performance and shareholder returns.	The Group performs extensive due diligence on all acquisition targets to minimise material risks, including the use of external specialists. The due diligence process considers financial, operational, clinical and regulatory matters relevant to the target business. Synergies are estimated during the due diligence process.
Climate Change	
Physical and transitional climate change risks have the potential to impact Regis' operations, supply chain and the wellbeing of staff and residents. This risk includes: • Increased exposure of assets to physical environmental hazards, driven by climate change; • Managing the risks associated with the Australian economy's transition to lower carbon energy sources; • Policy risk from the cost of complying with new climate regulations with specific performance and/or technology requirements; and • Overall compliance requirements from existing and emerging environmental regulation.	Regis continues to assess its property portfolio for climate resilience, invest in asset upgrades and adapt designs; work with resident communities to build awareness of climate risks including cyclone, flood and bushfire risk to provide safe environments for people in and around Regis' assets; assess and implement wholesale energy strategies and renewable energy installations, to manage the electricity sector transition risk; actively manage Regis' corporate insurance program to provide adequate protection against insurable risks; and continue to incorporate physical and transition climate-related risks and opportunities that may evolve over time into its risk management framework. Regis continues to review and evolve its sustainability strategy.

Directors' Meetings

Details of the number of Board and Committee meetings held during the financial year ended 30 June 2026 and attendance by Directors as members are as follows:

For the year ended	Directors' Meetings		Audit, Risk & Compliance Committee		People, Remuneration & Nomination Committee		Clinical Governance & Care Committee		Property Committee	
	Held[7]	Attended[7]	Held[7]	Attended[7]	Held[7]	Attended[7]	Held[7]	Attended[7]	Held[7]	Attended[7]
G Hodges	13	13	4	3	4	4	-	-	-	-
L Mellors[8]	13	12	-	-	-	-	-	-	5	5
C Bennett	13	13	4	4	-	-	5	5	5	5
S Freeman	13	13	4	4	4	4	5	5	-	-
J Leonard	13	13	-	-	4	4	5	5	5	5
I Roberts	13	13	-	-	4	4	-	-	4	4
C Monaghan[9]	4	4	-	-	-	-	2	2	1	1

7 Numbers represent meetings held and attended in the capacity as a member of the Board or Committee.
8 Linda Mellors retired from the Board of Regis Healthcare Ltd on 19 June 2026.
9 Carmel Monaghan was appointed to the Board on 1 February 2026 and appointed as a member of the Clinical Governance and Care Committee and Property Committee on 20 February 2026.

Directors' Report

Indemnification and Insurance of Directors and Officers

The constitution of the Company provides for the Company to indemnify Directors and executive officers of the Company and its related bodies corporate against liability incurred in their capacity as an officer of the Company or related body corporate, except as may be prohibited by law. Premiums have been paid by Regis Aged Care Pty Ltd, a 100% owned subsidiary company, with regard to Directors' and officers' liability insurance to insure each of the Directors and executive officers of the Company against certain liabilities incurred by them arising out of their conduct while acting in the capacity of Directors or executive officers of the Company or its related bodies Corporate. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premiums.

Indemnification of Auditors

To the extent permitted by law, the Group has agreed to indemnify its auditors, Ernst & Young Australia, as part of the terms of its audit engagement agreement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young during or since the end of the financial year.

Options

No options over issued shares or interests in the Company or a controlled entity were granted during or since the end of the financial year and there were no options outstanding at the date of this report.

Proceedings on Behalf of the Group

No person has applied for leave of court to bring proceedings on behalf of the Group or intervene in any proceedings to which the Group is a party for the purpose of taking responsibility on behalf of the Group for all or any part of those proceedings. The Group was not a party to any such proceedings during the year.

Environmental Regulations and Performance

In response to the increasing visibility and awareness of climate change impacts, the Australian Government introduced mandatory climate-related disclosures through the Australian Accounting Standards Board. As a Group 1 entity, Regis has prepared a climate report on pages 66 - 88 in line with these requirements.

The Group is subject to the reporting obligations under the National Greenhouse and Energy Reporting (NGER) Act 2007 (Cth). This requires the Group to report annual greenhouse gas emissions, energy use and production. The NGER report for the year ended 30 June 2026 will be submitted by the 31 October 2026 submission date.

Corporate Governance

Full details of Regis' compliance with the ASX Corporate Governance Council Principles and Recommendations (4th Edition), can be found in the Regis Healthcare Corporate Governance Statement on the Company website at www.regis.com.au/corporate-governance.

Rounding

The Company is an entity to which ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183 applies and, accordingly, amounts in the financial statements and Directors' Report have been rounded to the nearest thousand dollars.

Auditor's Independence Declaration

The auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out on page 90.

Non-Audit Services

The following table sets out the non-audit services provided by the entity's auditor, Ernst & Young Australia. The Directors are satisfied that the provision of non-audit services is compatible with the general standard of independence for auditors imposed by the Corporations Act 2001. The nature and scope of each type of non-audit service provided means that auditor independence was not compromised.

	$'000
Tax compliance	105,000
Other services	161,607
Total	**266,607**

Signed in accordance with a resolution of the Directors.

Graham Hodges

Graham K Hodges
Chair
Melbourne
24 August 2026

Remuneration Report

Message from the Chair of the People, Remuneration and Nomination Committee

Dear Shareholders

On behalf of the Board, I am pleased to present the Remuneration Report for the year ended 30 June 2026.

Leadership and Board Changes

The past year ended on a significant milestone with departure of the Managing Director and Chief Executive Officer, Dr Linda Mellors. Dr Mellors resigned in December 2025 and completed her notice period on 19 June 2026. The Board would like to thank Dr Mellors for her leadership and significant contribution during her time at Regis.

While leadership transitions can present challenges, they provide an opportunity to prepare Regis for the next phase of growth. The Board is delighted with the appointment of Andrew Kinkade as Managing Director and Chief Executive Officer who commenced on 20 July 2026. Andrew brings more than 20 years' experience across aged care, healthcare and financial services, with a strong track record leading operational and cultural transformation, delivering growth and navigating complex regulatory environments. The Board is confident that under Andrew's leadership, Regis will build on its strong foundations and deliver long-term value for residents, employees and shareholders. The Chair, Graham Hodges, supported the executive team during the brief period before Andrew commenced.

Diversity and Inclusion Excellence

Culture remains central to Regis' success. Our most recent engagement survey scored 86%, 5% above the Australian norm, and our Workplace Gender Equality Agency reporting confirms a neutral gender pay gap - one of few organisations to achieve this. Women hold 67% of Board seats and 57% of Executive leadership positions, results we remain proud of.

Remuneration Framework

Our remuneration philosophy remained consistent this financial year, with targeted enhancements to both the short-term incentive (STI) and long-term incentive (LTI) frameworks.

Executive KMP remuneration benchmarking was undertaken in FY26, and corresponding changes were made based on the seniority and value the Executive KMPs deliver to the business. Regis does not have a relevant comparator group of healthcare companies against which to evaluate remuneration, as the healthcare index is predominantly made up of larger hospital groups, biotechnology and medical instrument companies, which do not adequately compare to the complexity of an aged care business. On this basis, benchmarking was conducted against a pool of similar sized organisations with a remuneration structure comparable to Regis.

The STI plan continues to reward delivery of key financial, strategic and operational outcomes, anchored by our 'Care and Compliance Gateway' which places cash incentives at risk of forfeiture if care standards are not met. This gateway was successfully achieved during the financial year. For FY26, refinements to the STI design included the introduction of stretch targets for key commercial metrics, providing greater incentive to outperform targets.

The LTI plan was also enhanced in FY26. The Board retired the use of Star Ratings hurdles after embedding the aged care quality standards in our homes. Our commitment to provide high standards of care to our residents remains unwavering and will be captured in the STI. The previous incentive structure was based on delivery of EPS (50% weighting) and Star Ratings hurdles (50% weighting) . These targets have been replaced by underlying EPS compound annual growth rate (CAGR) (70% weighting) and an Absolute Total Shareholder Return (aTSR) CAGR hurdle (30% weighting to). An aTSR metric was determined most appropriate as Regis does not have a comparator pool of listed companies against which we can fairly compare performance. The revised measures maintain a focus on sustainable earnings growth and alignment with shareholder returns over a three-year performance period.

Remuneration Outcomes for the Financial Year Ended 30 June 2026

Remuneration outcomes for the year reflect the performance delivered during the period. Given the resignation of Dr Mellors during the reporting period, all unvested STI and LTI entitlements were forfeited in line with Company policy.

The Chief Financial Officer, was awarded 100.34% of his eligible STI, reflecting performance against the relevant measures.

Our LTI plan operates on a three-year performance period with the 2024 LTI measurement period ending at 30 June 2026. Star Ratings outcomes were measured using the latest available published government data, being Quarter 3 FY26. Under the terms of the 2024 LTI plan, I am pleased to report that performance resulted in 75% of the Performance Rights vesting.

There were no changes to Director remuneration in the year, and all Directors remain compliant with the Board Shareholding Policy.

The Board remains committed to regularly reviewing the remuneration framework to attract, retain and motivate executives, whilst maintaining strong shareholder alignment. We trust you find this report informative and the Board welcomes any feedback.

New Matters

Since the end of the financial year, the Company has announced the retirement of the Chief Financial Officer, Mr Rick Rostolis, effective 31 August 2026. On 24 August 2026, we announced the appointment of Stuart Hooper as the new CFO, effective from 1 September 2026. We welcome Stuart to the Regis team.

Jodie Leonard

Jodie Leonard
Chair of the People, Remuneration and Nomination Committee

Remuneration Report

The Directors of Regis Healthcare Limited present the Remuneration Report for the period 1 July 2025 to 30 June 2026. The Remuneration Report forms part of the Directors' Report and has been audited in accordance with the requirements of the *Corporations Act 2001*.

A. Key Management Personnel

The Remuneration Report includes details of the remuneration strategies and outcomes for KMP. KMPs are persons with direct or indirect authority and responsibility for planning, directing and controlling the activities of the Company during the year. The CEO and CFO are referred to throughout this Report as Executive KMP.

The names and positions of the KMP are:

Non-Executive Directors (NEDs)	
Graham Hodges	Independent Non-Executive Chair
Christine Bennett	Independent Non-Executive Director
Sally Freeman	Independent Non-Executive Director
Jodie Leonard	Independent Non-Executive Director
Carmel Monaghan	Independent Non-Executive Director (appointed on 1 February 2026)
Ian Roberts	Non-Executive Director
CEO and CFO	
Linda Mellors	Managing Director and Chief Executive Officer (resigned and completed her notice period on 19 June 2026)
Andrew Kinkade	Managing Director and Chief Executive Officer (commenced 20 July 2026)
Rick Rostolis	Chief Financial Officer

B. Remuneration Governance

• Role of the Board

The Board is responsible for remuneration policies and practices. The role of the Board is to ensure that appropriate and effective remuneration packages and policies are in place to attract and retain high quality executives and NEDs, and to motivate executives to create value for shareholders. Further information on the Board's role, authority, responsibilities, membership and operations is contained in its Charter, which is available at www.regis.com.au.

• Role of the People, Remuneration and Nomination Committee

The People, Remuneration and Nomination Committee (PRN Committee) is responsible for reviewing and making recommendations to the Board on appointments and the remuneration arrangements for KMP and other executives. Further information on the PRN Committee's roles and responsibilities is contained in its Charter, which is available at www.regis.com.au.

• Remuneration Consultants and Other Advisors

To assist in performing its duties and in making recommendations to the Board, the PRN Committee may seek independent advice from remuneration consultants and other advisors on various remuneration-related matters. When doing so, the remuneration consultants and other advisors are required to engage directly with the Chair of the PRN Committee as the first point of contact.

No remuneration recommendations, as defined by the *Corporations Act 2001*, were made by external remuneration consultants during the financial year ended 30 June 2026.

C. Remuneration Framework

The objective of the Company's executive remuneration framework is for strong corporate governance and sustained long-term value creation for shareholders. It ensures that Regis can attract, develop, and retain high-performing and motivated executive talent in a competitive market.

The guiding principles of the Company's executive remuneration framework are:

Remuneration Guiding Principles				
Competitive and motivating	**Fair and market-aligned**	**Strategy linked and value-driven**	**Incentive-based performance rewards**	**Governance and compliance focused**

Remuneration Report

D. Remuneration Structure - Non-Executive Directors

To maintain Director independence, Non-Executive Director (NED) remuneration is not linked to Company performance and is comprised solely of Directors' fees (including superannuation). The fees comprise base fees plus additional fees for chairing or being members of the various Board committees.

NED fees are set at a level to attract and retain suitably qualified and experienced Directors having regard to:

- Market benchmarks for similar sized ASX listed companies;
- Regulatory complexity and risk;
- The size and complexity of the Company's operations; and
- Responsibilities and work requirements.

To align NED and shareholder interests, the Company has an NED Minimum Shareholding Policy requiring NEDs to achieve a minimum shareholding value equal to 100% of base fees within 5 years from the relevant Director's date of appointment.

E. Remuneration Structure - Executive KMP

The Board is committed to a remuneration framework that aligns KMP's performance and remuneration outcomes with Regis' business plan, strategic objectives and risk management. The Company rewards Executive KMP based on their position and responsibilities, with a level and mix of remuneration which has both fixed and variable components. In determining Executive KMP remuneration, the Board ensures that remuneration practices are:

- Structured to support the delivery of the Company's strategy and help to create long-term value and deliver strong financial returns to shareholders;
- Competitive to attract, retain and motivate executives individually and collectively to deliver the objectives of the Company; and
- Fair, equitable and consistent with the Company's overall performance.

Executive remuneration is made up of the following three components:

Component	What is it?	Purpose
Fixed Annual Remuneration (FAR)	FAR consists of base remuneration and statutory superannuation contributions.	Attract, retain and engage key talent to deliver Company strategy.
Short-Term Incentive (STI)	The STI Plan is designed to incentivise and reward executives in the achievement of annual individual and Company-wide objectives.	Reward performance against Company and individual Key Performance Indicators (KPIs) on an annual basis.
Long-Term Incentive (LTI)	The LTI Plan is designed to align executives with shareholders and incentivise executives in support of the Company's longer-term objectives.	Promote the longer-term performance and strategy of the Company.

• Financial Performance

As part of the Board's commitment to align remuneration outcomes with Group performance, employee performance is reviewed annually against agreed performance objectives for each financial year. Remuneration outcomes are linked to relevant and measurable financial and non-financial goals that help create long-term value and deliver strong financial returns to shareholders.

The following table sets out the Group's financial and share price performance for the financial year ended 30 June 2026 and the four previous years:

Key Performance Indicators	2026 $'000	2025 $'000	2024 $'000	2023 $'000	2022 $'000
Revenue	1,350,600	1,161,288	1,014,051	780,609	725,333
Underlying EBITDA	138,017	125,823	107,195	83,305	78,127
Underlying EBITDA Margin (%)	10.2%	10.8%	10.6%	10.7%	10.8%
Net profit/(loss) before tax	83,712	71,437	(28,104)	(40,380)	(55,185)
Net profit/(loss) after tax	55,686	48,951	(21,415)	(28,451)	(38,799)
Net RAD cash inflow	250,464	195,407	140,957	43,565	83,940
Share price at beginning of year	$7.84	$4.36	$2.22	$1.85	$1.95
Share price at end of year	$6.49	$7.84	$4.36	$2.22	$1.85
Dividends per share	18.40 cents	16.22 cents	12.92 cents	9.48 cents	5.84 cents
Total shareholder return	(14.9%)	83.5%	102.2%	25.1%	(2.1%)
Basic earnings/(loss) per share	18.44 cents	16.25 cents	(7.11) cents	(9.46) cents	(12.90) cents
Diluted earnings/(loss) per share	18.38 cents	16.11 cents	(7.11) cents	(9.46) cents	(12.90) cents
Star ratings*	3.70	3.82	3.58	3.28	N/A

*2026 Star rating based on Q3 FY26 published data. Comparator periods based on Q4 published data.

Remuneration Report

E. Remuneration Structure - Executive KMP (continued)

The remuneration mix for Executive KMP based on contractual remuneration packages for the financial year ended 30 June 2026 comprises:

- Fixed Annual Remuneration (FAR); and
- Performance based (at risk) remuneration delivered through:
  - STI (up to 81.38% of FAR)
  - LTI (up to 100.00% of FAR)

To align Executive KMP and shareholder interests, the Company has an Executive Minimum Shareholding Policy requiring Executive KMP to accumulate and maintain a holding in Regis shares equivalent to at least 100% of FAR for the CEO and 50% of FAR for the CFO. It is expected that Executive KMP will achieve compliance by regularly accumulating shares under the Company's Employee Share Plan.

• Fixed Annual Remuneration (FAR)

FAR consists of a base remuneration package which generally includes cash salary and employer contributions to superannuation funds. Fixed remuneration levels for Executive KMP are reviewed annually by the Board through a process that considers personal development, achievement of key performance objectives for the year, industry benchmarks and CPI data to ensure Regis can attract and retain high calibre executives.

• Short-Term Incentive (STI)

The STI targets for financial year ended 30 June 2026 are outlined below:

Vesting scales					
Payment outcome	**Below threshold**	**Threshold**	**Target**	**Above target**	**Stretch target**
	Nil	90%	100%	110%	125%
Financial - 60% Weighting					
FY26 Underlying EBITDA (30%)	Nil	$128.25m	$135.00m	$141.75m	$148.50m
FY26 Net Refundable Accommodation Deposit (RAD) Cash inflow (20%)	Nil	$153.00m	$170.00m	N/A	N/A
Underlying EBITDA margin % (10%)	Nil	10.1%	10.3%	10.5%	N/A
Non-Financial - 40% Weighting					
FY26 Circle of Care Index*(10%)	≥90.00% Target				
Role specific individual strategic objectives (30%)	Delivery of various individual objectives				

* Circle of Care Index indicates Regis' performance against several weighted safety measures including Claims Lost Time Injuries, Early Intervention, Incident Escalation and Hazard Reporting. These measures are key drivers of insurance costs.

E. Remuneration Structure - Executive KMP (continued)

• Short-Term Incentive (STI) (continued)

The key terms and conditions of the STI Plan are as follows:

Plan Rules	Description
KMP Participation	CEO and CFO
Performance Period	1 July 2025 to 30 June 2026
Payment Vehicle and Timing	Payment is subject to continued employment and performance achieved against the Performance Conditions (see table above). 75% of the STI outcome will be paid in cash following release of audited results to the ASX for the financial year ended 30 June 2026. 25% of the STI outcome will be deferred for one year and awarded as Service Rights. The Service Rights are subject to a 12-month service period from grant date and can vest as cash or equity at the Board's discretion.
Care and Compliance Gateway	Payment of the cash component is subject to a Care and Compliance Gateway. The Care and Compliance Gateway for the financial year ended 30 June 2026 was as follows: • All service accreditations assessed during the Performance Period must be received; and • All undertakings to remedy for a notice of non-compliance that are issued prior to the end of the Performance Period must be met (notwithstanding that notices for non-compliance may have been issued prior to the start of the Performance Period). For the financial year ended 30 June 2026, if one service is sanctioned, 50% of the cash component of the STI may be forfeited and if two services are sanctioned, 100% of the cash component may be forfeited.
Assessment of Performance Measures	Assessment of performance measures occur annually as part of the broader performance review process for participants. For the purposes of testing financial hurdles, financial results are assessed by reference to the Company's audited financial statements. This method of assessing performance was chosen because it is, as far as practicable, objective and fair. The use of financial statements ensures the integrity of the measure and alignment with the true financial performance of the Company.
Number of Service Rights	The number of Service Rights to be granted will be the deferred value of the STI award divided by the Market Price. Market Price is calculated as the Volume Weighted Average Price (VWAP) of Regis Healthcare shares over the 20-trading days following (and not including) the release of the audited financial results for the financial year ended 30 June 2026.
Expiry Date	The seventh anniversary of the Vesting Date is the date any unexercised Service Rights are forfeited.

Please refer to page 61 for other terms that apply to the STI.

• Former Managing Director and CEO STI and LTI entitlements forfeited

On 22 December 2025, Dr Mellors resigned as Managing Director and CEO and completed her notice period on 19 June 2026. In line with Company policy, all unvested STI and LTI Performance Rights were forfeited. Please refer to page 64 for details of Performance Rights forfeited. No termination payment was made to Dr Mellors.

Remuneration Report

E. Remuneration Structure - Executive KMP (continued)

• Short-Term Incentive (STI) (continued)

STI Outcomes - Financial Year Ended 30 June 2026

Quality care of residents is Regis' fundamental critical success factor, above all else, and it is for this reason that the Care and Compliance Gateway is a key part of the remuneration framework.

Care and Compliance Gateway		Outcome
All accreditations received	✓	Gateway achieved Homes which were subject to accreditation were successfully re-accredited
All undertakings to remedy for a notice of non-compliance are met	✓	Gateway achieved Nil homes received a Notice to Agree, Directions Notice or Notice of Non-Compliance during the year.
No sanctions	✓	Gateway achieved No services sanctioned

The Board assessed performance against the STI scorecard for the financial year ended 30 June 2026 is as follows:

Performance Conditions							
Financial - 60% Weighting	**Threshold**	**Target**	**Above Target**	**Actual**	**Stretch**	**Outcome**	**Weighted Result***
FY26 Underlying EBITDA	$128.25m	$135.00m	$142.75m	$138.00m	$148.50m	Target Achieved	31.34%
FY26 Net Refundable Accommodation Deposit (RAD) Cash inflow	$153.00m	$170.00m	N/A	$250.50m	N/A	Target Achieved	20.00%
Underlying EBITDA margin %	10.10%	10.30%	10.50%	10.21%	N/A	Threshold Achieved	9.00%
Non-Financial - 40% Weighting							
FY26 Circle of Care Index	N/A	90.00%	N/A	95.00%	N/A	Target Achieved	10.00%
Role specific individual strategic objectives		Role specific targets include staff engagement, clinical governance, financial, strategic and operational imperatives		Delivery of objectives		Target Achieved	

* As the FY26 Underlying EBITDA result exceeded target, vesting has been calculated on a linear basis between Target and Above Target performance levels. For Underlying EBITDA margin, consistent with STI Plan rules, achievement between Threshold and Target results in a fixed vesting outcome of 90% for this measure.

The STI payment outcomes for the CEO and CFO for the financial year ended 30 June 2026 are set out in the following table:

	Award	Fixed Annual Remuneration	Maximum Potential Award	Amount Awarded	% of Maximum Achieved
Linda Mellors*	STI	$925,000	$752,719	-	-
Rick Rostolis	STI	$630,000	$512,663	474,097	92.48%

*Forfeited due to resignation

E. Remuneration Structure - Executive KMP (continued)

- Long-Term Incentive (LTI)

LTI - Financial Year Ended 30 June 2026

The LTI performance hurdles and vesting schedules for grants awarded in the financial year ended 30 June 2026 are outlined below:

	Underlying Earnings Per Share (EPS) Compound Annual Growth Rate (CAGR)		Absolute Total Shareholder Return (aTSR) CAGR	
Weighting	70%		30%	
Hurdles and Vesting Schedules	Hurdle	Vesting	Hurdle	Vesting
	<22%	Nil	<8%	Nil
	22%	25%	8%	25%
	25%	50%	11%	50%
	>=28%	100%	>=15%	100%
Calculation	Represents the compound annual growth rate in the Company's underlying EPS over the Performance Period, measured from a base FY25 underlying EPS of 17.73 cents per share. Underlying EPS reflects earnings attributable to shareholders on a fully diluted per share basis, excluding one-off items determined by the Board to ensure outcomes appropriately reflect underlying financial performance.		aTSR reflects share price growth and dividends paid over the Performance Period, with dividends assumed to be reinvested (excluding franking credits). The calculation compares the VWAP for the 20 trading days prior to the start of the period with the VWAP for the 20 trading days up to and including the end of the period, incorporating the cumulative effect of dividend reinvestment. Special dividends are considered separately, and the Board may adjust the calculation for corporate actions to ensure an appropriate outcome. aTSR performance is assessed on a CAGR basis, with the total return over the three-year period annualised from a base share price of $7.66 (FY25).	

The key terms and conditions of the 2026 LTI are as follows:

Plan Rules	Description
KMP Participants	CEO and CFO
Performance Period	Three years from 1 July 2025 to 30 June 2028
Award Type	Performance Rights
Performance Measures and Weightings	The LTI is subject to the following performance hurdles as outlined in the table above. The Board determined chose these measures as they support long-term financial performance and the achievement of strategic objectives alignment with shareholders.
Assessment of Performance Measures	Assessment of performance measures occurs in the year that they vest.
Number of Performance Rights Awarded	The number of Performance Rights granted for the 2026 LTI was calculated by dividing the face value of the Performance Rights component by the 20-trading days volume weighted average price (VWAP) of Regis shares traded in the period immediately following (and not including) the date of release of the financial results for the financial year ended 30 June 2025, rounded up to the nearest whole number of Performance Rights. Each Performance Right entitles the holder to acquire a fully-paid ordinary share in the Company for nil consideration at the end of the vesting period, subject to their continued employment. The Performance Rights do not carry dividends or voting rights prior to vesting.
Vesting Date	Following the end of the Performance Period, the Company will advise to the extent to which the Board has determined the Vesting Conditions are satisfied and the number of rights that have vested.
Exercise Period	Vested rights may be exercised for up to seven years from the Vesting Date.
Number of Shares delivered on exercise	Each vested right entitles the participant to receive a share plus additional shares equal in value to the value of dividends paid by Regis from the Vesting Date to the date of exercise, reinvested on the ex-dividend date.
Expiry Date	30 June 2035
Lapse of Rights	Subject to Board discretion, unvested Rights lapse on the earlier of: • The date specified in the offer; • The Participant transferring the rights in breach of the rules; • The Board determining that the Participant has acted fraudulently or dishonestly, is in breach of their obligations to the Group or is knowingly involved in a material misstatement of financial statements; • Failure to meet the performance conditions; and • The seventh anniversary from the Vesting Date.

Remuneration Report

LTI - Financial Year Ended 30 June 2025

The LTI performance hurdles and vesting schedules for grants awarded in the financial year ended 30 June 2025 are outlined below:

	EPS		Star Rating Growth		Relative Star Rating	
Weighting	**50%**		**25%**		**25%**	
Hurdles and Vesting Schedules	Hurdle	Vesting	Hurdle	Vesting	Hurdle	Vesting
	<12%	Nil	Decrease	Nil	Less than median	Nil
	12%	50%	Maintain	50%	At median	50%
	>12% and <20%	Straight line pro-rata	Improve up to growth target	Straight line pro-rata	Between median and 75th percentile	Straight line pro-rata
	>20%	100%	Achieve growth target	100%	Greater than 75th percentile	100%
Calculation	Represents the CAGR in underlying EPS from commencement of the 2025 financial year calculated on a fully-diluted basis and excludes items that are one-off or non-recurring in nature.		Star Rating Growth Target at 30 June 2027 of 3.72		Comparator group comprises large residential aged care providers, as determined by the Board#	

The key terms and conditions of the 2025 LTI are as follows:

Plan Rules	Description
KMP Participants	CEO and CFO
Performance Period	Three years from 1 July 2024 to 30 June 2027
Award Type	Performance Rights
Performance Measures and Weightings	The LTI is subject to the following performance hurdles as outlined in the table above. The Board chose these measures as they support long-term financial performance and the achievement of strategic objectives.
Assessment of Performance Measures	Assessment of performance measures occurs in the year that they vest.
Number of Performance Rights Awarded	The number of Performance Rights granted for the 2025 LTI was calculated by dividing the face value of the Performance Rights component by the 5-trading days volume weighted average price (VWAP) of Regis shares traded in the period immediately following (and not including) the date of release of the financial results for the financial year ended 30 June 2024, rounded up to the nearest whole number of Performance Rights. Each Performance Right entitles the holder to acquire a fully-paid ordinary share in the Company for nil consideration at the end of the vesting period, subject to their continued employment. The Performance Rights do not carry dividends or voting rights prior to vesting.
Vesting Date	Following the end of the Performance Period, the Company will advise to the extent to which the Board has determined the Vesting Conditions are satisfied and the number of rights that have vested.
Exercise Period	Vested rights may be exercised for up to seven years from the Vesting Date.
Number of Shares delivered on exercise	Each vested right entitles the participant to receive a share plus additional shares equal in value to the value of dividends paid by Regis from the Vesting Date to the date of exercise, reinvested on the ex-dividend date.
Expiry Date	30 June 2034
Lapse of Rights	Subject to Board discretion, unvested Rights lapse on the earlier of: • The date specified in the offer; • The Participant transferring the rights in breach of the rules; • The Board determining that the Participant has acted fraudulently or dishonestly, is in breach of their obligations to the Group or is knowingly involved in a material misstatement of financial statements; • Failure to meet the performance conditions; and • The seventh anniversary from the Vesting Date.

Includes Arcare, Bolton Clarke, Baptist Care, Bupa, Catholic Healthcare, Calvary, Estia Health, Mercy Health, Opal HealthCare and Uniting Church.

E. Remuneration Structure - Executive KMP (continued)

- Long-Term Incentive (LTI) (continued)

Plan Rules	Description
Dividends and Voting Rights	No dividends or dividend equivalent payments are paid on unvested Performance Rights. Performance Rights do not carry any voting rights prior to the vesting or allocation of shares.

LTI - Financial Year Ended 30 June 2024

The following table sets out the details of 2024 LTI:

Grant Date	Plan	Performance Period	Expected Vesting Date*	Vesting Outcome
24 October 2023	2024 LTI	1 July 2023 to 30 June 2026	September 2026	75% achieved

The performance hurdles and vesting schedule for grants awarded under the 2024 LTI are outlined below:

	EPS		Star Rating Growth		Relative Star Rating	
Weighting	**50%**		**25%**		**25%**	
Hurdles and Vesting Schedules	Hurdle	Vesting	Hurdle	Vesting	Hurdle	Vesting
	<9.43	Nil	Decrease	Nil	Less than median	Nil
	9.43	50%	Maintain	50%	At median	50%
	>9.43 and <11.5	Straight line	Improve up to growth target	Straight line	Between median and 75th percentile	Straight line
	>11.5	100%	Achieve growth target	100%	Greater than 75th percentile	100%
Calculation	EPS based on a fully-diluted basis and calculation excludes items that are one-off or non-recurring in nature. Underlying fully-diluted EPS for the financial year ended 30 June 2026 was 18.71. Hurdle met.		Star Rating target at 30 June 2026 of 3.52. Star Rating for the quarter ended 31 March 2026 was 3.70. Hurdle met.		Comparator group comprises large residential aged care providers, as determined by the Board#. Hurdle not met.	

Includes Arcare, Bolton Clarke, Baptist Care, Bupa, Catholic Healthcare, Calvary, Estia Health, Mercy Health, Opal HealthCare and Uniting Church.

LTI - Vesting of Variable Reward and Retention Plans for 2021 and 2022

Performance Rights issued to Executive KMP under the 2021 and 2022 Variable Reward and Retention Plan ("VRRP") vest in three tranches of 17%, 33% and 50% of the total award deferred for one, two and three years respectively period, subject to:

- Continued employment at the vesting date
- No notice of termination of resignation
- No other matter which warrants forfeiture as determined by the Board.

Details of the VRRP Performance Rights are set out on page 64.

Remuneration Report

E. Remuneration Structure - Executive KMP (continued)

• Other Terms

The following terms apply to awards made under the STI or LTI:

Plan Rules	Description
Clawback Policy	The Board has discretion to adjust the performance conditions, reduce or extinguish an STI or LTI entitlement or clawback the value of STI or LTI received. The Board may clawback or adjust any awards as a result of material misstatement in, or omission from, the financial statements or otherwise as a result of fraud, dishonesty or breach of obligations.
Board Discretion	The Board has discretion to award or withdraw incentives where the Board considers appropriate.
Cessation of Employment	Unless the Board determines otherwise, if employment with the Company is terminated during the Performance Period as a 'good leaver', i.e. as a result of retirement, genuine redundancy, death, terminal illness, total and permanent disablement, or any other reason as determined by the Board, the participant will be entitled to receive a pro-rata amount of their STI and LTI (based on the proportion of whole months the participant was employed by the Company during the Performance Period). Unless the Board determines otherwise, if employment with the Company is terminated in circumstances in which the participant is not considered a good leaver (eg resignation, or termination of employment initiated by the participant or the Company other than where such termination is as a good leaver), the STI and LTI will immediately lapse, and the participant will forfeit the component of their STI and LTI award that has not yet been paid, granted or vested in its entirety. Notwithstanding the above, the Board may, subject to any requirement for shareholder approval, reserve the discretion to determine to treat the STI and LTI in a different manner to that set out above upon cessation of employment.
Restrictions on Dealing	Participants must not sell, transfer, encumber, hedge or otherwise deal with Performance Rights. Participants are free to deal with the shares allocated on vesting of the performance rights, subject to the requirements of the Company's Policy for Dealing in Securities.
Change in Control	Where a change of control event happens, the Board may in its absolute discretion determine whether any unvested Performance Rights will vest, lapse, remain subject to applicable conditions or substitute conditions having regard to any matter the Board considers relevant, including, without limitation, the circumstances of the event.

• Executive Service Agreements

The CEO and CFO have written executive service agreements with Regis Aged Care Pty Ltd, a subsidiary of Regis Healthcare Limited. The table below details Key Terms of the Executive Service Agreements (ESA) for the CEO (outgoing and incoming) and CFO are as follows:

Name	Dr Linda Mellors	Andrew Kinkade	Rick Rostolis
Role	Managing Director & CEO	Managing Director & CEO	CFO
Commencement	5 August 2019	20 July 2026	16 March 2020
Term	No fixed term	No fixed term	No fixed term
Notice of termination by Company	6 months written notice	6 months written notice	6 months written notice
Notice of termination by Employee	6 months written notice	6 months written notice	6 months written notice
Termination for serious misconduct	At any time without notice and with immediate effect.	At any time without notice and with immediate effect.	At any time without notice and with immediate effect.
Termination Entitlements	Payment in lieu of notice based on FAR, and accrued but untaken leave entitlements. Incentive arrangements under STI and LTI will be determined in accordance with the terms of the plan and applicable laws.	Payment in lieu of notice based on FAR, and accrued but untaken leave entitlements. Incentive arrangements under STI and LTI will be determined in accordance with the terms of the plan and applicable laws.	Payment in lieu of notice based on FAR, and accrued but untaken leave entitlements. Incentive arrangements under STI and LTI will be determined in accordance with the terms of the plan and applicable laws.
Post-employment restraint	Non-compete and non-solicitation period of 6 months post-employment within Australia.	Non-compete and non-solicitation period of 6 months post-employment within Australia.	Non-compete and non-solicitation period of 6 months post-employment within Australia.
Change of Control	Agreement continues to apply	Agreement continues to apply	Agreement continues to apply

F. Non-Executive Director Remuneration

• Non-Executive Director's Fees

Under the Constitution, the Board may decide the amount of each NED's remuneration, however, the total amount paid to NEDs must not exceed the amount approved by shareholders at the Annual General Meeting held on 24 October 2023, being $1.4 million.

Annual NED fees (inclusive of superannuation) are:

Role	Annual Fees
Chair	$250,000
Other NEDs	$120,000
Chairs of Board Committees[10]	$40,000
Members of Board Committees	$20,000

Directors are reimbursed for reasonable travel and other expenses incurred in attending to the Group's affairs, including attending Board, Committee, and shareholder meetings.

NEDs do not participate in any performance-based share plans, retirement schemes or receive any other benefits.

• Remuneration

Details of the remuneration of NEDs in accordance with Australian Accounting Standards is set out in the following table:

Name	Year	Salary & Fees	Superannuation	Total
		$	$	$
Non-Executive Directors				
Graham Hodges	FY26	258,929	30,000	288,929
	FY25	260,089	29,911	290,000
Christine Bennett	FY26	178,571	21,429	200,000
	FY25	179,372	20,628	200,000
Bryan Dorman[11]	FY26	-	-	-
	FY25	64,574	7,426	72,000
Carmel Monaghan[12]	FY26	50,275	12,066	62,341
	FY25	-	-	-
Sally Freeman	FY26	178,571	21,429	200,000
	FY25	179,372	20,628	200,000
Ian Roberts	FY26	160,714	19,286	180,000
	FY25	161,435	18,565	180,000
Jodie Leonard	FY26	178,571	21,429	200,000
	FY25	171,300	19,700	191,000
Total	FY26	1,005,631	125,639	1,131,270
	FY25	1,016,142	116,858	1,133,000

10 There are four Board Committees - Audit, Risk and Compliance Committee, People, Remuneration and Nomination Committee, Clinical Governance and Care Committee, and Property Committee. Fees for Chair and members are the same for all four Board Committees.
11 Bryan Dorman retired as a NED on 26 November 2024.
12 Carmel Monaghan was appointed as a non-executive director on 1 February 2026.

Remuneration Report

G. Executive KMP Statutory Remuneration

Details of the remuneration of Executive KMPs in accordance with Australian Accounting Standards is set out in the following table:

			Short-Term Benefits			Post-Employment	Other Long-Term Benefits	Share-Based Payments	
	Role	Year	Salary & Fees	Non-Monetary Benefits	Cash Bonus#	Superannuation	Long Service Leave	Performance Rights*	Total
			$	$	$	$	$	$	$
Executive Director									
Linda Mellors**	MD/CEO	FY26	909,329	-	-	30,536	-	(663,472)	276,393
		FY25	826,868	-	321,300	29,932	20,066	708,677	1,906,843
Executives									
Rick Rostolis	CFO	FY26	600,000	-	355,573	30,000	20,634	542,716	1,548,923
		FY25	568,068	-	224,250	29,932	12,739	511,752	1,346,741
Total		**FY26**	**1,509,329**	**-**	**355,573**	**60,536**	**20,634**	**(120,756)**	1,825,316
		FY25	**1,394,936**	**-**	**545,550**	**59,864**	**32,805**	**1,220,429**	**3,253,584**

* Performance Rights granted as remuneration are valued at grant date in accordance with AASB 2 *Share-based payments* and are amortised over the vesting period.
** All Performance Rights forfeited when employment ceased on 19 June 2026.
# Cash bonus represents 75% of STI for the financial year ended 30 June 2026. The remaining 25% is delivered as Service Rights that vest in 12 months after the delivery of the cash component, subject to continued employment or satisfying the condition as a 'good leaver' disclosed in 'Other Terms' section (refer to page 61).

Remuneration Report

- ## KMP Performance Rights

The Performance Rights granted and vested during the year ended 30 June 2026 are set out in the following table:

	Grant date	Expected vesting date	Type of Performance Rights	Number held 1 July 2025	Number granted during year	Number vested during year	Number forfeited during year	Number held 30 June 2026	Fair value per Performance Right at grant date $	Value of Performance Rights at grant date $	Value of Performance Rights included in compensation for the year $
Linda Mellors	16 Nov 2022	20 Sept 2025	FY22 VRRP Tranche 3 (i)	49,377	-	(49,377)	-	-	1.73	85,422	-
	25 Oct 2022	30 Sept 2025	FY23 LTI (ii)	375,000	-	(370,313)	(4,687)	-	1.65	618,750	123,750
	6 Oct 2023	30 Sept 2025	FY24 STI (iii)	18,163	-	(18,163)	-	-	5.05	91,800	-
	24 Oct 2023	30 Sept 2026	FY24 LTI (v)	333,838	-	-	(333,838)	-	2.18	726,630	(435,978)
	26 Nov 2024	30 Sept 2026	FY25 STI (iv)	13,927	-	-	(13,927)	-	7.69	107,100	(53,550)
	26 Nov 2024	30 Sept 2027	FY25 LTI (vi)	166,495	-	-	(166,495)	-	5.96	992,310	(297,694)
	18 Oct 2025	30 Sept 2028	FY26 STI (iv)	-	26,724		(26,724)	-	6.49	173,439	-
	18 Oct 2025	30 Sept 2028	FY26 LTI (vii)	-	115,236		(115,236)	-	5.91	681,045	-
Sub-total (vii)				**956,800**	**141,960**	**(437,853)**	**(660,907)**	**-**		**3,476,496**	**(663,472)**
Rick Rostolis	16 Nov 2022	20 Sept 2025	FY22 VRRP Tranche 3 (i)	33,946	-	(33,946)	-	-	1.73	58,727	-
	29 Aug 2022	30 Sept 2025	FY23 LTI (ii)	262,019	-	(258,745)	(3,274)	-	1.87	489,976	97,995
	28 Sep 2023	30 Sept 2025	FY24 STI (iii)	12,677	-	(12,677)	-	-	5.05	64,071	-
	28 Sep 2023	30 Sept 2026	FY24 LTI (v)	233,001	-	-	-	233,001	2.35	547,551	82,233
	26 Nov 2024	30 Sept 2026	FY25 STI (iv)	9,720	-	-	-	9,720	7.69	74,750	37,375
	26 Nov 2024	30 Sept 2027	FY25 LTI (vi)	116,204	-	-	(32,279)	83,925	5.91	686,765	165,967
	10 Oct 2025	30 Sept 2028	FY26 STI (iv)	-	18,201	-	-	18,201	6.49	118,125	68,907
	10 Oct 2025	30 Sept 2028	FY26 LTI (vii)	-	78,485	-	(47,963)	30,522	5.91	463,846	90,239
Sub-total (viii)				**667,567**	**96,686**	**(305,368)**	**(83,516)**	**375,369**		**2,503,811**	**542,716**
Total				**1,624,367**	**238,646**	**(743,221)**	**(744,423)**	**375,369**		**5,980,307**	**(120,756)**

(i) FY22 VRRP Performance Rights vest in three tranches of 17%, 33% and 50% of the total award deferred for one, two and three years respectively, subject to continued employment.
(ii) FY23 LTI Performance Rights was vested in September 2025
(iii) FY24 STI Performance Rights vested on 24 September 2025. Upon vesting, the Board exercised its discretion to authorise payment of cash in lieu of shares (for 25% deferred component). The cash payment was $135,921 for Linda Mellors and $94,867 for Rick Rostolis
(iv) FY25 and FY26 STI Performance Rights vest in 12 months after the deferred award period and completion of the service conditions
(v) FY24 LTI Performance Rights vest over a three-year performance period from 1 July 2023 to 30 June 2026 and are due to vest September 2026
(vi) FY25 LTI Performance Rights vest over a three-year performance period from 1 July 2024 to 30 June 2027 and are due to vest September 2027
(vii) FY26 LTI Performance Rights vest over a three-year performance period from 1 July 2025 to 30 June 2028 and are due to vest September 2028
(viii) Maximum value of unvested Performance Rights to be recognised in future years is $255,743 (30 June 2025: $859,224)

Remuneration Report

H. KMP Shareholdings

The following table summarises the movements in shareholdings of KMP (including their related entities) for the reporting period.

Number of shares

For the Quarter ended	Held at 1 July 2025[13]	Received on vesting of LTI/VRRP	Received on vesting of STI/VRRP	Other net change	Held at 30 June 2026	Held nominally at 30 June 2026[14]
Non-Executive Directors						
Graham Hodges	110,000	-	-	22,000	132,000	52,000
Christine Bennett	82,500	-	-	-	82,500	82,500
Sally Freeman	82,462	-	-	4,805	87,267	87,267
Ian Roberts	81,927,178	-	-	-	81,927,178	16,699
Jodie Leonard	21,195	-	-	12,500	33,695	23,705
Carmel Monaghan[15]	-	-	-	2,200	2,200	-
CEO and CFO						
Linda Mellors[16]	284,270	370,313	49,377	(223,950)	480,010	-
Rick Rostolis	134,117	258,745	33,946	(125,000)	301,808	210,191

I. Additional Disclosures

Transactions with the Group

No Director or Executive KMP (including their related parties) has entered into a contract with the Company or a subsidiary during the reporting period other than as disclosed in this Remuneration Report.

Loans with the Group

No Director or Executive KMP (including their related parties) has entered into a loan made, guaranteed or secured, directly or indirectly, by the Group during the reporting period.

End of Audited Remuneration Report

13 Comparative amounts are revised, if required, based on latest information and to conform with current year presentation.
14 Shares held 'nominally' means shares held indirectly or by a KMP's family member or entities over which the KMP or family member has control.
15 Carmel Monaghan appointed to the Board on 1 February 2026.
16 Linda Mellors departed on 19 June 2026.

Climate Report

Climate Report

The Board of directors is pleased to present the inaugural Climate Report for the year ended 30 June 2026 comprising the climate-related disclosures and Directors' declaration for Regis Healthcare Limited (the 'Company') and its controlled entities (the 'Group' or 'Regis').

This report was authorised for issue in accordance with a resolution of the Directors on 24 August 2026.

Statement of compliance

These climate-related disclosures have been prepared in accordance with AASB S2 *Climate-related Disclosures* (AASB S2), which is the mandatory Australian Sustainability Reporting Standard (ASRS) that has been issued by the Australian Accounting Standards Board (AASB), and the *Corporations Act 2001*.

Transitional relief

The Group has adopted the following transitional relief provided under AASB S2:

- paragraph C4(b) which provides an exemption from disclosing Scope 3 greenhouse gas emissions in the first annual reporting period applying AASB S2; and
- paragraph C3 which provides an exemption from disclosing information for any period before the date of initial application, including comparative information.

Limitations, judgements, estimates and assumptions

This Climate Report may contain forward-looking statements, management judgements and estimates which are based on the Groups' current views and assumptions in relation to future events as at the date of this report. Due to their inherent nature, climate-related disclosures are subject to significant limitations, assumptions, and variables due to several known and unknown factors. These include the nature and range of climate outcomes, such as time horizons over which those could emerge, evolving policies and regulatory changes, and other variables (including those disclosed under the "Strategy" pillar of this report), many of which are beyond the Group's control. In preparing these disclosures, the Group has applied significant judgements and assumptions, including, but not limited to the usage and interpretation of climate-related data, methodologies and modelling employed in relation to estimating and calculating emissions, and usage of data from third party sources amongst other factors. Accordingly, actual outcomes may differ materially from those expressed or implied in this report. Forward-looking statements are not guarantees or predictions of future events or performance. The Group is under no obligation to update any forward-looking statements in this report, subject to applicable disclosure requirements under AASB S2 and the *Corporations Act 2001*. You should not place undue reliance on these forward looking statements.

Climate Report

1. Governance

1.1 Board oversight of climate-related and sustainability matters

The Board is responsible for overseeing Regis' strategy, performance, and risk management, including matters related to climate change and broader sustainability matters.

Under Regis' Board Charter, the Board oversees Regis' financial and non-financial risks, including those associated with environmental, social and climate impacts, and ensures that management has systems in place to identify, assess and manage these risks.

The Board endorses and approves Regis' Environmental, Social and Governance (ESG) Strategy and any climate-related targets where they are determined to be appropriate for the business. Management is responsible for developing and implementing initiatives that drive Regis' ESG Strategy and Roadmap.

In addition, the Board reviews performance against the approved strategy and oversees the management of its climate related risks and opportunities. The Board approves the Annual Sustainability Report for release, informed by management and Board Committee recommendations.

Sustainability governance is supported by the Board approved sustainability governance structure, under which sustainability and climate matters are reported to the Board at least quarterly, and more frequently if required. During the financial year ended 30 June 2026, climate-related matters were reported to and considered by the Board quarterly through relevant committees. When undertaking major transactions such as the acquisition of new properties, climate-related risks and opportunities are considered in the business case with any associated trade-offs.

As defined in Regis' 2026 Corporate Governance Statement, Sustainability is the integration of environmental, social and governance (ESG) factors and climate-related considerations. Further details about Regis' governance structures are available in the 2026 Corporate Governance Statement.

1.2 Roles of Board Committees in climate-related and sustainability oversight

Regis' governance structure assigns explicit sustainability and climate related responsibilities to the Audit, Risk & Compliance Committee (ARCC), Property Committee, and People and Remuneration Committee (PRNC). Each committee meets at least quarterly, with additional meetings as required. Climate-related risks and opportunities (CRROs) with the potential to affect the Group's prospects, are considered through the ARCC and Property Committee quarterly meetings to support effective oversight and decision-making.

The following diagram provides an overview of Regis' climate-related governance framework.

To assist the Board in discharging its climate-related responsibilities, the Board has delegated authority to the ARCC and Property Committee.

The ARCC oversees the effectiveness of Regis' financial reporting, audit process, risk management framework and sustainability reporting. This includes climate-related matters such as:

- Considering whether, and to what extent Regis has material exposure to climate-related risks and opportunities;
- Reporting to the Board on climate-related risks and opportunities, including environmental and social risks;
- Monitoring Regis' climate risk management framework, including identification of new and emerging risks, and recommending changes to risk appetite;
- Facilitating the integration of sustainability considerations into the Company's strategic planning and decision-making processes;

1. Governance (continued)

1.2 Roles of Board Committees in climate-related and sustainability oversight (continued)

- Reviewing and analysing key performance indicators related to sustainability, such as greenhouse gas emissions, water usage, waste management, and social impact metrics; and
- Overseeing the quality and reliability of Regis' climate-related disclosures.

Through these responsibilities, the ARCC provides a structured, risk-based review of climate-related information and ensures the integrity of climate reporting.

The Property Committee is responsible for driving the overall ESG strategy and roadmap, including:

- Supporting the development and implementation of sustainability (including climate) initiatives and policies relating to property, capital projects and asset planning;
- Reviewing, monitoring, and recommending to the Board climate strategies and initiatives, and performance targets particularly those relating to property operations, reducing environmental impact, and improving energy efficiency across the property portfolio;
- Overseeing the development of design standards that ensure new developments and major refurbishments are contemporary fit for purpose, and aligned with environmentally sustainable design principles; and
- Reviewing capital commitments, feasibility assessments and asset performance, including sustainability criteria such as lifecycle emissions, air quality, energy efficiency, water efficiency, climate control and operational efficiency among other criteria.

1.3 Management responsibilities and cross-functional sustainability governance

Management-level responsibilities are exercised under authority delegated by the Board and relevant committees to the Managing Director and CEO, and management, while ultimate accountability for overall strategy, governance, and performance remains with the Board.

Role	Responsibilities
Chief Financial Officer	Responsible for financial reporting including climate-related mandatory climate disclosures and reports to the Board via the ARCC
Executive General Manager, Property	Responsible for the implementation of the overall climate-related strategies and reports to the Board via the Property Committee
Executive General Manager, Quality and Care Excellence	Responsible for Regis' Risk Management Framework and reviewing and analysing risks in Regis' enterprise risk register, including climate-related risks and reports to the Board via the ARCC
Executive General Manager, People and Culture	Responsible for overseeing sustainability-related performance targets and hurdles and reports to the Board via the PRNC

Management responsibilities for climate related and sustainability matters are delegated through a cross-functional Sustainability Working Group, which meets quarterly. The Sustainability Working Group ('SWG'), chaired by the Executive General Manager, Property is responsible for:

- Identifying and assessing climate-related risks and opportunities and developing mitigation strategies aimed at reducing environmental impact while safeguarding business operations against extreme weather events, ensuring business continuity;
- Developing and overseeing Regis' ESG strategy and roadmap, including climate-related mitigation and adaptation measures, sustainability programs, and initiatives aligned with business objectives;
- Reviewing sustainability capital expenditure projects and ensuring alignment with climate resilient business operations; and
- Managing processes, procedures and guidelines for measurement, reporting and verification of resource (energy, waste and water) efficiency.

These responsibilities are defined in the Board approved sustainability governance structure. The Sustainability Working Group includes representatives from Finance, Property, Strategy, People & Culture, Legal and Operations, and maintains a risks and opportunities matrix that is reported to the Property Committee.

1.4 Board skills, competencies and training

The Board aims to maintain a balanced composition of experience and expertise among its members and committees to efficiently fulfill its corporate governance and oversight duties. The PRNC supports the Board by assessing and advising on Directors' skills, experience, expertise, and diversity to ensure the composition remains suitable for Regis' strategy. This includes addressing both current and emerging business and governance challenges pertinent to Regis including the Board members' experience related to sustainability and corporate social responsibility, including climate change and community concerns.

Climate Report

1. Governance (continued)

1.4 Board skills, competencies and training (continued)

The outcomes of the Board's annual self-assessment against the skills matrix are disclosed in the Corporate Governance Statement 2026. Directors undertake induction and ongoing education under the Board Charter to maintain competencies in emerging sustainability and climate-related regulatory expectations.

During the financial year ended 30 June 2026, the Board undertook ongoing internal and external training sessions to upskill themselves on understanding of their roles and responsibilities required under the new Australian Sustainability Reporting Standards and Regis' climate risk profile.

1.5 Executive remuneration and climate-related alignment

The PRNC is responsible for recommending and overseeing executive remuneration arrangements at least annually to ensure they align with company objectives, risk considerations and regulatory requirements. Each year, the Board sets performance targets aligned to key result areas including goals, metrics and targets for each area, which are detailed in Regis' remuneration report as part of the 2026 Annual Report. Climate-related performance measures are included in the remuneration framework of the Executive General Manager, Property, with 10% of remuneration linked to climate-related objectives. The Board and PRNC will continue to review the design and effectiveness of these measures to ensure they remain aligned with Regis' climate-related priorities and broader strategic objectives.

1.6 Management controls and procedures

Management's oversight of climate-related risks and opportunities is supported by controls and procedures relating to the identification of climate-related risks and opportunities through Regis' enterprise risk register and monitoring performance through regular reporting to the ARCC.

Climate-related risk and opportunities are integrated into Regis' enterprise risk framework. Climate-related risks, opportunities, controls, mitigation actions and accountable owners are documented within the enterprise risk register, with risk assessments and treatment plans reviewed and updated quarterly. A key management control measure is the quarterly risk review, which enables management to assess the effectiveness of existing controls, monitor progress against treatment plans, and identify emerging climate-related risks and opportunities. This approach helps ensure climate-related considerations are embedded in decision-making and supported by appropriate governance, controls and oversight.

2. Risk Management

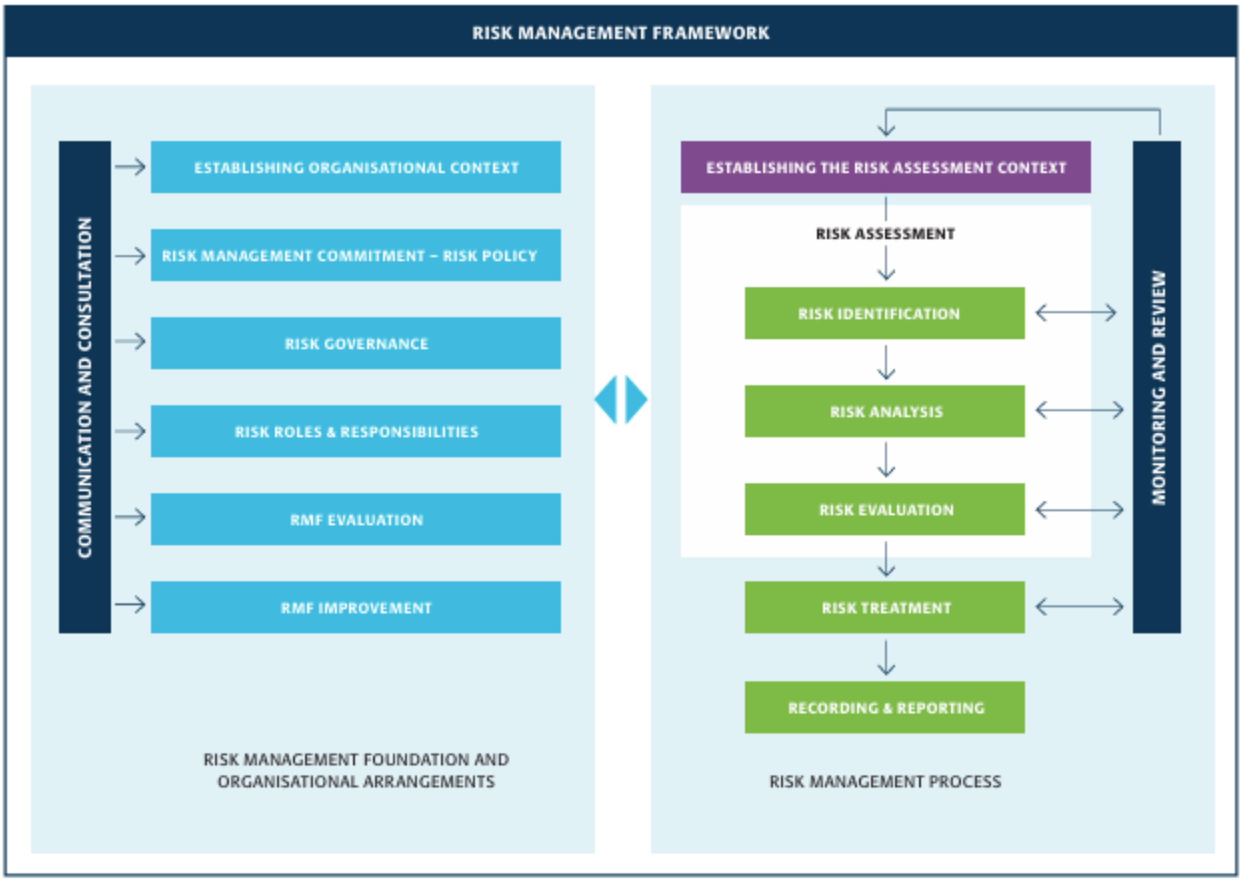
Regis manages climate-related risks and opportunities within the enterprise Risk Management Framework (RMF), which is aligned to ISO 31000:2018, applied organisation-wide, and supported by a positive risk culture, defined risk appetite, and clear roles and accountabilities across the lines of defence. Climate risks (both physical and transition) are identified, assessed, treated and monitored using the same processes, tools and escalation pathways as other enterprise risks and are integrated with strategic planning, business planning, quality and clinical governance, business continuity and audit.

Climate Report

2. Risk Management (continued)

Risk Process

Risk management at Regis has two key components that work together to achieve the overarching RMF - Risk Management Foundation and Organisational Arrangements, and the Risk Management Process, presented as follows:



Risk identification

Regis uses multiple and complementary mechanisms to identify climate-related risks and opportunities across its value chain. This includes structured risk workshops within the SWG, horizon scanning, external expert input, incident analysis, internal and external stakeholder engagement and climate scenario analysis. Risks and opportunities are recorded in the enterprise risk register using common risk language and links to affected objectives.

Key inputs and parameters used in identifying climate-related risks include climate projections for Australia (e.g., rainfall and flooding heat risk, bushfire, storms, sea level rise, among others) and Network for Greening the Financial System (NGFS) energy/carbon price trajectories, which are incorporated into Regis' consequence and likelihood criteria.

Risk analysis and evaluation

For each identified risk/opportunity, Regis assesses inherent risk (before controls) and residual risk (after controls) using Regis' risk matrix. Regis identified climate-related risks and opportunities that could reasonably be expected to affect business prospects through an inherent risk assessment. Each risk is then assessed on both inherent (pre-control) and residual (post-control) basis using Regis' risk matrix, consequence descriptors, likelihood scales and control effectiveness ratings. The assessment considers potential financial effects, residents and staff health and safety, compliance, business continuity, reputation and environmental impact.

A comprehensive screening of climate-related risks and opportunities was undertaken, with reporting limited to those assessed as reasonably expected to affect Regis' business prospects.

- Physical risks (e.g., extreme rainfall and flooding, bushfire, extreme temperature and heatwaves, storms, hail, sea level rise and storm surge, drought) are screened under a high-emissions scenario (SSP5/RCP8.5) over short-term (2030), medium-term (2050), and long-term (2090) time horizons to model plausible worst-case hazard and exposure.

Climate Report

2. Risk Management (continued)

- Transition risks (e.g., policy and legal, technology, market, reputation) are screened under a low-emissions scenario (SSP1/RCP2.6) over short-term (2030), term (2030), medium-term (2050) and long-term (2090) to model plausible scenarios in a decarbonised future economy (including carbon price pathways).

Risk Prioritisation & Evaluation

Residual risks are prioritised against the Board-approved risk appetite (comprising "Low", "Medium", "High" and "Extreme"). Risks exceeding appetite trigger treatment plans and escalation consistent with Regis' escalation hierarchy. Opportunities are prioritised based on value creation, feasibility and alignment with our strategy.

Regis has adopted a value chain lens to highlight concentrations of risk and to support prioritised action (e.g., Development and Property Management and Sales flooding/bushfire; Operations for transition cost and energy resilience).

Risk Monitoring

Climate-related risks and opportunities are monitored and reported through existing RMF rhythms:

- **Executive**: Quarterly review of emerging risks and progress on treatment plans.
- **Audit, Risk & Compliance Committee (ARCC)**: The risk report is reviewed at every ARCC meeting, with quarterly reviews of enterprise risks, their treatment status and KPIs.
- **Board**: Updates to the Board are provided following ARCC meetings with ad hoc escalations for significant developments as required.
- **Public reporting**: Disclosure through the Annual Report and Corporate Governance Statement.

3. Strategy

The Group applies an enterprise-wide approach to understanding how climate related factors may affect assets, operations and service delivery over the short, medium and long term. These considerations are embedded within strategic planning, capital allocation and operational decision making, with a focus on strengthening business continuity, protecting resident wellbeing and delivering climate resilient homes.

Climate-related Risks and Opportunities

Regis recognises that climate change presents emerging risks that may affect service delivery, operational continuity and long-term planning. These risks arise from physical climate impacts and transitional factors, including evolving stakeholder expectations, regulatory change and the broader shift to a low carbon economy. In responding to these risks, Regis also identifies climate related opportunities that support improved operational resilience, energy efficiency, cost management and its role as a responsible, future ready aged care provider.

Identification

Regis has undertaken a scenario-based qualitative assessment across its value chain to identify Climate-related Risks and Opportunities (CRROs) that could reasonably be expected to affect its prospects over the short, medium, and long term. The following scenarios were used to identify CRROs:

Low emissions scenario (Taking the green road)

1.5°C

Aligned with Network for Greening the Financial System (NGFS) Net Zero 2050 Pathway and Shared Socioeconomic Pathway SSP1-2.6, reflecting an orderly transition to a low-carbon economy in which global warming is limited to **1.5°C**. This scenario assumes strong climate mitigation action, widespread adoption of renewable energy and low-emissions technologies, and intensifying regulatory and stakeholder expectations.

High emissions scenario (Hot house)

Exceeds 3°C

Aligned with Shared Socioeconomic Pathway SSP5 8.5 and reflects a fossil fuel intensive development pathway in which global warming **exceeds 3°C** by the end of the century. This scenario assumes limited climate mitigation action, continued dependence on energy and resource intensive lifestyles, and delayed policy intervention, with an emphasis on economic growth and technological progress driven by high energy consumption.

The assessment identified that Regis' climate-related risks that could reasonably be expected to affect its prospects arises from physical climate hazards, particularly extreme rainfall and flooding, bushfires, and extreme heat, along with transition risks associated with the shift to a low-emissions economy. Further details on scenario assumptions are detailed in Appendix B.

Climate Report

3. Strategy (continued)

Time horizons

Regis assesses CRROs across defined short, medium and long term time horizons, which reflect the nature of its operations and asset profiles strategic planning processes.

SHORT TERM HORIZON (TO 2030)	MEDIUM TERM HORIZON (TO 2050)	LONG TERM HORIZON (TO 2090)
The **short term horizon (to 2030)** aligns with near term operational planning cycles and Australia's 2030 emissions reduction targets.	The **medium term horizon (to 2050)** reflects major asset lifecycles, capital allocation decisions and pathways consistent with global net zero ambitions.	The **long term horizon (to 2090)** is used to evaluate the full extent of physical climate risks affecting long lived assets and long term service continuity.

Regis' strategic plan priorities are set for a three-year term to ensure alignment with changes to the regulatory environment in the aged care sector including the Aged Care Act 2025 that commenced on 1 November 2025.

The climate-related risks and opportunities identified that could be reasonably expected to affect Regis' prospects are outlined in the following table.

Climate-related Risks

Physical Risks	
1. Extreme Rainfall and Flooding 2. Extreme Temperature and Heatwaves 3. Bushfire	Physical climate risks were assessed under a **High-emissions scenario (Hot house)**, using IPCC Representative Concentration Pathway (RCP) 8.5 climate projections across short, medium and long-term time horizons (2030, 2050 and 2090). This scenario was selected to represent a plausible severe physical risk future, consistent with limited global mitigation action.
Transition Risks	
1. Policy and Legal 2. Technology and Asset upgrades	Transition risks associated with the shift to a low-carbon economy were assessed under a **Low emissions scenario (Taking the green road)**, using carbon price projections from the Network for Greening the Financial System (NGFS) REMIND-MAgPIE 3.2-4.6 model. This scenario reflects an upper-bound carbon pricing pathway intended to avoid the most severe physical climate impacts. The assessment considered potential direct carbon cost exposure across the 2030, 2050and 2090 time horizons.

Climate-related Opportunities

1. Energy resilience 2. Supplier engagement	Climate-related opportunities were assessed for alignment with the Group's strategy and focused on initiatives that have the potential to enhance sustainable supply chains, return on investment and build on existing ESG programs within the business.

Climate related priorities are incorporated within the "Future Ready" pillar of Regis' strategic plan. Refer to pages 30-31 of the 2026 Annual Report for further details. The process undertaken to prioritise CRROs and their ongoing monitoring and assessment are disclosed under the Risk Management section.

3. Strategy (continued)

Current and anticipated effects of CRROs

The Group assessed the current and anticipated effects of climate-related risks and opportunities (CRROs) across the short, medium and long term and determined that none are expected to reasonably affect Regis' prospects over these time horizons. This assessment considered potential impacts on the Group's business model, operations, cost structure, revenue streams and value chain. The Group's exposure to climate-related impacts is considered limited due to geographic diversification, and established governance, risk management and operational controls. The Group will continue to monitor and reassess climate-related risks and opportunities as part of its risk management, strategic planning and disclosure processes.

Physical risks

Overall, 4% of the Group's asset portfolio was identified as potentially vulnerable to physical climate risk across the assessed time horizons. While these risks are relevant to certain locations and operations, the majority of the portfolio is assessed as having low to moderate vulnerability.

Physical climate risks across the Regis portfolio are characterised by broad exposure to extreme rainfall and flooding events, together with more localised exposure to bushfire and extreme heat. Climate scenario analysis indicates that the nature and distribution of these risks may change over the short, medium and long term.

Climate scenario analysis and financial modelling indicate that these risks are not expected to have a material impact on the Group's strategy or financial prospects over the assessment period. Under the assessed climate scenarios, the Group's resilience and control measures are expected to limit operational impacts, support business continuity, and enable the continued delivery of care services to residents. Collectively, these measures support the Group's ability to manage current and emerging physical climate risks and maintain resilient operations over the short, medium and long term.

Climate Report

3. Strategy (continued)

Physical risks (continued)

1. Extreme Rainfall and Flooding (Acute)	
Description	Refers to the increasing intensity and frequency of heavy rainfall events, which may result in flooding that affects asset integrity, operational continuity, and resident and workforce safety.
Time horizons	*Short, medium and long term*
	Impacts are expected in the short term but are not expected to be severe, with potential impacts increasing over the medium to long term.
Risk exposure and vulnerability	Flooding exposure arises from extreme rainfall events, which can result in localised flooding across a range of locations depending on site-specific conditions, drainage capacity and surrounding infrastructure. Climate scenario analysis undertaken for the financial year ended 30 June 2026 identified that approximately 45% of Regis' homes may be vulnerable to extreme rainfall and flooding hazards, with exposure concentrated in Queensland and New South Wales. This geographic distribution is broadly consistent with the climatic conditions of these regions. Under the scenarios assessed, exposure is projected to decrease over time, with only 2% of care homes identified as vulnerable to these hazards in the short (2030), medium (2050) and long (2090) term. The assessment of climate vulnerability reflects the extent of asset exposure across the portfolio, considering existing controls, rather than the expected magnitude or probability of financial impact. Regis maintains a range of measures to manage and adapt to this risk, including site-specific emergency management and business continuity plans, building and infrastructure maintenance programs, emergency response procedures, and ongoing monitoring of severe weather events. These measures are reviewed and updated periodically to support the resilience of care homes and minimise potential impacts on residents, employees and operations. Based on the current risk assessment and existing control framework, management considers that adequate measures are in place to manage flooding-related risks, and these risks are not expected to materially affect business operations or the delivery of care services across any time horizon.
Business unit(s) impacted	Property; Operations
Potential impact on value chain	- Potential disruption to supply chain resulting in delayed procurement of goods and services; - Damage to building, infrastructure and other assets; - Interruption or delay in delivery of care services; - Delayed timelines for new developments and refurbishment projects; - Potential to trigger force majeure for new developments and refurbishments; and - Increased repair and maintenance activities.
Controls	Existing controls include: - Flood-resilient design for new developments, including consideration of flood zones and enhanced hydraulic drainage systems (medium to long term); - Site-specific emergency and crisis management plans, supported by a Crisis Management Team (CMT) and emergency response framework (short to medium term); - Supply chain resilience plans to ensure business continuity; and, - Appropriate insurance coverage for weather-related disruptions.
Current financial impacts	During the financial year ended 30 June 2026, extreme rainfall and flooding events did not have a material impact on the Group's financial position, financial performance or cash flows.
Anticipated financial impacts	It is expected that existing insurance coverage for extreme rainfall and flood risk will be maintained over the short and medium term, based on current market conditions and ongoing engagement with insurance brokers. There is no current indication that insurance coverage will become unavailable, however, insurance premiums are expected to increase over the medium to long term. The Group is unable to reliably estimate future insurance premium costs, as premiums are influenced by factors including increases in construction and rebuild costs, broader insurance market dynamics, and local and global market conditions that extend beyond climate-related drivers. In addition, increased frequency and severity of extreme weather events may place upward pressure on supply chain costs, including the cost and availability of construction materials, which could in turn affect development expenditure and operating capital costs over the medium to long term. Existing mitigation measures are expected to continue over the short and medium term, and the costs associated with these measures are not currently material. Over the long term, additional adaptation actions may be required at homes with higher exposure to extreme rainfall and flooding. The nature, timing, and scale of any such actions will depend on future climate conditions and site-specific risk profiles. Due to a high level of uncertainty in future climate scenarios, insurance market responses, and supply chain impacts, combined with current data availability limitations, the anticipated financial impacts of extreme rainfall and flood risk cannot be reliably estimated at this time.
Financial Statement categories expected to be impacted	Whilst the financial impacts cannot be reliably estimated at this time, the financial statement line items that may be affected include: - Financial performance: Revenue from services, Other income (Investment property fair valuation), Staff expenses and Occupancy expenses - Financial position: Property, plant and equipment, Investment property and Cash and cash equivalents - Cash flow statement: Cash flows from operating and investing activities.

3. Strategy (continued)

Physical risks (continued)

2. Extreme Temperature and Heatwaves (Acute and Chronic)	
Description	Refers to the increasing frequency, severity and duration of heatwaves, which may affect resident and workforce wellbeing, increased energy demand for cooling and impact asset performance.
Time horizons	*Short, medium and long term* Impacts from extreme temperatures and heatwaves are expected across the short, medium and long term, reflecting projected increases in the frequency, severity and duration of heatwave events. Existing controls and treatments, including workforce preparedness, resident care protocols, cooling infrastructure and operational resilience measures, are expected to limit the severity of impacts in the short and medium term. Impacts are expected to be more pronounced in the long term as increasing heat intensity under higher emissions scenarios may reduce the effectiveness of current controls without further adaptation.
Risk exposure and vulnerability	During the financial year ended 30 June 2026, approximately 2% of Regis' homes were assessed as vulnerable to extreme heat risks, predominantly in Victoria. Scenario analysis indicates this risk is projected to increase to approximately 4% in the short (2030), medium (2050) and long (2090) term reflecting higher temperatures under the assessed climate scenarios. The assessment of risk reflects the extent of exposure and vulnerability across the portfolio, taking into account existing controls and mitigation measures, rather than the expected magnitude or probability of financial impact. Despite the projected increase in exposure, overall vulnerability across the portfolio remains low. Regis' homes are equipped with climate control systems, including air conditioning and temperature management measures, which support the comfort, health and wellbeing of residents and employees during periods of extreme heat. These existing controls, together with ongoing asset maintenance and operational procedures, enhance the resilience of care homes to heat-related impacts. Based on the current assessment, management considers extreme heat risk to be appropriately managed and not expected to have a material impact on business operations or the delivery of care services.
Business unit(s) impacted	Property; Operations.
Potential Impact on value chain	- Increased reliance on energy supply, cooling systems and maintenance providers during heatwave periods; - Workforce productivity and resident and workforce health impacts; and - Asset performance and service continuity.
Controls	Existing controls include: - Heat management plan, staff training sessions; - Hydration stations; - Heating, Ventilation, and Air Conditioning (HVAC) Systems, window blinds/covering; and - Preventive maintenance standards and performance requirements embedded in mechanical contracts help ensure HVAC systems perform reliably during extreme heat, providing cost certainty, compliance assurance, and supporting business continuity under heat related conditions; The Group has established controls and treatments in place, including workforce preparedness and operational measures to manage cooling requirements and protect resident and staff wellbeing.
Current financial impacts	During the financial year ended 30 June 2026, extreme temperature and heatwave events did not have a material impact on the Group's financial position, financial performance or cash flows. The Group maintains insurance coverage for weather related events, including extreme heat impacts. No material insurance recoveries were recognised during the financial year ended 30 June 2026.
Anticipated financial impacts	Anticipated future financial impacts associated with extreme temperature and heatwaves may include: - Higher operational costs, driven by increased electricity consumption for cooling during extreme heat events; - Increased asset maintenance and capital expenditure, particularly relating to HVAC systems and building performance; and - Higher care related and insurance costs, associated with additional care needs for residents and workforce support during heat events. Quantitative value of these future impacts are not separately identifiable within current financial reporting systems and are influenced by overlapping operational, weather-related and market factors. In addition, high uncertainty in climate assumptions, asset-level exposure, behavioral responses and future adaptation measures limits the ability to reliably estimate or quantify the financial effects attributable to extreme temperature and heatwaves at this time.
Financial Statement categories expected to be impacted	Whilst the financial impacts cannot be reliably estimated at this time, the financial statement line items that may be affected are: - Financial performance: Staff expenses, Resident care expenses and Occupancy expenses; - Financial position: Property, plant and equipment and Investment property; - Cash flow statement: Cash flows from operating and investing activities.

Climate Report

3. Strategy (continued)

Physical risks (continued)

3. Bushfire (Acute)	
Description	Bushfire risk is a climate related physical risk that is expected to increase in likelihood and severity over time, driven by hotter and drier conditions that may contribute to more frequent and larger bushfire events.
Time horizon	*Short, medium and long term*
	Impacts from bushfire events are not expected to be significant in the short term, reflecting current hazard profiles and the effectiveness of existing mitigation measures. Impacts are expected to increase over the medium to long term as projected increases in bushfire frequency and intensity may affect asset integrity, operational continuity, and the safety of residents and the workforce, particularly at higher-risk locations.
Risk exposure and vulnerability	During the financial year ended 30 June 2026, approximately 4% of Regis' homes were assessed as potentially vulnerable to bushfire, with exposure concentrated in Victoria and Western Australia. Climate scenario analysis indicates this risk is projected to reach approximately 13% in the short term (2030), 17% in the medium term (2050) and 20% in the long term (2090). This increase reflects projected increases in bushfire-conducive weather conditions consistent with future climate science projections. During the financial year ended 30 June 2026, bushfire risk was assessed using projected fire weather conditions under the climate scenarios considered. While these indicators provide an assessment of the potential for bushfire-conducive weather, they do not fully account for site-specific factors that influence bushfire risk, including proximity to flammable vegetation, surrounding land use and the urban context of individual care homes. The majority of Regis' homes are located within established metropolitan and urban areas, where vegetation fuel loads and bushfire exposure are generally lower than in regional or heavily vegetated locations. As a result, the underlying bushfire risk to the portfolio is considered lower than may be indicated by fire weather metrics alone. This is reflected in the overall assessment, which identified low vulnerability across the portfolio despite projected changes in future climate conditions. Regis maintains emergency management, business continuity and incident response processes to support preparedness for extreme weather events, including bushfire-related hazards where relevant. In addition, the Group will continue to refine its climate risk assessment methodology, including consideration of changes in surrounding land cover and vegetation over time, to support a more comprehensive evaluation of future bushfire risk. Based on the current assessment and existing control framework, management considers bushfire risk to be appropriately managed and not expected to have a material impact on business operations or the delivery of care services.
Business unit(s) impacted	Property; Operations; Procurement.
Potential impact on value chain	- Inbound logistics: Bushfires may disrupt access to sites and the delivery of critical supplies and services. - Development: Bushfire risk may affect site selection, design requirements and construction timelines. - Operations: Bushfire events may require activation of emergency response measures, impacting service delivery. - Property management: Increased inspections, maintenance and fire-preparedness activities may be required at exposed sites. - Residents and workforce: Smoke, heat and evacuation measures may affect resident health and workforce wellbeing, increasing care and staffing demands. - Sales: Bushfire exposure may influence stakeholder perception and demand in affected regions.
Controls	Existing controls include: - Site-specific Bushfire Response Plans are in place, covering evacuation, shelter-in-place and communication procedures; - Staff are trained regularly on bushfire response procedures and resident safety requirements; - Properties are maintained in accordance with bushfire management guidelines, including vegetation management and clearance where required; - Sites monitor bushfire conditions and warnings issued by emergency authorities to enable timely response; - Fire safety systems, backup power and essential services are maintained to support continued operation during bushfire events; and - Insurance arrangements are maintained to manage potential financial impacts arising from bushfire-related events.
Current financial impacts	During the financial year ended 30 June 2026, bushfire events did not have a material impact on the Group's financial position, financial performance or cash flows. Regis did not experience bushfire-related damage, business interruption or insurance claims at any of its sites during the financial year ended 30 June 2026.

3. Strategy (continued)

Physical risks (continued)

3. Bushfire (Acute)	
Anticipated financial impacts	Bushfire events may result in temporary business interruptions, including care disruption arising from voluntary or mandatory evacuations or access restrictions. Reduced air quality from smoke exposure may increase health-related risks for residents and staff, potentially requiring additional care measures. Bushfire events may also contribute to staff shortages and increased staffing demand, as well as supply chain disruptions affecting the availability and cost of goods and services. Additional impacts may include higher energy costs related to air-quality and ventilation requirements, increased asset inspection and maintenance costs, and higher care and insurance-related costs. All anticipated financial impacts are disclosed on a qualitative basis, as the timing, frequency and severity of future bushfire events remain uncertain, and the resulting financial effects cannot be reliably estimated at this time.
Financial Statement categories expected to be impacted	Whilst the financial impacts cannot be reliably estimated at this time, the financial statement line items that may be affected are: - Financial performance: Revenue from services, Staff expenses, Resident care expenses and Occupancy expenses; - Financial position: Property, plant and equipment and Investment Property. - Cash flow statement: Cash flows from operating and investing activities.

Transition Risk

The concentration of transition risk in the short term is present in the upfront costs for sustainable investments and improvements at Regis' residential aged care homes and retirement villages. Regis is also impacted in the short-term by costs to stay compliant with evolving regulations and emissions-reporting obligations. In the long run, the risk might shift towards more market driven impacts, such as increased carbon prices and change in consumer preference for sustainable living and products. The following tables describe the transition risks that could be reasonably expected to affect Regis.

1. Policy and Legal	
Description	Refers to the risk that arises from changes to climate-related laws, regulation or government policy that may increase compliance requirements, costs or constraints on business activities.
Time horizon	*Medium to long term* In the short to medium term, the Group may incur incremental costs associated with complying with evolving climate-related laws, regulations and policy and building or retaining the necessary capability to meet these obligations. These impacts are expected to be minor and manageable within existing operations. Over the long term, compliance related costs are expected to stabilise or decline as regulatory requirements mature, and the industry completes its transition to lower emissions practices.
Risk exposure and vulnerability	Business-wide
Business unit(s) impacted	Property; Operations; Legal.
Potential impacts	In the short term, the risk of litigation, penalties or fines related to climate-related policy or legal changes is assessed as low. This risk may increase in the medium to long term if the Group does not continue to align with regulatory expectations and stakeholder requirements.
Controls	The Group manages policy and legal transition risk through ongoing monitoring of climate-related regulatory developments and mandatory reporting requirements. Governance oversight of climate-related matters is embedded within existing risk management and governance frameworks, supporting timely identification and response to regulatory change. To support compliance, the Group has processes in place for emissions measurement and disclosure, supported by internal capability and external expertise where required. Climate-related responsibilities are allocated across relevant functions to ensure accountability and consistency in implementation. In addition, the following programs further support compliance goals: - Energy efficiency and asset electrification: Initiatives aimed to reduce consumption and emissions, including lighting upgrades, progressive electrification and asset upgrade. - Sustainable building design guidelines and principles are applied to new developments and upgrades to reduce embodied carbon and deliver energy-efficient, climate-resilient buildings. - Waste management plans are in place, including the rollout of expanded waste streams such as cardboard recycling, food organics and garden waste (FOGO), and hard waste, to reduce landfill disposal. - Site acquisition due diligence incorporates climate risk assessments to reduce legal, regulatory, and long-term operational risks.
Current financial impacts	During the financial year ended 30 June 2026, policy and legal transition risk did not have a material impact on the Group's financial position, financial performance or cash flows. Current impacts are limited to minor compliance-related costs, including emissions measurement, reporting activities and internal resourcing to meet evolving climate-related disclosure and regulatory requirements. These costs are absorbed within existing operating budgets and are not separately identifiable.

Climate Report

3. Strategy (continued)

Transition risk (continued)

1. Policy and Legal	
Anticipated financial impacts	Over the short to medium term, policy and legal changes may result in incremental costs related to compliance, including enhanced reporting requirements, assurance, data systems, and workforce capability to support climate related governance and disclosures. These impacts are expected to remain manageable and are not expected to be material. Over the medium to long term, failure to align with evolving climate policy and legal expectations could increase exposure to regulatory penalties, fines, litigation risk, or stakeholder actions, as well as potential constraints on access to capital or funding. Conversely, as regulatory frameworks mature and industry transition progresses, compliance related costs are expected to stabilise or reduce for organisations that adapt in a timely manner. At this stage, the financial impacts cannot be reliably quantified, due to uncertainties regarding timing, scope and final form of future policy and regulatory changes, as well as industry wide transition dynamics. Accordingly, anticipated financial impacts are disclosed on a qualitative basis.
Financial Statement categories expected to be impacted	While the financial impacts cannot be reliably estimated at this time, the financial statement line items that may be affected are: - Financial performance: Staff expenses, Administrative expenses and Occupancy expenses; Cash and Cash equivalent. - Cash flow statement: Cash flows from operating activities.
2. Technology and Asset upgrade	
Description	Technology and asset upgrade risk arises from growing customer, investor, and stakeholder expectations for high performance, low carbon, and future ready assets that support the organisation's strategic and value positioning. Failure to upgrade or effectively integrate new technologies may result in misalignment with stakeholder expectations, erosion of brand value, increased costs, or underperformance relative to competitors, particularly where new technologies do not meet the expected outcomes.
Time horizon	***Short to medium term***
	Impacts associated with technology and asset upgrades are expected primarily in the short term to medium term due to capital investment required for energy-efficient equipment and asset upgrades. In the medium to long term, these impacts are expected to reduce as energy efficiency improvements deliver lower energy consumption and operating costs.
Risk exposure and vulnerability	This risk is concentrated across Regis' residential aged care portfolio as they require energy efficiency and technology upgrades over time with a particular focus on older buildings and assets. This portfolio-wide exposure may result in aggregated capital pressures, however, are expected to be managed through phased upgrades aligned with asset lifecycle and refurbishment programs. Older aged care homes and assets are expected to be exposed to higher capital costs when transitioning to energy-efficient technologies, assets and building systems. This exposure may be further increased by external energy system constraints, such as grid capacity limits and the risk of energy supply disruptions in some regions. These factors can lead to higher operating costs and may require additional investment in on-site energy solutions and resilience measures to ensure continuity of operations. Vulnerability related metrics are not quantified at this time due to significant data uncertainty, high levels of assumptions and commercially sensitive information.
Business unit(s) impacted	Property; Operations; Technology.
Potential Impacts	**Operational impacts:** Implementation-related disruptions and delays, particularly during the installation and commissioning. Dependence on external energy infrastructure exposes operations to grid capacity constraints and potential energy shortages, which may delay upgrade programs, affect service delivery, and increase reliance on interim solutions. **Financial impact:** Financial impacts across the value chain include higher upfront development and capital costs, increased operating expenses during transition periods, and ongoing costs associated with managing and maintaining new technologies. These impacts are expected to be progressively offset over time through cumulative reductions in energy costs, lower operating expenses, and improved efficiency, supporting stronger financial performance over the medium to longer term.
Controls	- Energy resilience planning: Consideration is given to on-site energy solutions and backup systems to mitigate grid capacity constraints and potential energy supply disruptions, supporting continuity of care during outages. - Targeted and phased asset upgrades: Energy efficient technologies such as solar panels, LED lighting and upgraded equipment are implemented through a staged upgrade approach. This reduces energy consumption and operating costs over time, minimises disruption to operations, and allows performance to be assessed and issues addressed before broader rollout, avoiding the need for large scale or premature asset replacement. - Workforce capability and training: Standard operating procedures incorporate sustainability principles, supporting staff capability to operate, maintain and adapt to new technologies and energy efficient practices. - Performance monitoring and review: Energy and technology performance is monitored post installation to assess whether expected efficiency and cost benefits are achieved, helping manage underperformance risk and inform future investment decisions.

Climate Report

3. Strategy (continued)

Transition risk (continued)

2. Technology and Asset upgrade	
Current financial impacts	Capital expenditure relating to energy-efficient asset, technologies and system upgrades are part of the overall capital expenditure incurred for the financial year ended 30 June 2026 and cannot be separately identified at this stage without incurring undue cost and effort.
Anticipated financial impacts	Regis expects continued capital expenditure to support the progressive upgrade of existing assets to more energy-efficient technologies and systems. In the short to medium term, this may increase capital outlays, and, to a lesser extent, operating costs associated with maintaining and integrating new technologies. Over the medium to longer term, these investments are expected to reduce energy consumption, improve cost stability and lower exposure to energy price volatility, while additional investment in on-site energy and resilience measures may be required in locations affected by grid capacity constraints or energy supply risks.
Financial categories impacted	While the financial impacts cannot be reliably estimated at this time, the financial statement line items that may be affected are: - Financial performance: Occupancy expenses. - Financial position: Property, plant and equipment; Investment Property, Cash and Cash equivalent. - Cash flow statement: Cash flows from investing activities.

Opportunities

Climate-related opportunities arise from Regis' ability to adapt its operations, assets and business practices in response to climate-related risks and uncertainty. These opportunities focus on strengthening resilience across aged care operations through improved asset performance, increased energy efficiency, and the flexible upgrade across the portfolio. By embedding climate considerations into operational planning, technology adoption and workforce capability, Regis aims to enhance its capacity to respond to climate change while maintaining safe, reliable and high-quality care outcomes. Quantitative disclosure of climate-related opportunities is considered commercially sensitive, management will continue to assess appropriate metric for future reporting periods. The following tables describe the opportunities that could be reasonably expected to affect Regis.

1. Energy resilience	
Description	Energy resilience is a climate-related opportunity for Regis to create long-term value and strengthen its competitive position by enhancing energy security through a diversified, renewable-supported energy portfolio. This opportunity includes: • Increasing the proportion of renewable energy, particularly solar; • Investing in battery storage and reliable backup energy systems; • Upgrading assets to improve energy efficiency and reduce emissions; and, • Energy efficient building design. This opportunity enables enhanced energy security, reduced exposure to grid disruptions and energy price volatility, and supports operational continuity during climate-related events. Beyond risk mitigation, this opportunity enables lower and more predictable operating costs, improved asset performance and lifespan, and greater confidence in service reliability for residents, families, investors and other stakeholders. Collectively, these benefits support Regis' ability to deliver high-quality care while strengthening its reputation as a resilient and sustainable operator.
Time horizon	*Medium to Long term*
Business unit(s) impacted	Property; Operations; Procurement.
Potential impact	- Improves reliability and continuity of care by reducing reliance on a single energy source; - Reduces exposure to energy market volatility and grid instability; - Supports long-term operating cost stability and infrastructure planning; and - Strengthens operational resilience across critical sites during extreme weather events.
Implementation	Regis is currently trialing energy resilience measures in its development and refurbishment projects, wherein renewable energy generation, backup energy systems and supporting electrical upgrades can be incorporated efficiently. These trials are being used to assess site-level energy requirements, system performance and resilience outcomes in care environments. Learnings from these activities will inform future design standards and investment decisions. Regis intends to apply these insights to a portfolio-wide assessment of energy demand, system resilience and backup requirements and to prioritise sites for progressive implementation through planned capital, maintenance and essential services upgrade programs.
Current financial impacts	As at 30 June 2026, this opportunity is in its development and planning phase. During the financial year ended 30 June 2026, the Group undertook and continues to undertake modelling, technical analysis and site-level assessments to identify priority sites where renewable energy generation supported by battery storage and backup energy systems may be implemented. Accordingly, there are no material financial impacts recognised in the financial year ended 30 June 2026 relating to this opportunity as it under development. Activities undertaken to the date of this report are primarily analytical and planning in nature and have not resulted in significant capital expenditure or changes to operating costs.

3. Strategy (continued)

Opportunities (continued)

1. Energy resilience (continued)	
Anticipated financial impacts	Given the early stage of development, the magnitude and timing of future financial impacts have not yet been determined. Potential future impacts are expected to arise through: • Capital investment in renewable energy systems, battery storage, backup energy solutions, and associated electrical and building upgrades; and • Changes to operating expenditure through reduced grid electricity consumption and improved energy reliability. Any future capital and operating expenditure associated with this opportunity will be subject to further analysis and approval and is expected to be assessed and prioritised through the annual budgeting processes, including planned maintenance programs and energy and essential services upgrade cycles. The Group will continue to evaluate this opportunity as modelling and site assessments progress, with future financial impacts disclosed as investment decisions are finalised and become materially measurable.

2. Supplier engagement	
Description	Supplier engagement is a climate-related opportunity for Regis to create value beyond direct operations by collaborating with suppliers to improve environmental performance and progressively reduce value-chain (Scope 3) emissions. As part of Regis' ESG programs, this includes supporting suppliers to enhance emissions measurement and reporting, reduce their climate impacts, and build capability aligned with a lower-carbon economy. This opportunity enables improved transparency and data quality, supports supply-chain resilience and efficiency, and strengthens Regis positioning with investors, regulators, and customers. By fostering aligned and capable suppliers, Regis can enhance long-term operational reliability, manage transition-related costs, and reinforce its reputation as a responsible and trusted operator.
Time horizon	*Short to medium term* Impacts are expected primarily in the short to medium term through increased engagement and capability building with internal teams and suppliers, supporting improved Scope 3 data quality and adoption of lower-emissions practices. In the long term, impacts are expected to stabilise as suppliers are anticipated to have embedded these changes.
Business unit(s) impacted	Property; Operations; Procurement.
Potential impact on value chain	Improved capability and alignment across internal teams and suppliers supports more consistent emissions reporting, informed procurement decisions, and progressive reduction of value chain emissions. This strengthens collaboration with business partners, improves data quality for Scope 3 reporting, and supports the adoption of lower-emissions products and services over time.
Current financial impacts	Current financial impacts are limited to internal resourcing, stakeholder engagement activities and capability-building initiatives. Based on current information, there are no material impacts to the financial statements for the financial year ended 30 June 2026 arising from the opportunity.
Anticipated financial impacts	Ongoing costs are expected to remain modest and relate to maintaining stakeholder engagement and data capability. These activities are expected to support improved Scope 3 emissions visibility, reduced transition risk, and stronger alignment with regulatory and investor expectations over time.

Regis undertook a detailed assessment of the potential financial effects of physical climate-related risks for the current reporting period and across the short, medium and long term. While the assessment identified climate risk exposure and vulnerability (described in the CRROs tables above), it found that the associated financial effects could not be quantified due to limitations in data availability and challenges in separately identifying and attributing financial impacts to specific climate-related risks and opportunities. Accordingly, financial effects have not been disclosed. The methodologies, assumptions, limitations and sources of estimation uncertainty applied in the assessment are outlined in Appendix C.

Management has determined that none of the identified climate-related risks are expected to result in a significant risk of a material adjustment to the carrying amounts of Regis' assets or liabilities within the next financial year.

This conclusion reflects management's judgment that, over the next 12 months:

- the identified risks are not expected to materially affect asset conditions, operational performance, or asset useful lives,
- existing controls, maintenance programs, and operational risk management measures adequately mitigate short term exposure,
- the risks are not expected to trigger impairment indicators, changes to key valuation assumptions, or the recognition or remeasurement of provisions or other liabilities.

Accordingly, no material adjustments to the carrying amounts of assets and liabilities arising from physical climate related risks are anticipated in the next annual reporting period. Regis will continue to monitor these risks as part of its ongoing climate risk governance and financial reporting processes.

Regis has no formal climate transition or adaptation plans, however, ESG programs and control measures detailed above are in place to respond to climate risks.

Climate Report

3. Strategy (continued)

Climate Resilience

Assessing the potential effects of CRROs

The Group used climate scenario analysis to assess the potential effects of CRROs on its strategy and business model, and to evaluate strategic resilience across plausible future climate conditions. The analysis was informed by climate scenarios developed by the Intergovernmental Panel on Climate Change (IPCC), referencing Shared Socioeconomic Pathways (SSPs) and a range of potential physical and transition outcomes. Scenario-based projections for future climate conditions and carbon pricing were incorporated to support the identification and assessment of CRROs.

Approach

The Low emissions scenario (Taking the green road) and High emissions scenario (Hot house) were applied to assess the resilience of Regis' strategy and business model across a range of plausible climate futures, capturing both transition driven and physical climate risk pathways and informing management's understanding of potential impacts over the short, medium and long term.

The process included:

- Identification of climate-related risks and opportunities across the value chain;
- Development of qualitative climate risk register;
- Application of scenario analysis to assess inherent and residual risk outcomes, aligned with the Group's Enterprise Risk Framework; and
- Stakeholder validation of identified risks, existing controls and mitigation measures.

The climate scenarios selected were chosen to provide a meaningful assessment of the Group's resilience to climate related changes across a range of plausible future conditions, consistent with AASB S2. The scenarios reflect differing global transition and physical risk pathways, enabling the Group to evaluate the resilience of its strategy and business model under both accelerated decarbonisation and heightened physical climate risk environments. This approach supports an assessment of the Group's capacity to adapt to policy, regulatory and stakeholder driven transition pressures, as well as increasing exposure to physical climate hazards, over the short, medium and long term, while acknowledging the inherent uncertainty and limitations associated with climate scenario analysis.

Based on this assessment, the Group's strategy and business model are expected to remain resilient across both lower and higher emissions scenarios, while acknowledging the inherent limitations and uncertainties associated with climate scenario modelling. Impacts have been assessed and described qualitatively due to the high degree of uncertainty associated with forecasting future climate outcomes and the limitations of quantitative measurements. Key scenario assumptions and methodology are detailed in Appendix B.

Climate Report

3. Strategy (continued)

Climate Resilience

The following table outlines the Group's capacity to adapt to identified climate-related risks:

Climate-related Risks	Scenario	Capacity to adjust or adapt
Physical Risks: 1. Extreme Rainfall and Flooding 2. Extreme Temperature and Heatwaves 3. Bushfire	High-emissions scenario (Hot house)	**Financial resilience:** Insurance coverage across the portfolio, surplus cash levels and access to undrawn debt facilities support response to severe weather and emergency events. **Operational flexibility:** Contingency budgets, alternative suppliers, and temporary relocation options enable continuity during disruptions. **Governance & readiness:** Crisis Management Team (CMT), business continuity planning, and regular training ensure organisational preparedness. **Extreme heat response:** Contingency resourcing and budget allocations address increased cooling needs and workforce support during heat events. **Capital planning:** Asset upgrades and maintenance are incorporated to maintain thermal performance under extreme conditions. **Bushfire preparedness:** Insurance, emergency response funding, and business continuity arrangements support adaptation to bushfire risks. **Site-level planning:** Site-specific Bushfire Response Plans, trained staff, and crisis management resources enable timely decisions, evacuation or shelter-in-place actions, and continuity of care.
Transition Risks: 1. Policy and legal 2. Technology and Asset upgrades	Low emissions scenario (Taking the green road) Asset Upgrades Stakeholder Expectations (Market)	**Compliance & disclosure:** Climate-related compliance and disclosure requirements are embedded in annual budgeting and resourcing, including internal capability, external advisory support, and data platforms. **Regulatory adaptability:** Ongoing regulatory monitoring, governance oversight, and tools (e.g. Comply Online) support responsiveness to policy changes and reduce compliance risk. **Risk management:** Strong governance and periodic risk management reviews reinforce oversight of climate-related obligations. **Capital planning:** Asset upgrades are integrated into planned and preventative maintenance, informed by asset condition monitoring. **Asset transition:** End-of-life equipment is replaced with energy-efficient alternatives, with progressive electrification of assets. **Financial protection:** Insurance coverage remains in place for climate-related asset impacts. **Strategic investment:** Strategic planning and capital allocation consider stakeholder and market expectations, including sustainability performance, operational resilience, reputation, demand resilience, and long-term asset value.
Opportunities: 1. Energy resilience 2. Supplier engagement	In line with the Group's strategy	**Energy resilience investment:** 57% of care homes have solar PV systems that contribute to operational energy needs. Solar installations are incorporated into new developments and selected existing sites, complemented by backup generators to enhance energy resilience. **Energy diversification:** Ongoing energy modelling of vulnerable locations supports deployment of flexible, diverse energy sources to strengthen business continuity, system resilience, and long-term returns. **Investment prioritisation:** Outcomes inform future investment priorities and alignment with regulatory, market, and stakeholder expectations, while creating opportunities to engage suppliers to support transition planning, strengthen supply chain resilience, and manage transition risk. **Asset lifecycle upgrades:** As assets reach end of life, opportunities are taken to transition from gas and LPG to electric, energy-efficient systems, supported by appropriate resourcing and capital allocation, while engaging suppliers to identify and enable low-carbon solutions.

Climate Report

4. Metrics and Targets

Metrics

Greenhouse Gas Emissions

Regis has reported its Scope 1 and Scope 2 (location-based) Greenhouse Gas (GHG) emissions at a consolidated level (Regis Healthcare Ltd and its controlled entities) using the operational control approach under the National Greenhouse and Energy Reporting (NGER) Act 2007, In accordance with the transitional relief provisions available within AASB S2 Climate-related Disclosures, Regis has elected not to disclose its Scope 3 GHG emissions for the initial reporting period ended 30 June 2026. Regis has early adopted the Amendments to AASB S2 Climate-related disclosures, issued by the Australian Accounting Standards Board in December 2025 for the reporting period ended 30 June 2026. The amendments are effective for annual reporting periods beginning on or after 1 January 2027, with early adoption permitted. As a registered National Greenhouse and Energy Reporting (NGER) Scheme reporter, Regis prepares its emissions inventory in accordance with the NGER Act 2007 and the NGER (Measurement) Determination applicable to the reporting period for its scope 1 and 2 emissions. Refrigerant emissions were reported in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) (GHG Protocol). This framework provides consistent guidance on activity data collection, emissions factor application, and verification processes. Calculation methodology, assumptions and measurement approach for Scope 1 and Scope 2 GHG emissions are described in Appendix A.

FY26 Scope 1 & 2 emissions summary

Scope	Category	Source	FY26 Emissions (tCO2e)
Scope 1 Emissions	Stationary fuel	Natural Gas	4,519
		Liquified Petroleum Gas	1,432
		Diesel	22
	Transport fuel	Petrol	27
		Diesel	69
		E10	0.31
	Refrigerants	Airconditioning and temperature control systems	2,161
Total Scope 1 Emissions			**8,230**
Scope 2 Emissions	Electricity	Purchased Grid Electricity	32,427
Total Scope 1 & 2 Emissions			**40,657**

Scope 2 emissions from grid electricity accounted for 80% of Regis' total Scope 1 and 2 emissions for the financial year ended 30 June 2026. The emissions profile reflects the ongoing transition towards electrifying homes, replacing end of life equipment with electric alternatives, and reliance on on-site solar generation. Regis continues to strengthen its emissions dataset and assess the effectiveness of current operational efficiency initiatives across energy, fuel use and refrigerants.

Internal Carbon Pricing and Carbon Credits

Regis does not operationalise the use of an internal carbon price in business decision-making and is not currently subject to any regulated carbon pricing mechanisms. However, for the purposes of climate scenario analysis, a carbon price was applied to assess the potential financial impacts of future climate policy and transition risks.

Carbon price assumptions were sourced from the Network for Greening the Financial System (NGFS) REMIND-MAgPIE 3.2 model. Under the low-emissions scenario, carbon prices were assumed to increase from approximately \$102/tCO_2e in 2030 to \$431/tCO_2e in 2050. Under the more ambitious transition scenario, carbon prices were assumed to increase from approximately \$475/tCO_2e in 2030 to \$1,190/tCO_2e in 2050.

These carbon prices were used solely for scenario analysis to understand the potential future cost exposure of emissions intensive activities and the potential value of emissions reduction initiatives under different transition pathways. Based on the scenario analysis undertaken, carbon pricing is not currently considered a material driver of Regis' financial performance, financial position, or cash flows. As a result, it is not expected to materially influence current investment decisions or capital allocation.

However, the analysis highlights that sustained increases in carbon prices over the longer term could strengthen the business case for emissions reduction projects and may be considered as part of future operational planning and investment assessments.

Regis does not currently use carbon credits or offsets in its decarbonisation strategy; however, their potential role in addressing residual emissions may be evaluated as part of future decarbonisation planning.

Targets

As of 30 June 2026, Regis has not established any climate-related targets. Regis' focus is to strengthen the foundations needed to set targets that are realistic, credible and reflective of the scale and complexity of current operations. As part of this work, Regis continues to refine the understanding of its emissions profile across Scope 1, Scope 2 and relevant Scope 3 GHG emissions categories. These activities are essential to ensure that any future targets are based on accurate, current and comprehensive information.

Appendix A: Measurement Approach, inputs and assumptions for Climate-related metrics

Scope 1 and 2 Emissions

Regis reports its Scope 1 and 2 Greenhouse gas emissions under the *operational control* approach. This approach was chosen as Regis owns and operates all activities at its sites and facilities, and it best represents Regis' commitment to accountability over its emissions.

The operational control approach requires that an organisation takes direct responsibility for emissions that occur at facilities where it has operational control which is defined as: *the entity with the greatest authority to introduce and implement operating policies, health & safety measures, and environmental management practices* (WBCSD, 2004). To determine Regis' organisational boundary across facility types, an assessment of operational control was undertaken in accordance with National Greenhouse and Energy Reporting (NGER) Act 2007.

Operational Boundary

Facility Type	Operational Control
Residential Aged Care (RAC)	Yes
Retirement Villages (RVs) Common areas*	Yes
Offices	Yes

**Retirement Living – Regis only holds operational control of the common areas and facilities within the Retirement Villages. The residents at the retirement villages operate their individual homes while accessing common facilities and services managed by Regis.*

All activities taking place with facilities under Regis' operational control that generate GHG emissions were found to be within Regis' overall control with the following exceptions:

For residential aged homes co-located with retirement homes, an assessment of the activity was undertaken, and it was determined that the resident has operational control only at the common areas such as security lighting, reception, staff rooms, etc. Activity data for at retirement villages is captured at adjacent RACs in most instances.

Standard used

The calculation of Scope 1 and Scope 2 emissions for this assessment was based on the National Greenhouse and Energy Reporting (Measurement) Determination 2008 (Compilation No. 20), which applies to the financial year ended 30 June 2026. Regis used emission factors from the NGER (Measurement) Determination, as permitted under AASB ASRS S2, which allows the use of a jurisdictionally prescribed methodology where required by a regulatory authority. Regis was first required to report under the NGER Scheme in 2025 and has therefore adopted this methodology for its emissions calculations.

Emission Factors

Scope 1: Stationary fuel	
Emissions Category	Source
Natural Gas Stationary combustion	*National Greenhouse and Energy Reporting (Measurement) Determination 2008, Compilation No. 20, Schedule 1, Part 2.*
LPG Stationary combustion	*National Greenhouse and Energy Reporting (Measurement) Determination 2008, Compilation No. 20, Schedule 1, Part 3.*
Diesel Stationary combustion	*National Greenhouse and Energy Reporting (Measurement) Determination 2008, Compilation No. 20, Schedule 1, Part 3.*
Scope 1: Transport fuel	
Fuel	Source
Diesel	*National Greenhouse and Energy Reporting (Measurement) Determination 2008, Compilation No. 20, Schedule 1, Part 4, Division 4.2, Item 65*
Unleaded	*National Greenhouse and Energy Reporting (Measurement) Determination 2008, Compilation No. 20, Schedule 1, Part 4, Division 4.2, Item 64*
Scope 1: Fugitive Emissions	
Refrigerant	Source
R410A	IPCC Sixth Assessment Report (AR6)
R22	
R407C	

Climate Report

Appendix A: Measurement Approach, inputs and assumptions for Climate-related metrics (continued)

Scope 2: Electricity Emission factors	Source
	National Greenhouse and Energy Reporting (Measurement) Determination 2008, Compilation No. 20, Schedule 1, Part 6 — Scope 2 location-based electricity emission factors.

Calculation approach, inputs and assumptions

The emissions generated as result of the activities undertaken by Regis Healthcare Ltd for the year ended 30 June 2026, were quantified by multiplying activity data by the relevant emissions factor. Activity data for emissions calculation was collected through a combination of direct data (internally monitored) and third-party sources (supplier invoices). Scope 1, Direct emissions are grouped into three source categories. These include stationary combustion (of fuels), transport combustion (of fuels), and fugitive emissions (from refrigerants). Scope 2 includes emissions from purchased grid electricity. Regis has its own on-site solar generation and does not purchase any additional renewable energy, therefore scope 2 emissions calculations used location-based emission factors. All activity data for scope 1 and 2 sources are validated with the majority of it obtained from Regis' energy management platform (EUtility) which maintains a comprehensive database of all billed and contracted accounts, validates invoices and supports assurance processes. Additional sources such as diesel fuel usage in generators and refrigerant gas and transport fuel is tracked through direct supplier invoices and internal asset management systems. Where data is unavailable or incomplete, Regis applied reasonable estimated based on averaged from similar facilities or site-specific metrics. Robust verification and control measures underpin the reporting and calculation of emissions. These include reconciliation of asset registers, validation of data sources, exception reporting, segregation of duties and independent review of emissions. Continuous improvement is embedded within the processes through mid-year reviews to ensure key changes in the business are captured and amended regularly.

Appendix B: Key Assumptions for Scenario Analysis

The following climate scenarios were used in the assessment of the climate-related risks and opportunities. Scenarios were selected to assess the potential worst-case impacts for risks and best-case outcomes for opportunities. The aim of this analysis was to determine whether any risks and opportunities were considered material as defined by the consequence and likelihood rating from the Group's Enterprise Risk Framework. Scenario analysis was first undertaken in 2024 and later updated for the 2026 reporting period.

Low emissions scenario (1.5°C)		
Description	Key Assumptions	Rationale
For low emissions scenario, the SSP1–2.6 pathway developed by The Network of Central Banks and Supervisors for Greening the Financial System (NGFS), was used. SSP1–2.6 represents a low-emissions scenario characterised by strong climate action, accelerated decarbonisation, technological innovation and sustainable development. Under this scenario, global warming is projected to be limited to approximately 1.5–2°C above pre-industrial levels by the end of the century, resulting in comparatively lower physical climate impacts than higher-emissions scenarios. The NGFS used to model carbon price identifies 3 low emissions scenarios aligned to a 1.5°C global warming pathway.	• Strong international cooperation and effective climate policy support rapid emissions reductions. • Accelerated transition to a low-carbon economy through widespread adoption of renewable energy, electrification and clean technologies. • Greenhouse gas emissions decline significantly over time, limiting global warming to approximately 1.5–2°C above pre-industrial levels by 2100. • Sustainable economic growth is supported by resource-efficient production and consumption patterns. • Sustainable land-use practices and environmental stewardship reduce pressure on natural ecosystems. • Significant investment in innovation, energy efficiency and low-carbon infrastructure. • Physical climate risks are lower than under higher-emissions scenarios, while transition-related risks may become more prominent as decarbonisation accelerates.	The most appropriate scenario for use in Australia to assess physical risks is a low emissions scenario is the Shared Socioeconomic Pathway (SSP1)-2.6. Although this pathway only has a 10-30% chance of limiting global warming to below 1.5C it is the most applicable scenario that aligned to 1.5 with downscaled climate data for Australia. Socioeconomic Pathway (SSP1)-1.9 is a more conservative scenario which does limited Global Warming to 1.5 with a >50% probability. However, it was a late addition to CMIP6 and did not include downscaled data for Australia at the time of this assessment.
High emissions scenario (3°C)		
Description	**Key Assumptions**	**Rationale**
For a high emissions scenario, the SSP5-8.5 pathway developed by The Network of Central Banks and Supervisors for Greening the Financial System (NGFS), was used. SSP5–8.5 represents a high-emissions scenario characterised by continued reliance on fossil fuels, increasing energy demand and limited climate mitigation action. Under this scenario, global temperatures are projected to increase by more than 3°C above pre-industrial levels by the end of the century, resulting in more severe and frequent physical climate impacts. The NGFS used to model carbon price identifies 2 emissions scenarios aligned to an SSP5/ RCP 8.5 future.	• Limited global climate action, with weak international cooperation and fragmented policies resulting in continued reliance on fossil fuels. • High energy demand and resource-intensive consumption, driven by economic growth, technological development and energy-intensive lifestyles. • Fossil fuels remain the dominant energy source, with slow adoption of renewable energy and other low-carbon alternatives. • Slow and uneven decarbonisation, with limited investment in emissions reduction technologies and climate mitigation measures. • Technological innovation continues but is primarily directed towards economic productivity rather than emissions reduction. • Growing physical climate impacts, with global temperatures increasing by more than 3°C above pre-industrial levels by 2,100, increasing the frequency and severity of climate-related hazards. • Regional disparities persist, with economic development, climate resilience and adaptation capacity varying significantly across jurisdictions.	The Corporations Act 2001 (Cth) section 296D(2)(b), through its reference of Climate Change Act 2022 requires at least one scenario where the increase in global average temperature is limited to 2.5°C or higher. Above pre-industrial levels by 2,100. Assessment of this high emission scenario shows potential consequences if significant mitigation actions are not made. Understanding these impacts can help make the case for adaptation and mitigation actions.

Climate Report

Appendix C: Financial Impact Assessment

Methodology

Regis undertook an assessment of the potential financial impacts of material physical climate-related risks across the short, medium and long term under the SSP2-4.5 climate scenario. The assessment considered the potential financial effects of key physical hazards, including extreme heat, extreme rainfall and bushfire.

Financial impact methodologies were developed for each material risk by defining the key variables, assumptions and relationships between climate hazards, operational impacts and financial outcomes. The methodology and underlying assumptions were reviewed with relevant internal stakeholders to assess their appropriateness and identify available data sources.

The assessment utilised a combination of:

- Climate scenario data, including projected changes in physical climate hazards under the SSP2-4.5 scenario;
- Asset-level exposure and vulnerability assessments, undertaken using the Acclimatise platform and Regis site data; and
- Operational and financial information provided by Regis through a structured information request process.

Site-specific exposure ratings were developed using climate hazard datasets and geospatial analysis of Regis' property locations. Vulnerability ratings were derived from a portfolio-wide assessment of asset and operational characteristics. Exposure and vulnerability scores were combined to produce climate risk scores for each site and physical hazard across relevant time horizons. Changes in risk scores relative to the financial year ended 30 June 2025 baseline were used as inputs to the financial modelling.

For the purposes of financial quantification, the long-term assessment horizon was set at 2070. While the broader climate risk assessment considered a 2090 time horizon, a 2070 horizon was adopted for financial modelling to reduce estimation uncertainty and improve the reliability and decision-usefulness of the results. The assessment remains subject to significant uncertainty associated with future climate conditions, adaptation responses, technological developments, asset replacement cycles and long-term financial assumptions.

Assumptions

Key assumptions include:

- Proxy data used, including aged care industry award rates rather than Regis actual payroll rates.
- Financial planning assumptions relating to inflation, business growth, workforce expansion/contraction, site acquisitions /relocations/closures and other relevant inputs.
- Modelling is conducted to 2070 and is based on information of Regis assets and operations.
- SSP2 4.5 global warming scenario has been selected for all three climate risks, representing a middle of the road scenario, and aligned to the requirements of the Australian Sustainability Reporting Standards. Under an emissions scenario aligned with SSP2 4.5, assumptions include:
  - Climate projections follow a middle of the road emissions pathway consistent with SSP2 4.5, which assumes moderate fossil fuel use, partial implementation of global climate policies, and intermediate economic growth.
  - Global mean surface air temperature is projected to increase by 2.8–3.5°C, with a best estimate of 2.7°C. (4.5 W/m² by the year 2100).
  - More frequent and severe extreme weather events, higher average temperatures, and increased variability in precipitation patterns.

Estimations

Key estimations include:

- Estimations in inflation, business growth, workforce expansion/contraction, site acquisitions/relocations/closures and other financial planning assumptions.
- Rainfall and flood estimates rely on limited sampling associated with Cyclone Alfred.
- Estimated financial effects based on available asset-level exposure data, asset values, site boundaries, vulnerability scoring and operational records.

Appendix C: Financial Impact Assessment (continued)

Uncertainties
Key uncertainties include:

- Natural variations of the climate system, particularly locally and regionally.
- The actual trajectory of ongoing anthropogenic GHG emissions is unknown.
- Uncertainty around broader climate responses to changes in greenhouse gas concentrations in the atmosphere, often referred to as tipping points.
- Variability in climate model projections and emissions pathways associated with the chosen scenario SSP2 4.5 emissions pathway, a moderate/intermediate scenario consistent with partial implementation of climate policy, which projects a global mean temperature increase of approximately 2.1–3.5°C above pre-industrial levels by 2100 (best estimate ~2.7°C). Climate variables such as temperature, precipitation, and bushfire events were projected based on IPCC-aligned scenarios.
- Changes in regulatory settings or stakeholder expectations.
- Limitations in asset-level exposure data, asset values, site boundaries, vulnerability scoring and operational records.
- The quantification of climate-related risks and opportunities remains subject to uncertainty due to the absence of established, sector-specific methodologies for the aged care sector and limited regulatory direction on AASB S2-aligned quantification approaches. Where estimation was required, conservative assumptions were applied and documented.

Limitations
The following limitations apply to the methodology and outputs of this assessment:

- Several data points required for full quantitative models are not currently monitored within Regis' systems and where available, are not separately identifiable to be linked to distinct climate hazard or risks.
- Where quantitative data was unavailable, conservative assumptions were applied based on external research or industry benchmarks.
- The assessment considered Regis' operational portfolio at the time of assessment; future acquisitions, divestments, closures, relocations or asset changes may affect the applicability of the methodology.
- Climate projections are inherently uncertain, particularly at local and regional scales, and the analysis should be interpreted as indicative of potential risk exposure rather than definitive values.

Climate Report

Directors' Declaration

In accordance with a resolution of the Directors of Regis Healthcare Limited, I state that:

In the opinion of the Directors:

The Group has taken reasonable steps to ensure that the substantive provisions of the Climate Report of the Group for the year ended 30 June 2026 as set out on pages 66 to 88 are in accordance with the Corporations Act 2001, including:

a) complying with Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures and any further requirements determined under section 296C(2) of the Corporations Act 2001; and
b) containing the climate statement disclosures required by section 296D of the Corporations Act 2001.

Made on 24 August 2026 in accordance with a resolution of the Directors pursuant to section 296A(6) of the Corporations Act 2001, as modified by section 1707C(2) of the Corporations Act 2001.

On behalf of the Board

Graham K Hodges
Chair
Melbourne, 24 August 2026

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with confidence

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Auditor's Independence Declaration to the Directors of Regis Healthcare Limited

As lead auditor for the audit of the financial report of Regis Healthcare Limited and for the review of the selective sustainability information in the sustainability report for the financial year ended 30 June 2026, I declare to the best of my knowledge and belief, there have been:

a. No contraventions of the auditor independence requirements of *the Corporations Act 2001* in relation to the audit and review;

b. No contraventions of any applicable code of professional conduct in relation to the audit and review; and

c. No non-audit services provided that contravene any applicable code of professional conduct in relation to the audit and review.

This declaration is in respect of Regis Healthcare Limited and the entities it controlled during the financial year.

Ernst & Young

Paul Gower
Partner
24 August 2026

Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2026

	Note	2026 $'000	2025 $'000
Revenue from services	B1	1,350,600	1,161,288
Other income	B1	188,934	130,912
Total revenue from services and other income		**1,539,534**	**1,292,200**
Expenses			
Staff expenses		(1,055,111)	(889,042)
Resident care expenses		(79,575)	(72,481)
Administration expenses		(40,414)	(33,757)
Occupancy expenses		(61,330)	(56,173)
Depreciation	C3, C4	(56,259)	(49,807)
Profit before income tax and finance costs		**246,845**	**190,940**
Finance costs	D3	(163,133)	(119,503)
Profit before income tax		**83,712**	**71,437**
Income tax expense	B3	(28,026)	(22,486)
Profit for the period		**55,686**	**48,951**
Other comprehensive income			
Items that may be reclassified to profit or loss:			
Other comprehensive income, net of tax for the period		-	-
Total comprehensive income, net of tax for the period		**55,686**	**48,951**
Profit for the period attributable to:			
Equity holders of the parent entity		55,686	**48,951**
Total comprehensive income, net of tax attributable to:			
Equity holders of the parent entity		55,686	**48,951**
Earnings per share (EPS) attributable to equity holders of the parent:		**Cents**	**Cents**
Basic EPS (cents per share)	B4	18.44	16.25
Diluted EPS (cents per share)	B4	18.38	16.11

The accompanying notes form part of the consolidated financial statements.

Consolidated Statement of Financial Position

As at 30 June 2026

	Note	2026 $'000	2025 $'000
Assets			
Cash and cash equivalents	D1	173,773	192,465
Trade and other receivables	C1	23,721	33,109
Other current assets	C2	10,299	14,987
Income tax receivable		9,110	-
Total current assets		**216,903**	**240,561**
Property, plant and equipment	C3	1,565,994	1,304,783
Right-of-use assets	C4	3,557	4,700
Goodwill	C5	673,167	423,242
Investment property	C6	126,822	123,890
Deferred tax assets	B3	10,385	8,122
Total non-current assets		**2,379,925**	**1,864,737**
Total assets		**2,596,828**	**2,105,298**
Liabilities			
Trade payables and other liabilities	C7	107,573	81,991
Lease liabilities	C4	1,276	1,441
Provisions	C8	159,541	145,449
Other financial liabilities	D4	2,328,332	1,875,193
Income tax payable		-	7,050
Total current liabilities		**2,596,722**	**2,111,124**
Lease liabilities	C4	2,711	3,670
Provisions	C8	9,526	7,228
Total non-current liabilities		**12,237**	**10,898**
Total liabilities		**2,608,959**	**2,122,022**
Net assets		**(12,131)**	**(16,724)**
Equity			
Contributed equity	D7	282,334	275,268
Reserves	D9	(101,144)	(94,692)
Accumulated losses		(193,321)	(197,300)
Total equity		**(12,131)**	**(16,724)**

The accompanying notes form part of the consolidated financial statements.

Consolidated Statement of Changes in Equity

For the year ended 30 June 2026

	Issued Capital $'000	Remuneration Reserve $'000	Acquisition Reserve $'000	Accumulated Losses $'000	Total $'000
At 1 July 2024	**274,084**	**6,418**	**(101,497)**	**(201,890)**	**(22,885)**
Net profit for the period	-	-	-	48,951	48,951
Total comprehensive profit for the year	**-**	**-**	**-**	**48,951**	**48,951**
Dividends paid or provided for	-	-	-	(44,361)	(44,361)
Equity settled share-based payments	-	1,571	-	-	1,571
Transfer from remuneration reserve	1,184	(1,184)	-	-	-
Balance as at 30 June 2025	**275,268**	**6,805**	**(101,497)**	**(197,300)**	**(16,724)**
At 1 July 2025	**275,268**	**6,805**	**(101,497)**	**(197,300)**	**(16,724)**
Net profit for the period	-	-	-	55,686	55,686
Total comprehensive profit for the year	**-**	**-**	**-**	**55,686**	**55,686**
Dividends paid or provided for	-	-	-	(51,707)	(51,707)
Equity settled share-based payments	-	614	-	-	614
Transfer from remuneration reserve	7,066	(7,066)	-	-	-
Balance as at 30 June 2026	**282,334**	**353**	**(101,497)**	**(193,321)**	**(12,131)**

The accompanying notes form part of the consolidated financial statements.

Consolidated Statement of Cash Flows

For the year ended 30 June 2026

	Note	2026 $'000	2025 $'000
Cash flows from operating activities			
Receipts from residents and Government subsidies		1,327,443	1,141,483
Government grants received		1,385	5,790
Payments to suppliers and employees		(1,207,509)	(1,025,138)
Finance income		5,989	7,268
Finance costs		(673)	(1,783)
Interest paid on RADs		(6,719)	(5,011)
RAD and accommodation bond inflows		835,404	680,063
RAD and accommodation bond outflows		(584,940)	(484,656)
ILU/ILA entry contribution inflows		8,018	8,660
ILU/ILA entry contribution outflows		(5,999)	(5,061)
Income tax paid		(36,144)	(15,501)
Net cash flows from operating activities	**F2**	**336,255**	**306,114**
Cash flows used in investing activities			
Acquisition of a business/subsidiary, net of cash acquired	E3	(183,082)	(44,793)
Purchase of property, plant and equipment		(142,016)	(86,472)
Capital expenditure (investment property)		(1,022)	(1,585)
Net proceeds from sale of property, plant and equipment		24,704	111
Net cash flows used in investing activities		**(301,416)**	**(132,739)**
Cash flows used in financing activities			
Dividends paid on ordinary shares		(51,707)	(44,360)
Payment of lease liabilities		(1,824)	(1,455)
Net cash flows used in financing activities		**(53,531)**	**(45,815)**
Net increase in cash and cash equivalents		**(18,692)**	**127,560**
Cash at the beginning of the financial period		192,465	64,905
Cash at the end of the financial period	**D1**	**173,773**	**192,465**

The accompanying notes form part of the consolidated financial statements.

Notes to the Consolidated Financial Statements

Section A: Basis of Preparation

This section sets out the basis on which the Group's financial report is prepared. A glossary containing acronyms and defined terms is included in the back of this report.

Regis Healthcare Limited (the 'Company') is a for profit company limited by shares incorporated in Australia whose shares are publicly traded on the Australian Securities Exchange. The Group's principal activity during the year was the provision of residential aged care services. The consolidated financial statements of the Company and its subsidiaries (collectively, the 'Group' or 'Regis') for the year ended 30 June 2026 were authorised for issue in accordance with a resolution of the Directors on 24 August 2026.

A1. Statement of Compliance

The financial report is a general-purpose financial report, which has been prepared in accordance with the requirements of the *Corporations Act* 2001, Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board. The financial report also complies with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board. The financial report has been prepared on a historical cost basis, except for investment property, which has been measured at fair value. The financial report is presented in Australian dollars and all values are rounded to the nearest thousand dollars unless otherwise stated in accordance with Instrument 2016/91 issued by the Australian Securities and Investments Commission.

A2. Going Concern

The Group is in a net current asset deficiency position. This deficiency principally arises due to refundable accommodation deposits ('RADs'), being recorded as current liabilities as required under Australian Accounting Standards. However, in practice, RADs/accommodation bonds that are repaid are generally replaced by RADs from incoming residents in a short timeframe. The Group is also in a net asset deficiency position. This deficiency principally arose due to the amortisation of the Group's operational places, which was fully amortised at 30 June 2024. The Group generated positive cash flows from operating activities of $336,255,000 during the year (2025: $306,114,000). Undrawn syndicated bank facilities of $361,519,000 (refer Note D2) are also available should they need to be drawn. In addition, the Group has the ability to refinance its existing borrowings and raise new external debt if required. Based on the cash flow forecast for the next 12 months, the Group will be able to pay its debts as and when they become due and payable. Accordingly, the financial report has been prepared on a going concern basis.

A3. Key Judgements, Estimates and Assumptions

The preparation of the consolidated financial statements requires management to exercise judgement and make estimates and assumptions in applying the Group's accounting policies which impact amounts reported for assets, liabilities, income and expenses. Actual results may differ from these judgements, estimates and assumptions. Uncertainty about these judgements, estimates and assumptions could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities in future periods. Information about significant areas of estimation uncertainty and critical assumptions are described in the following notes:

- Receivables: assumptions underlying expected credit losses and sale of land (Note C1)
- Property, plant, equipment: useful life and assumptions on recoverable amount assessments (Note C3)
- Goodwill: assumptions underlying recoverable amount and useful life (Note C5)
- Investment property: assumptions underlying the assessment of fair value (Note C6)
- Provisions: assumptions underlying recognition and measurement of provisions (Note C8)
- Business combinations: assumptions underlying the assessment of fair value of assets acquired and liabilities assumed (Note E3)
- Share-based payments: determination of valuation model and assumptions on achievement of target hurdles (Note F3)

A4. Impact of Climate Change on the Financial Statements

The impact of climate change has been considered in preparing the financial statements for the year ended 30 June 2026. Whilst noting the Group's commitment to sustainability, there has not been a material impact on the financial reporting judgements and estimates at 30 June 2026, based on the Group's considerations to date of the impact of climate-related risks and opportunities on its operations, assets and financial performance. Notes C5 and C6 explain how the impacts of climate change have been considered in preparing the financial statements. Please refer to pages 66 - 88 for further details on climate disclosure.

A5. New Standards, Interpretations and Amendments

A number of amendments and interpretations have been applied for the first time in this reporting period but did not have a material impact on the consolidated financial statements of the Group.

Section B: Results for the Year

This section explains the results and performance of the Group.

This section provides additional information about those individual line items in the financial report that the Directors consider most relevant in the context of Regis' operations, including:

- Accounting policies that are relevant for understanding the items recognised in the financial report; and
- Analysis of the results for the period by reference to key areas, including revenue and taxation.

B1. Revenue from Services and Other Income

	2026 $'000	2025 $'000
Revenue from services		
Government funded revenue	991,659	865,720
Resident basic daily fee revenue	183,735	163,572
Other resident revenue	168,164	123,499
Other operating revenue	5,668	6,794
Deferred management fee revenue	1,374	1,703
Total revenue from services	**1,350,600**	**1,161,288**
Other income		
Imputed income on RADs and Bonds	153,486	111,210
Government grants	1,385	4,503
Interest income	6,699	7,268
Gain on disposal of assets held for sale and non-current assets	25,454	3,431
Change in fair value of investment property	1,910	4,500
Total other income	**188,934**	**130,912**
Total revenue from services and other income	**1,539,534**	**1,292,200**

Residential Aged Care and Home Care

The Group recognises revenue from residential aged care and home care services over time as performance obligations are satisfied, which is as the services are rendered, primarily on a daily or monthly basis. Revenue arises from discretionary and non-discretionary services, as agreed in a single contract with the resident. Fees received in advance of residential aged care services performed are recognised as contract liabilities and are included within Trade and Other Payables.

Retirement Living

Revenue arises from deferred management fees, long-term leases and short-term rentals, as agreed in a single contract with the resident. Revenue from deferred management fees is recognised over the expected length of stay of a resident. The expected length of stay of a resident is estimated based on historical tenure data, including industry data. The difference between revenue recognised and contractual deferred management fees earned is recognised as deferred revenue (contract liabilities) within Trade and Other Payables.

Revenue from long-term leases and short-term rentals are recognised on a monthly basis as services are provided.

Nature of Revenue and Cash Flows

Residential aged care and home care revenue is disaggregated based on the nature of funding. Revenue is recognised based on the terms and conditions for discretionary and non-discretionary services agreed in a single contract with the resident or client, which are enforceable primarily on a daily basis.

Section B: Results for the Year

B1. Revenue from Services and Other Income (continued)

Imputed Income on RADs and Bonds

Other income includes imputed income from the provision of accommodation, which is accounted for as a Lease under AASB 16 *Leases*.

For residents that entered care prior to 1 November 2025, under AASB 16 *Leases*, the fair value of non-cash consideration (in the form of an interest-free loan) received from a resident that has elected to pay a RAD is required to be recognised as income (using the Maximum Permissible Interest Rate ("MPIR") on the date of entry into care) and correspondingly, interest expense (Note D3) with no net impact on profit or loss.

Effective 1 November 2025, providers are permitted to retain a portion of eligible RAD balances for residents that entered care from that date. The retention amount is calculated at 2% per annum of the remaining RAD balance on a daily basis for up to five years and is capped at 10% of the RAD balance retained. Retention amounts deducted are not refundable to residents upon departure from care.

For residents that entered care from 1 November 2025, the Group uses the equivalent DAP arrangement as the observable stand-alone selling price for determining the total consideration attributable to accommodation services (i.e. imputed income). The retention amount is recognised as a reduction in the RAD liability (as described in Note D4), adjusting the effective interest rate applied to the liability (i.e. interest expense). The difference between imputed income (Note B1) and interest expense (Note D3) results in a net benefit to profit or loss that is equivalent to the retention amount for the period.

Change in Fair Value of Investment Property

The change in fair value of investment property of $1,910,000 (2025: $4,500,000) represents the non-cash revaluation gain associated with the Group's retirement living property portfolio, as assessed by an independent valuer.

Government Grants

Government grants which are monetary in nature are recognised when the Group has reasonable assurance that all conditions attached to the grant will be met and the grant will be received. The monetary grant is recognised at an amount equivalent to what will be received. These amounts are considered as other income.

Key judgement, estimate and assumption: Interest rate applicable to RADs and Bonds

The Group has determined the use of the Maximum Permissible Interest Rate ('MPIR') as the interest rate to be used in the calculation of the imputed income on RADs and Bonds. The MPIR is a rate set by the Australian Government and is used to calculate the Daily Accommodation Payment ('DAP') to applicable residents.

Section B: Results for the Year

B1. Revenue from Services and Other Income (continued)

Summary of sources of revenue

Source of Revenue	Description	Type of Services
Government funded	Government funded revenue reflects the Group's entitlement to revenue from the Australian Government based upon the specific care and accommodation needs of individual residents. Revenue funded by the Australian Government is derived under the Group's contracts with customers. Australian Government funded revenue comprises basic subsidy amounts calculated in accordance with the Australian National Aged Care Classification ('AN-ACC') funding model, accommodation supplements, funding for short-term respite residents and other Government income. Revenue is recognised over time as services are provided. Funding claims are submitted / updated daily, and the Australian Government funded revenue is usually received in advance at the commencement of the month of services being performed for residential aged care. For home care, Government funded revenue is received in arrears. Effective 1 April 2026, a Care Minutes Supplement ("CMS") applies to non-specialised residential aged care homes located in metropolitan (Modified Monash 1) areas. The CMS funding rate is based on the amount of care minutes and RN minutes delivered to residents two quarters earlier. The CMS funding is recognised over time as services are provided.	Residential aged care and home care
Resident basic daily fees	Residents are charged a basic daily fee as a contribution to the provision of daily living expenses. The quantum of resident basic daily fees is regulated by the Australian Government and typically increases in March and September each year. Resident basic daily fee revenue is recognised over time as services are provided. Residents are invoiced on a monthly basis and cash is usually received within 30 days from invoice date.	Residential aged care
Other resident revenue	Other resident revenue represents other fees charged to residents in respect of care and accommodation services and includes means tested care fees (replaced by Non-Clinical Care Contribution from 1 November 2025), Daily Accommodation Payment ('DAP') / Daily Accommodation Contribution ('DAC') revenue, additional services (replaced by Higher Everyday Living Fee (HELF) from 1 November 2025) revenue and other income. Other resident revenue is recognised over time as services are provided. Residents are invoiced on a monthly basis and cash is usually received within 30 days from invoice date.	Residential aged care
Other operating revenue	Other operating revenue comprises fees charged to retirement living unit residents, home care clients and other sundry revenue. Revenue is recognised over time as services are provided. Residents are typically invoiced on a monthly basis and cash is usually received within 30 days from invoice date.	Residential aged care, home care and retirement living
Deferred management fees ('DMF')	DMF revenue represents a fee that is contractually deducted from the ingoing contribution that is paid back to a resident upon exit from a retirement village. DMF revenue is recognised over the expected length of stay of a resident.	Retirement living

Section B: Results for the Year

B2. Segment Information

The Group operates predominantly in the residential aged care sector and also provides home care and retirement living services in Australia. Operating segments are reported in a manner consistent with the internal reporting to the Managing Director and Chief Executive Officer (the chief operating decision maker ('CODM')) who is responsible for allocating resources and assessing performance of the operating segments.

Segment performance is measured by EBITDA excluding one-off items ('Underlying EBITDA')[17]. Underlying EBITDA represents a non-IFRS earnings measure. A reconciliation of profit before income tax to Underlying EBITDA is set out below:

For the year ended	2026 $'000	2025 $'000
Profit before income tax	**83,712**	**71,437**
Add back/(deduct):		
Imputed income on RADs[18]	(153,486)	(111,210)
Imputed interest charge on RADs[18]	152,142	111,210
RAD retention[18]	1,344	-
Right-of-use assets depreciation[18]	1,488	1,275
Interest expense on lease liabilities[18]	329	307
Operating lease expense	(1,824)	(1,455)
Profit before income tax pre AASB 16 *Leases*	**83,705**	**71,564**
Depreciation (excluding right-of-use assets)	54,771	48,532
Other finance costs	10,662	7,986
Finance income	(6,699)	(7,268)
Reported EBITDA	142,439	**120,814**
One-off items:		
Government grants (net of costs)	-	(1,715)
Fair value gain on investment property	(1,910)	(4,500)
Net gain on disposal of assets held for sale and non-current assets	(25,454)	(3,431)
Acquisition and integration expenses - primarily landholder and stamp duty costs[19]	13,705	4,859
Write-off of property, plant and equipment	-	4,361
Increase in employee entitlements due to FWC's Work Value Case (Stage 3 increase)[20]	2,513	2,710
Professional services costs incurred in relation to employee entitlements underpayments program of work	2,400	1,477
Investment in information technology systems	4,324	1,248
Total one-off items	**(4,422)**	**5,009**
Underlying EBITDA	**138,017**	**125,823**

Revenue from one source, being the Australian Government, constitutes or provides greater than 10 per cent of total revenues received. The amount of revenue recognised from the Australian Government is $991,659,000 (30 June 2025: $865,720,000), being revenue as described in Note B1.

17 Underlying earnings before interest, tax, depreciation and amortisation ('Underlying EBITDA'), which excludes imputed income on RADs of $153,486,000 (30 June 2025: $111,210,000) and one-off items, but includes RAD retention of $1,344,000 (30 June 2025: $Nil) and operating lease expense of $1,824,000 (30 June 2025: $1,455,000), is reported in order to provide shareholders with a greater understanding of financial performance.

18 In accordance with AASB 16 *Leases*, profit before income tax for the financial year ended 30 June 2026 includes income on RADs of $153,486,000 (30 June 2025: $111,210,000) and, correspondingly, finance costs of $152,142,000 (30 June 2025: $111,210,000). The difference between imputed income and expense on RADs of $1,344,000 represents RAD retention, is recognised in other income as imputed interest revenue and a reduction to imputed interest expense (as described in Note B1). RAD retention is included in Underlying EBITDA on the basis that it represents an operating benefit derived from accommodation services provided to residents. The Group also recognised depreciation in relation to right-of-use assets and interest costs totalling $1,488,000 (30 June 2025: $1,275,000) and $329,000 (30 June 2025: $307,000) respectively. Prior to the introduction of AASB 16 *Leases*, the Group would have recognised an operating lease expense of $1,824,000 (30 June 2025: $1,455,000).

19 Primarily comprises $10,147,000 of landholder and stamp duty costs (non-tax deductible) incurred for the acquisition of Rockpool and OC Health, as well as other acquisition and integration related expenses.

20 Represents expense recognised for increased leave entitlements resulting from the FWC's decision to increase modern award wage rates (Work Value Case Stage 3 increases) from 1 March 2025 and 1 October 2025. The Government grant funds approximately 25% of the uplift to employee entitlements.

Section B: Results for the Year

B3. Income Tax

Reconciliation of the Group's applicable Tax Rate to the Effective Tax Rate

	2026 $'000	2025 $'000
Profit before income tax	83,712	71,437
At Australia's corporate tax rate of 30% (2025:30%) - tax expense	(25,114)	(21,431)
Adjustments with respect to current income tax of previous years	-	134
Adjustments in respect of previous-year share based payment	(330)	-
Other non-assessable income/non-deductible expenses	(3,701)	(1,354)
Net change in share based payments reserve	1,119	165
Income tax expense reported in the statement of profit or loss	**(28,026)**	**(22,486)**

Current income tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date. Current income tax relating to items recognised in other comprehensive income or directly in equity is also recognised in other comprehensive income or directly in equity and not in profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Major Components of Income Tax Benefits

	2026 $'000	2025 $'000
Current income tax expense	(19,986)	(24,724)
Adjustments with respect to current tax expense of previous years	-	134
Deferred tax (expense)/benefit	(8,040)	2,104
Income tax expense reported in profit or loss	**(28,026)**	**(22,486)**

Section B: Results for the Year

B3. Income Tax (continued)

Major Components of Deferred Tax

	Statement of financial position		Arising from business combinations (refer Note E3)	Statement of profit or loss	
	2’026 $’000	2025 $’000	$’000	2026 $’000	2025 $’000
Deferred tax liabilities					
Property, plant and equipment	(28,950)	(26,908)	7,570	(9,612)	(2,155)
Investment property	(13,482)	(12,584)	-	(898)	(1,674)
Independent living unit and apartment entry contributions	(3,778)	(3,551)	-	(226)	(132)
Deferred tax assets					
Employee benefits	45,893	38,434	1,727	5,732	6,057
Provisions	9,922	11,106	8	(1,192)	2,362
Deferred revenue	154	154	-	-	-
Utilisation of carried forward tax losses	-	-	-	-	(2,340)
Other	626	1,471	-	(1,844)	(14)
Net deferred tax assets	**10,385**	**8,122**	**9,305**		
Deferred tax (expense)/benefit				**(8,040)**	**2,104**

Deferred tax

Deferred tax is measured at the tax rates and laws that are enacted or substantively enacted at the reporting date and are expected to apply to the year when the asset is realised or the liability is settled.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilised.

Deferred tax liabilities are recognised for taxable temporary differences. Deferred tax assets are recognised for deductible temporary differences, carried forward unused tax assets and unused tax losses only if it is probable that taxable profit will be available to utilise them.

Deferred tax relating to items recognised in other comprehensive income or directly in equity is also recognised in other comprehensive income or directly in equity.

The group is subject only to Australian tax legislation.

Tax consolidation

In 2007, for the purpose of income taxation, Regis Healthcare Limited and its 100% owned subsidiaries formed a tax consolidated group. The entities in the tax group have entered into a tax sharing agreement to limit the joint and several tax liability of 100% owned subsidiaries in the event of a default by the head entity, Regis Healthcare Limited. The tax consolidated group has applied the “Separate Taxpayer within Group” approach in determining the appropriate amount of current taxes and deferred taxes to allocate to members of the tax consolidated group. Entities within the tax consolidated group have entered into a tax funding arrangement with the head entity.

Under the terms of the tax funding arrangement, Regis Healthcare Limited and each of the entities in the tax consolidated group have agreed to pay a tax equivalent payment to, or from, the head entity, based on the current tax liability or current tax asset of the entity. Amounts are reflected in amounts receivable from, or payable to, other entities in the tax consolidated group.

B4. Earnings Per Share (EPS)

	2026	2025
EPS for profit attributable to the ordinary equity holders of Regis Healthcare Limited		
Profit for the period from continuing operations ($'000)	55,686	48,951
Weighted average number of ordinary shares for basic EPS (shares, thousands)	302,062	301,202
Adjustment for effect of share-based payment arrangements (shares, thousands)	842	2,629
Weighted average number of ordinary shares for diluted EPS (shares, thousands)	302,904	303,831
Basic earnings per share (cents per share)	**18.44**	**16.25**
Diluted earnings per share (cents per share)	**18.38**	**16.11**

Calculation methodology

EPS is the profit after tax (from continuing operations) attributable to ordinary equity holders of Regis Healthcare Limited, divided by the weighted average number of ordinary shares outstanding during the year.

Diluted EPS is calculated on the same basis except that it includes the impact of any potential commitments the Group has to issue shares in the future, unless these would be anti-dilutive.

Between the reporting date and the issue date of the 30 June 2026 Financial Report, there have been no transactions involving ordinary shares or potential ordinary shares that would impact the calculation of EPS disclosed in the table above.

Section C: Operating Assets and Liabilities

This section explains the Group's operating assets used to generate the Group's trading performance and the liabilities incurred as a result.

C1. Trade and Other Receivables

	2026 $'000	2025 $'000
Trade receivables	25,844	22,401
Allowance for impairment loss	(2,675)	(2,472)
Other receivables	552	13,180
Total trade and other receivables	**23,721**	**33,109**

The movement in the allowance for impairment loss in respect of trade receivables during the year was as follows:		
Opening balance	2,472	2,280
Amounts written-off	(868)	(456)
Arising from business combinations	-	14
Net remeasurement of loss allowance	1,071	634
Closing balance	**2,675**	**2,472**

Receivables and expected credit loss

Receivables are recognised at their transaction price and subsequently measured at amortised cost using the effective interest rate method less any allowance under the expected credit loss ('ECL') model. Regis applies the simplified approach to the ECL calculation used for trade receivables, lease receivables and contract assets, and measures the ECL allowance at an amount equal to lifetime ECL. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the receivables and the economic environment. A write-off of a financial asset is recognised when the Group has no reasonable expectations of recovering the contractual cash flows of a financial asset in its entirety or a portion thereof.

Key judgement, estimate and assumption: Expected credit loss

The Group determined that the risk characteristics of its customers were not significantly impacted by higher inflation and interest rates. The Group observed there to be no significant change in customer payment patterns and performance due to the impact of these factors that would materially impact the ability to collect outstanding trade receivable balances.

The Group considers a financial asset in default when contractual payments are 365 days past due.

Section C: Operating Assets and Liabilities

C1. Trade and Other Receivables (continued)

Set out below is information about the credit risk exposure on the Group's trade receivables using a provision matrix. The provision excludes trade receivables from the Australian Government which is considered of low credit risk:

	Total	0-30 Days	31-60 Days	61-90 Days	91-150 Days	151-365 Days	>365 Days
At 30 June 2026							
Gross carrying amount at 30 June 2026 ($'000)	14,999	4,684	853	1,656	3,238	1,725	2,843
Expected credit loss rate (%)		0.0%	0.0%	0.0%	0.0%	0.2%	100%
Expected credit loss ($'000)	2,847	-	-	-	-	4	2,843
At 30 June 2025							
Gross carrying amount at 30 June 2025 ($'000)	11,224	3,937	831	1,263	788	2,252	2,153
Expected credit loss rate (%)		0.0%	0.0%	0.0%	0.0%	0.2%	100%
Expected credit loss ($'000)	2,157	-	-	-	-	4	2,153

C2. Other Current Assets

	2026 $'000	2025 $'000
Prepayments	10,299	11,204
Goods and Services Tax (GST) receivable	-	3,783
Total other current assets	**10,299**	**14,987**

Section C: Operating Assets and Liabilities

C3. Property, Plant and Equipment

	Land & buildings $'000	Plant & equipment $'000	Motor vehicles $'000	Fixtures & fittings $'000	Leasehold improvements $'000	Capital work in progress $'000	Total $'000
At 30 June 2026							
Cost	1,454,801	421,843	592	133,263	37	89,606	2,100,142
Accumulated depreciation	(215,373)	(259,771)	(514)	(58,466)	(24)	-	(534,148)
Net carrying amount	**1,239,428**	**162,072**	**78**	**74,797**	**13**	**89,606**	**1,565,994**
Carrying amount at 1 July 2025	1,042,564	157,337	142	58,119	14	46,607	1,304,783
Additions	56,871	23,028	-	2,390	-	70,712	153,001
Acquired as part of business combinations (refer Note E3)	165,175	6,468	-	1,897	-	-	173,540
Transfers from work in progress	3,434	2,319	-	21,881	-	(27,634)	-
Write-off	-	-	-	-	-	(7)	(7)
Disposals	(6,879)	(1,912)	(42)	(1,647)	-	(72)	(10,552)
Depreciation expense*	(21,737)	(25,168)	(22)	(7,843)	(1)	-	(54,771)
Carrying amount at 30 June 2026	**1,239,428**	**162,072**	**78**	**74,797**	**13**	**89,606**	**1,565,994**
At 30 June 2025							
Cost	1,237,777	392,808	857	109,137	37	46,607	1,787,223
Accumulated depreciation	(195,213)	(235,471)	(715)	(51,018)	(23)	-	(482,440)
Net carrying amount	**1,042,564**	**157,337**	**142**	**58,119**	**14**	**46,607**	**1,304,783**
Carrying amount at 1 July 2024	950,526	153,533	113	57,160	15	59,739	1,221,086
Additions	13,019	24,983	57	3,698	-	44,875	86,632
Acquired as part of business combinations (refer Note E3)	47,900	1,881	2	175	-	-	49,958
Transfers from work in progress	50,863	2,568	-	4,379	-	(57,810)	-
Write-off	(1,186)	(2,317)	-	(661)	-	(197)	(4,361)
Depreciation expense*	(18,558)	(23,311)	(30)	(6,632)	(1)	-	(48,532)
Carrying amount at 30 June 2025	**1,042,564**	**157,337**	**142**	**58,119**	**14**	**46,607**	**1,304,783**

* Excludes depreciation charge of $1,488,000 (2025: $1,275,000) in relation to right-of-use assets (refer Note C4).

Section C: Operating Assets and Liabilities

C3. Property, Plant and Equipment (continued)

Land and buildings relate to the Group's portfolio of 72 residential aged care homes in Australia. From time to time, the Directors obtain independent market value assessments of the Group's residential aged care homes and associated land and buildings for the purposes of its banking arrangements and property portfolio management activities. These market value assessments indicate that the current value of those land and buildings subject to valuations exceeds their carrying value at 30 June 2026. These valuations have not been subject to audit by the Group's external auditor. In accordance with the Group's accounting policy, land and buildings are recorded at historical cost less accumulated depreciation and any recognised impairment.

Property, plant and equipment

Property, plant and equipment is carried at cost less accumulated depreciation and any recognised impairment. Cost comprises of expenditure that is directly attributable to the acquisition of the item and subsequent costs incurred that are eligible for capitalisation. Repairs and maintenance costs are charged to profit or loss during the period in which they are incurred.

Depreciation is calculated on a straight-line basis over the estimated useful life of the asset as follows:

- Buildings: 40 years
- Plant and equipment: 5-20 years
- Motor vehicles: 4-8 years
- Fixtures and fittings: 3-10 years
- Leasehold improvements: 3-5 years

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year-end and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the item) is included in the profit or loss when the item is derecognised.

Property, plant and equipment is tested for impairment at the cash generating unit ('CGU') level.

Where there is an indication that an asset or CGU to which an asset belongs may be impaired (which is assessed at least at each reporting date) an impairment test is performed by comparing the recoverable amount of a CGU against its carrying amount as described in Note C5.

No indicators of impairment were identified for property, plant and equipment for the year ended 30 June 2026.

Assets under construction

Property, plant and equipment under construction is included within 'capital work in progress'. Capital expenditure incurred in the course of development activities are carried at cost, less any recognised impairment loss. Cost includes construction costs, professional fees, internal wage expenses directly attributable to the development activities and, for qualifying assets borrowing costs capitalised in accordance with the Group's accounting policy (refer Note D3). Upon completion, the asset is reclassified as land and buildings, plant and equipment, or fixtures and fittings as applicable. During the year, the Group completed refurbishments of various homes. Such projects are short-term in nature. On completion, the cost of the asset is classified within plant and equipment or fixtures and fittings.

Section C: Operating Assets and Liabilities

C4. Leases

(a) Regis as lessee

Amounts recognised in the consolidated statement of financial position

	2026 $'000	2025 $'000
Right-of-use assets		
Property leases	1,213	1,930
Plant and equipment and motor vehicles	2,344	2,770
Total right-of-use assets	**3,557**	**4,700**
Lease liabilities		
Lease liabilities - current	1,276	1,441
Lease liabilities - non-current	2,711	3,670
Total lease liabilities	**3,987**	**5,111**

Additions to the right-of-use assets amounted to $382,000 during the year (2025: $2,457,000).

Amounts recognised in the statement of profit or loss and other comprehensive income

	2026 $'000	2025 $'000
Depreciation expense of right-of-use assets		
Property leases	715	710
Plant and equipment and motor vehicles	773	565
Total depreciation expense of right-of-use assets	**1,488**	**1,275**
Total interest expense relating to leases (included in finance costs)	**329**	**307**

Total cash outflow for leases for the year was $1,824,000 (2025: $1,455,000).

Right-of-use assets

The Group recognises right-of-use assets at commencement date of lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The cost of right-of-use assets includes the amount of the initial measurement of the lease liability and any lease payments made at or before the commencement date less any lease incentives received, any initial direct costs and restoration cost. Unless the Group is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight-line basis over the shorter of estimated useful life and the lease term.

The lease term is the non-cancellable period of a lease together with the lease period under reasonably certain extension options and periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option.

Each right-of-use asset is depreciated on a straight-line basis over the shorter of the lease term and the useful life of the underlying asset. The Group's right-of-use assets relate to office premises and are depreciated over 5 years.

Regis tests right-of-use assets for impairment where there is an indicator that the asset may be impaired in accordance with impairment testing detailed at Note C5.

C4. Leases (continued)

Lease liabilities

Lease liabilities are initially measured at the present value of lease payments to be made over the lease term discounted using the interest rate implicit in the lease. If that cannot be determined, Regis' incremental borrowing rate is used.

Lease payments used in calculating the liability include:

- Fixed payments (including in-substance fixed payments) less any lease incentives receivable
- Variable lease payments that depend on an index or a rate at commencement date
- Lease payments to be made under options for extension which are reasonably certain to be exercised
- Payments of penalties for terminating a lease, if the lease term reflects Regis exercising that option
- Amounts expected to be paid under residual value guarantees

Lease liabilities are subsequently measured by increasing the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect the lease payments made, and re-measuring the carrying amount to reflect any reassessment or lease modifications. Interest on the lease liability and any variable lease payments not included in the measurement of the lease liability are recognised as an expense in the period which the event or condition that triggers the payment occurs.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Payments associated with lease terms of 12 months or less and leases of low value assets are recognised in profit or loss when the expense is incurred.

Key judgement, estimate and assumption: lease term and incremental borrowing rate

Lease term

The term of each lease is based on the non-cancellable lease term unless management was 'reasonably certain' to exercise options to extend the lease. The Group has lease contracts that include extension options. These options are negotiated to provide flexibility in managing the Group's business needs. Management exercises significant judgement in determining whether these extension and termination options are reasonably certain to be exercised such as the cost of relocation and has included such options within the lease term.

Incremental borrowing rate

The Group uses an incremental borrowing rate ('IBR') if the interest rate implicit in the lease is not readily determinable. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR reflects what the Group would have to pay, which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the IBR using observable inputs, such as market interest rates, when available and is required to make certain estimates specific to the Group such as a subsidiary's stand-alone credit rating.

(b) Regis as lessor

Contracts with residents contain provisions for accommodation, use of common areas for provision of care and other services. The Group's contractual arrangements relating to the provision of residential aged care and retirement living accommodation are leases pursuant to AASB 16 *Leases*, being the exclusive right to the use of a room/unit by a resident.

For residential aged care accommodation arrangements where the resident has elected to pay a RAD or accommodation bond, the Group receives a financing benefit, in the form of an interest-free loan. Under AASB 16 *Leases*, the fair value of this non-cash consideration is required to be recognised as imputed income as disclosed in Note B1 and, correspondingly, interest expense as disclosed in Note D3. The difference between imputed income and interest expense results in a net benefit to profit or loss equivalent to the retention amount for the period for residents that entered care from 1 November 2025.

Section C: Operating Assets and Liabilities

C5. Goodwill

	Total $'000
At 30 June 2026	
Cost	695,402
Accumulated depreciation and impairment	(22,235)
Net carrying amount	**673,167**
Carrying amount at 1 July 2025	423,242
Additions (refer Note E3)	249,925
Carrying amount at 30 June 2026	**673,167**

	Total $'000
At 30 June 2025	
Cost	445,477
Accumulated depreciation and impairment	(22,235)
Net carrying amount	**423,242**
Carrying amount at 1 July 2024	363,338
Additions (refer Note E3)	59,904
Carrying amount at 30 June 2025	**423,242**

Goodwill

Goodwill represents the excess of the cost of an acquisition over the fair value of the net identifiable assets of the acquiree at the date of acquisition.

Goodwill, that has an indefinite life, is not subject to amortisation and is tested annually for impairment or more frequently if events or changes in circumstances indicate that it may be impaired. Impairment losses relating to goodwill cannot be reversed in future periods. Impairment testing is performed as described in the 'Impairment Testing of Goodwill' section below.

Impairment Testing of Goodwill

In accordance with Australian Accounting Standards, the Group tests property, plant and equipment, right of use assets and goodwill for impairment to ensure they are not carried above their recoverable amounts:

- At least annually for goodwill
- Where there is an indication that assets may be impaired (which is assessed at least at each reporting date).

For the purposes of assessing impairment, goodwill is allocated to cash-generating units ("CGUs') or the groups of CGUs that are expected to benefit from these assets. Goodwill is allocated entirely to the residential aged care operating segment for the purposes of impairment testing.

Regis performs impairment testing of goodwill annually and when indicators of impairment exist by comparing the recoverable amount of the CGU against its carrying value. An impairment loss is recognised for the amount by which the CGU's carrying amount exceeds its recoverable amount. Recoverable amount is the higher of the CGU's fair value less costs of disposal and value-in-use. The carrying value of the CGU is determined on a basis consistent with the way the recoverable amount of the CGU is determined. The carrying value of the CGU represents those assets and liabilities that can be directly attributed or allocated on a reasonable and consistent basis.

Impact of Climate-Related Events on Recoverable Amount

Climate change may affect non-current asset impairment considerations through adverse climate conditions and events, such as floods and bushfires, that may cause damage and/or result in reduced demand in affected areas. In addition, building design standards to enhance resilience coupled with the transition to a lower carbon economy may lead to increased build, maintenance and operating costs. Consideration has been given to the potential financial impacts of these factors on the carrying value of goodwill and other non-current assets through a qualitative review of Regis' climate change risk assessment. The review did not identify any material financial reporting impacts. Notwithstanding, when calculating the 'value-in-use' valuation of an asset or CGU, future forecast cash flows incorporate capital expenditure associated with the Group's current sustainability plans and activities.

Section C: Operating Assets and Liabilities

C5. Goodwill (continued)

Key judgement, estimate and assumption: Recoverable amount

The assessment of the recoverable amount of goodwill involves significant areas of estimation and judgement by management. These judgements relate to the level of future Australian Government funding and market conditions including occupancy levels. The key assumptions considered by management are detailed below.

The recoverable amount of a CGU is determined on a value-in-use calculation basis using discounted cash flow projections from financial forecasts approved by management covering a five-year period, after which a terminal value is applied, based on management's view of the longer-term growth profile of the business. The recoverable amount used to test the carrying amount is based on forward-looking assumptions which are uncertain. This incorporated consideration of the changes to the Australian National Aged Care Classification (AN-ACC) funding model, mandated care minute requirements, and accommodation pricing (including RAD intention), which presents uncertainty in relation to the future profitability of the business.

The key assumptions include:

Assumption	Description
Discount rate	The discount rate (post-tax) of 10.6% (2025: 9.9%) applied to the cash flows for the CGU represents the current market assessment of the risk specific to the CGU, taking into consideration the time value of money and the individual risks of the underlying assets that have not been incorporated into the cash flow estimates. Further changes to the discount rate may be necessary in the future to reflect changing risks of the CGU and changes in the weighted average cost of capital.
Long-term growth rate and occupancy rate	The long-term growth rate of 2.0% (2025: 2.0%) reflects an assessment of inflation and perpetual growth using economic data. The occupancy rate remains relatively stable over the longer-term.
Net RAD and accommodation bond cash flow	Based on internal expectations in relation to potential RAD movements and adjusted accordingly considering the average value of RADs received.

Impairment Testing

Based on results of impairment testing, no impairment of goodwill has been recognised in the current year. No impairment of goodwill was recognised in the prior year.

C6. Investment Property

Investment property relates to interests in operating retirement villages (comprising independent living units and apartments) and retirement village development sites held to earn revenue and capital appreciation over time.

	2026 $'000	2025 $'000
Carrying amount at beginning of financial year	123,890	117,805
Additions due to capital expenditure	1,022	1,585
Change in fair value of operating investment properties (i)	1,910	4,500
Carrying amount at the end of the financial year	**126,822**	**123,890**

(i) The change in fair value of the operating investment properties relates to the retirement living operations in Queensland, Victoria and Tasmania.

C6. Investment Property (continued)

Investment property

Investment property is initially measured at cost, including transaction costs and subsequently at fair value with any change therein recognised in the statement of profit or loss. In addition, the tax base of the investment property is measured on the assumption that the carrying amount of investment property will be recovered entirely through sale, rather than through use.

Fair value measurement, valuation techniques and inputs

Operating investment properties

Fair value of operating retirement villages has been determined by independent appraisers by using a discounted cash flow valuation methodology. These valuations are based on projected cash flows using resident contracts and current available market data for similar retirement units / properties.

Investment property development sites

Development sites contain vacant land and are valued on the basis of vacant possession for redevelopment.

Fair value has been determined based on external valuations performed by an independent appraiser with a recognised professional qualification and recent experience in the location and category of property being valued. Fair value of development sites was determined with regard to recent market transactions of similar properties in similar locations to the Group's development sites and discounted cash flows. Fair value varies depending on location and current market conditions. For any investment property under construction whereby the Group cannot reliably measure the property's fair value, the Group recognises that investment property under construction at cost until either its fair value becomes reliably measurable or construction is completed (whichever is earlier).

As part of the valuation process for an investment property, the Group has considered the impact of environmental, social and governance factors. Independent valuations prepared to assess the fair value of the Group's investment properties are conducted in accordance with the guidelines and valuation principles as set by the Australian Property Institute (API) and the International Valuation Standards Council (IVSC). In assessing the implications of sustainability in property valuations under the API and IVSC valuation standards, consideration is given to environmental factors that can or do impact on the valuation of an asset.

Key judgement, estimate and assumption: Investment property valuation assumptions

Investment property valuations are subject to key market-based assumptions including discount rates, the current market value of residential units and the growth in those values over time. Given the volatility in markets and the lack of certainty around economic recovery, it is possible there will be movements in these key inputs after 30 June 2026. Demand may also be positively or negatively impacted by potential residents' perceptions of the advantages and disadvantages of living in a retirement community at this time.

To illustrate the exposure of the carrying amount of investment properties at 30 June 2026 to further fair value movements as a result of changes in the economic environment, a sensitivity analysis of fair value has been prepared for the key value drivers, as disclosed in the table below.

While it is unlikely that these drivers would move in isolation, these sensitivities have been performed independently to illustrate the impact each individual driver has on the fair value. These assumptions do not represent management's estimate at 30 June 2026.

Investment property is classified as Level 3 in the fair value hierarchy as defined at Note D6.

Section C: Operating Assets and Liabilities

C6. Investment Property (continued)

The following significant unobservable inputs are used to measure the fair value of the investment properties:

Operating investment properties

Inputs used to measure fair value	30 June 2026	Sensitivity
Discount rate	13.5% - 14.5%	Increasing / decreasing the discount rates by 50 basis points would decrease / increase fair value by $1,263,000 and $1,379,000 respectively.
Property price growth rates - medium term	3% - 4%	Increasing / decreasing the property price growth rates by 50 basis points would increase / decrease fair value by $2,834,000 and $2,631,000 respectively.
Property price growth rates - longer term	3% - 4%	

Investment property development sites

Inputs used to measure fair value	30 June 2026	Sensitivity
Discount rate	10%	Increasing / decreasing the discount rate by 50 basis points would decrease / increase fair value by $1,391,000 and $1,449,000 respectively.
Average tenure of residents	8 years	Increasing / decreasing the average tenure period by 6 months would decrease / increase fair value by $1,817,000 and $1,906,000 respectively.

Impact of climate-related events on property valuations

Climate change may affect Regis' investment property values through adverse weather conditions that may cause damage, lost income, and/or reduced useful lives at affected properties and by increased regulation requiring enhanced building and design standards to minimise the impact on the environment, both during construction and throughout their operating life.

C7. Trade Payables and Other Liabilities

	2026 $'000	2025 $'000
Trade payables	7,943	10,733
Other payables	95,991	69,538
Deferred revenue	3,639	1,720
Total trade payables and other liabilities	**107,573**	**81,991**

Trade payables and other payables

Liabilities for trade and other payables are recognised initially at fair value less transaction costs and are subsequently carried at amortised cost. All amounts are non-interest bearing and have an average term of 30 days.

Deferred revenue and fees received in advance

Deferred revenue includes deferred management fees and are expected to be recognised as revenues over a period of 1 to 8 years. Decreases in these balances generally represent the recognition of revenues. Increases in the balance for deferred management fees generally represent deferred management fees contractually accruing.

Deferred revenue and fees received in advance are contract liabilities.

Fees received in advance are expected to be recognised as revenue within one year. Decreases in this balance represent the recognition of revenues and increases represent fees received through Australian Government and resident funding.

Revenue recognised from amounts included in contract liabilities at the beginning of the financial year was $1,374,000 (2025: $1,703,000).

The carrying amount of payables at balance date approximates their fair value.

Section C: Operating Assets and Liabilities

C8. Provisions

	2026 $'000	2025 $'000
Current		
Employee entitlements	146,651	124,696
Other provisions	12,890	20,753
Total current provisions	**159,541**	**145,449**
Non-Current		
Employee entitlements	9,526	7,228
Total non-current provisions	**9,526**	**7,228**

The current provision for employee entitlements includes annual leave entitlements, which are presented as current although the Group does not expect to settle the full amount within the next 12 months.

Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where the Group expects some or all of a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is recognised in profit or loss net of any reimbursement.

Annual leave, long service leave and other employee entitlements

Provisions are recognised for annual leave, long service leave and long-term incentives.

For employee benefits expected to be paid within twelve months, the liability is measured at the amount expected to be paid. The liability expected to be paid after twelve months is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. The liability that has vested at the reporting date is included in the current provision for employee entitlements. The liability that has not vested at the reporting date is included in the non-current provision for employee entitlements.

The current provision for employee entitlements includes annual leave entitlements, which are presented as current although the Group does not expect to settle the full amount within the next 12 months. The amount of annual leave that is not expected to be settled within the next 12 months is $30,785,000 (30 June 2025: $25,428,000).

Employee Entitlement Underpayments

Regis announced to the ASX on 9 August 2021 that it had identified potential underpayments of employee entitlements to certain current and former employees under its enterprise agreements.

These payment shortfalls have mainly arisen as a result of the complexity of employee entitlements due under various enterprise agreements. This has led to incorrect payments to a number of employees. Regis assesses the estimated cost of remediation of any potential underpayments across the Group at each reporting date.

Since the commencement of the remediation process, Regis has made remediation payments of $40,522,000 to 30 June 2026. Due to the complexity involved in determining the amount and timing of final remediation costs, Regis continues to engage with its external advisors and regulatory authorities, including the Fair Work Ombudsman. The remediation payment process is ongoing and will continue through the 2027 financial year. A provision of $12,890,000 is recorded within Other Provisions (current) as at 30 June 2026 (30 June 2025: $20,753,000).

Key judgement, estimate and assumption: Employee entitlements underpayments provision

Estimating the provision for remediation of the potential employee entitlement underpayments requires the legal interpretation of certain complex enterprise agreement clauses that vary across the states and territories of Australia, and the application of these to a large volume of employee data. Based on advice from external advisors, the Group has exercised significant judgement in determining how these matters are dealt with in estimating the provision at 30 June 2026.

Section D: Capital Structure and Financing

This section outlines how Regis manages its capital structure and related financing costs, including its balance sheet liquidity and access to capital markets.

The Board determines the appropriate capital structure of Regis; specifically, how much is raised from securityholders (equity) and how much is borrowed from financial institutions and capital markets (debt), in order to finance Regis' activities both now and in the future. The Board considers Regis' capital structure and its dividend and distribution policy at least twice a year ahead of announcing results, in the context of its ability to continue as a going concern, to execute the strategy and to deliver its business plan.

D1. Cash and Cash Equivalents

	2026 $'000	2025 $'000
Reconciliation of cash and cash equivalents		
Cash at bank	173,632	192,333
Cash on hand	141	132
Total cash and cash equivalents	**173,773**	**192,465**

Cash and cash equivalents

Cash and cash equivalents in the consolidated statement of financial position comprise cash at bank, cash on hand and short-term deposits with an original maturity of three months or less. For the purposes of the consolidated statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts.

The weighted average effective interest rate applicable to cash and cash equivalents for the year was 4.21% (2025: 4.04%).

D2. Interest-Bearing Loans and Borrowings

Bank Facilities

As at 30 June 2026, the Group has syndicated bank debt of $362,121,000 comprising the following:

	Maturity in the financial year ending	Facility limit $'000	Utilised at balance date $'000	Unused at balance date $'000
Facility A	March 2028	112,121	-	112,121
Facility B	March 2029	175,000	-	175,000
Facility C	March 2028	70,000	-	70,000
Bank guarantee facility	March 2029	5,000	602	4,398
Total syndicated bank debt facilities		**362,121**	**602**	**361,519**
Add: Overdraft facility	March 2027	25,000	-	25,000
Total facilities		**387,121**	**602**	**386,519**

Regis has a syndicated bank debt facility, which provides sufficient liquidity to meet currently anticipated cash flow requirements. In December 2025, Regis refinanced facility B and D to provide more flexibility with ongoing working capital and investment requirements including acquisitions. As part of the refinancing, Regis elected to reduce the overall facility from $367,121,000 to $362,121,000. Under the terms of the amended facility, $182,121,000 matures in March 2028 and $180,000,000 matures in March 2029. As at 30 June 2026, the undrawn amount of the bank facility was $361,519,000.

Section D: Capital Structure and Financing

D2. Interest-Bearing Loans and Borrowings (continued)

Loans and borrowings

Interest-bearing loans and borrowings are recognised initially at fair value less directly attributable transaction costs and are subsequently stated at amortised cost. Any difference between amortised and redemption value is recognised in profit or loss over the period of the borrowing using the effective interest rate method. The effective interest rate amortisation is included in finance costs in profit or loss. The carrying amount of interest-bearing loans and borrowings is materially the same as the fair value.

The interest expense on these instruments is shown in Note D3. The weighted average effective interest rate applicable to debt for the year was nil (2025: nil).

D3. Finance Costs

		2026 $'000	2025 $'000
Interest on refundable RADs		8,152	4,913
Imputed interest charge on RADs and Bonds	B1 and D4	152,142	111,210
Interest expense on lease liabilities		329	307
Other		2,510	3,073
Total finance costs		**163,133**	**119,503**

Interest expense consists of interest and other costs that Regis incurs in connection with the borrowing of bank loans and overdrafts.

Borrowing costs

Borrowing costs are expensed as incurred except to the extent that they are directly attributable to the acquisition, construction or production of a qualifying asset such as investment properties or capital works in progress. Qualifying assets are assets that necessarily take a substantial period of time to reach the stage of their intended use or sale.

Borrowing costs are capitalised to the cost of the assets while in active development until the assets are ready for their intended use or sale. Total interest capitalised does not exceed the net interest expense in any period. Capital development project carrying values recognised in Capital Work in Progress, including all capitalised interest attributable to projects, continue to be recoverable based on the latest project feasibility studies. In the event the development is suspended for an extended period of time or the decision is taken to dispose of the asset, the capitalisation of borrowing costs is also suspended. The capitalisation rate used to determine the amount of borrowing costs eligible for capitalisation is nil (2025: nil).

Section D: Capital Structure and Financing

D4. Other Financial Liabilities

	2026 $'000	2025 $'000
Refundable accommodation deposits (RADs) and bonds	2,279,134	1,826,368
Independent living unit and apartment (ILU/ILA) entry contributions	49,198	48,825
Total other financial liabilities	**2,328,332**	**1,875,193**

Refundable accommodation deposits

A Refundable Accommodation Deposit ('RAD') is a non-interest-bearing deposit paid or payable to an Registered Provider by a resident for the resident's accommodation in an aged care home.

From 1 July 2014, under the Living Longer Living Better reforms, residents can choose to pay a full lump sum ('RAD'), a regular rental-type payment called a Daily Accommodation Payment ('DAP'), or a combination of both.

RADs are refunded after a resident departs a home in accordance with the Aged Care Act. RAD refunds are guaranteed by the Australian Government under the Aged Care (Accommodation Payment Security) Act 2006. Approved Providers are required to have sufficient liquidity to ensure they can refund RAD balances as they fall due in the following twelve months and must determine and maintain a minimum liquidity amount on a quarterly basis. Providers are also required to implement and maintain a liquidity management strategy. As there is no unconditional right to defer payment for 12 months, RAD liabilities are recorded as current liabilities.

The RAD liability is spread across a large portion of the resident population and therefore the repayment of individual balances that make up the current balance will be dependent upon the actual tenure of individual residents. Tenure can be more than ten years but averages approximately three years. Usually (but not always), when an existing RAD is repaid it is replaced by a new RAD from an incoming resident.

RADs are recognised initially at fair value (being the cash received) and subsequently measured at amortised cost using the effective interest rate method. As described in Note B1, for residents that entered care from 1 November 2025, the RAD liability is reduced by a retention amount calculated at 2% per annum of the RAD balance on a daily basis for up to five years (capped at 10% of the RAD balance retained).

Due to the short-term nature of RADs, their carrying value at balance date approximates their fair value.

Independent living unit and apartment entry contributions ('Entry Contributions')

Entry contributions relate to Independent Living Unit ('ILU') and Independent Living Apartment ('ILA') residents. An Entry Contribution is the amount a resident lends to Regis, equivalent to the market value of the ILU/ILA in exchange for a lease to reside in the home and have access to community homes owned and maintained by Regis.

Entry contributions are non-interest bearing and are recognised at fair value through profit or loss with resulting fair value adjustments recognised in profit or loss. Fair value is the amount payable on demand and is measured as the principal amount plus the resident's share of any increases in the market value of the occupied ILU/ILAs (for contracts that contain a capital gain share clause) net of deferred management fees contractually accruing up to the reporting date and other amounts owing by residents, which are deducted from the loan on repayment following the resident's departure.

Entry contributions are settled after a resident vacates the property and the terms and conditions are governed by applicable Australian state-based Retirement Village Acts.

Entry contributions are classified as Level 2 in the fair value hierarchy as defined in Note D6.

Section D: Capital Structure and Financing

D5. Financial Risk Management and Objectives

The Group's principal financial liabilities comprise of trade and other payables, accommodation bonds, refundable accommodation deposits (RADs), independent living unit and apartment (ILU/ILA) contributions and interest-bearing loans and borrowings which are held mainly to finance the Group's operations. The Group's principal financial assets include trade and other receivables (excluding GST and prepayments), and cash and cash equivalents that are derived directly from its operations. The Group is exposed to market risk, credit risk and liquidity risk.

Primary responsibility to review, oversee and report to the Board on the Group's financial risk management systems and strategies rests with the Audit, Risk & Compliance Committee operating within an approved policy under the authority of the Board. The Group uses various methods to measure and manage different types of risks to which it is exposed. The Board ensures that the Group's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Group's policies and risk objectives which have been agreed upon by the Board. These are summarised below.

Market risk

Market risk is the risk that the fair value or future cash flows of financial instruments will fluctuate due to changes in market variables such as interest rates and resident accommodation prices. Financial instruments affected by market risk include cash, loans and borrowings, RADs and DAPs and derivative financial instruments. Market risk is managed and monitored by using sensitivity analysis, and minimised through ensuring that all operational activities are undertaken in accordance with established internal and external guidelines, financing and investment strategies of the Group.

Interest rate risk

The Group's exposure to interest rate risk primarily relates to the Group's bank loans and borrowings when drawn. Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or the fair values of financial instruments. When bank borrowings are drawn, the Group reviews its exposure on a monthly basis and monitors its position in respect of fixing interest rates, leaving them as floating rates or a combination of both. The Group constantly monitors its interest rate exposure. Within this analysis, consideration is given to potential renewals of existing positions, alternative financing options and the mix of fixed and variable interest rates.

The Group's exposure to interest rate risks and the effective interest rate of financial assets and liabilities both recognised and unrecognised at the reporting date are disclosed in the table below. All other financial assets and liabilities are non-interest bearing.

At reporting date, all of the Group's cash and cash equivalents (Note D1) and interest-bearing loans and borrowings (Note D2) are exposed to Australian variable interest rate risk.

As at 30 June 2026, if interest rates had moved, as illustrated in the table below, with all other variables held constant, post-tax profit and equity would have been affected as follows:

	Post-tax profit Higher / (lower)		Equity Higher / (lower)	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
+1% (100 basis points)	1,216	1,347	1,216	1,347
-1% (100 basis points)	(1,216)	(1,347)	(1,216)	(1,347)

Price risk

The Group's exposure to price risk primarily relates to the risk that the Australian Government, through the Department of Health, Disability and Ageing (DoHDA), alters the rate of funding provided to Approved Providers of residential aged care services. A fluctuation in the rate of Government funding may have a direct material impact on the revenue of the Group. In addition, the DoHDA also administers the pricing of resident contributions.

Credit risk

Credit risk is the risk that the counterparty will not meet its obligations under a financial instrument or customer contract, thus leading to a financial loss. The Group's exposure to credit risk arises from potential default of the counterparty, with a maximum exposure equal to the carrying amount of the asset. The Group does not hold any credit derivatives to offset its credit exposure. Receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is insignificant.

The current economic environment including higher inflation and interest rate rises have been considered in determining the Group's exposure to credit risk.

Section D: Capital Structure and Financing

D5. Financial Risk Management and Objectives (continued)

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting obligations associated with financial liabilities. This risk is controlled through monitoring forecast cash flows and ensuring adequate access to financial instruments that are readily convertible to cash. In addition, the Group maintains sufficient cash and cash equivalents to meet normal operating requirements. Also, as part of the Group's compliance with the User Rights Principles 2024 (made under the Aged Care Act 2024), the Group maintains a liquidity management strategy to ensure that it has sufficient liquidity to enable it to refund RAD and accommodation bond balances that are expected to fall due within at least the next 12 months.

The table below reflects all contractual fixed pay-offs and receivables for settlement, repayments and interest resulting from recognised financial assets and liabilities as at 30 June 2026. Cash flows for financial assets and liabilities without fixed amount or timing are based on conditions existing at 30 June 2026. Maturity analysis of financial assets and liabilities is as follows:

	Note	1-12 Months $'000	1-5 Years $'000	More than 5 Years $'000	Total $'000
30 June 2026					
Financial assets					
Cash and cash equivalents	D1	173,773	-	-	173,773
Trade and other receivables	C1	23,721	-	-	23,721
Financial liabilities					
Trade payables and other liabilities	C7	(107,573)	-	-	(107,573)
Lease liabilities (undiscounted cash flows)		(1,183)	(2,804)	-	(3,987)
Other financial liabilities	D4	(2,328,332)	-	-	(2,328,332)
Net exposure		**(2,437,088)**	**(2,804)**	**-**	**(2,439,892)**
30 June 2025					
Financial assets					
Cash and cash equivalents	D1	192,465	-	-	192,465
Trade and other receivables	C1	33,109	-	-	33,109
Financial liabilities					
Trade payables and other liabilities	C7	(81,991)	-	-	(81,991)
Lease liabilities (undiscounted cash flows)		(1,742)	(4,101)	-	(5,843)
Other financial liabilities	D4	(1,875,193)	-	-	(1,875,193)
Net exposure		**(1,733,352)**	**(4,101)**	**-**	**(1,737,453)**

Cash flows from refundable accommodation deposits (RADs), accommodation bonds and ILU/ILA entry contributions are classified as a current liability as the Group does not have an unconditional right to defer settlement for at least 12 months after the reporting period. When an existing RAD/accommodation bond is repaid it is usually replaced by a new RAD from an incoming resident. A major risk facing residential aged care providers is that the outbreak of infectious diseases in a home may lead to a sizeable decline in occupancy if resident discharges are not matched by new resident admissions. This may in turn adversely impact RAD cash flows.

Section D: Capital Structure and Financing

D5. Financial Risk Management and Objectives (continued)

Capital Management

For the purpose of the Group's capital management, capital includes issued capital, and all other equity reserves attributable to the equity holders of the parent entity. The primary objective of the Group's capital management is to maximise shareholder value. In order to achieve this overall objective, the Group's capital management, amongst other things, ensures that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements. Breaches in meeting the financial covenants would permit the banking syndicate to immediately call loans and borrowings. There have been no breaches in the financial covenants of any interest-bearing loans and borrowings in the current period.

The Group manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes for managing capital during the years ended 30 June 2026 and 30 June 2025.

D6. Fair Value of Financial Instruments

Measurement of fair value financial instruments

The financial instruments on the Statement of Financial Position are measured at either fair value or amortised cost. All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy based on the lowest level input that is significant to the fair value measurement as a whole. The measurement of this fair value may in some cases be subjective and may depend on the inputs used in the calculations. The different valuation methods are called hierarchies and are described below:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets and liabilities
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

	Note	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
30 June 2026					
Assets/(liabilities) measured at fair value					
Independent living unit and apartment (ILU/ILA) entry contributions	D4	-	(49,198)	-	(49,198)
Investment property	C6	-	-	126,822	126,822
Assets/(liabilities) for which fair value is disclosed					
RADs and accommodation bonds	D4	-	(2,279,134)	-	(2,279,134)
Total		**-**	**(2,328,332)**	**126,822**	**(2,201,510)**

D6. Fair Value of Financial Instruments (continued)

	Note	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
30 June 2025					
Assets/(liabilities) measured at fair value					
Independent living unit and apartment (ILU/ILA) entry contributions	D4	-	(48,825)	-	(48,825)
Investment property	C6	-	-	123,890	123,890
Assets/(liabilities) for which fair value is disclosed					
RADs and accommodation bonds	D4		(1,826,368)	-	(1,826,368)

Refer to the relevant note for information on how the fair values of the above financial instruments were derived. There were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into or out of Level 3 fair value measurements during the financial year ended 30 June 2026.

D7. Contributed Equity

Set out below is the movement in ordinary shares during the financial year ended 30 June 2026

	Grant Date Fair Value	Date	Ordinary Shares, issued and fully paid No.	Ordinary Shares, issued and fully paid $'000
At 1 July 2025			**301,249,350**	**275,268**
Share issue - Performance Rights	6.17	3/10/2025	538,305	3,322
Share issue - Performance Rights	6.51	10/10/2025	419,690	2,732
Share issue - Performance Rights	6.56	15/10/2025	154,160	1,012
At 30 June 2026			**302,361,505**	**282,334**

Ordinary shares are classified as equity. Incremental costs attributable to the issue of new shares are shown in equity as a deduction net of tax, from the proceeds.

Ordinary shares entitle the holder to participate in dividends and the proceeds on the winding up of the Company in proportion to the number of, and amounts paid on the shares held.

D8. Dividends Paid and Proposed

The Group recognises a liability to make cash or non-cash distributions to equity holders of the parent entity when the distribution is authorised, and the distribution is no longer at the discretion of the Group. A corresponding entry is recognised directly in equity.

Dividends declared and Paid During the Period

During the financial year ended 30 June 2026, the 2025 final dividend of 8.13 cents per share totalling $24,492,000 (70% franked) was paid on 24 September 2025, and the 2026 interim dividend of 9.00 cents per share totalling $27,200,000 (100% franked) was paid on 9 April 2026.

Dividends Proposed and not Recognised as a Liability

On 24 August 2026, the Board of Directors resolved to pay a final dividend of 9.40 cents per ordinary share totalling $28,500,000 (100% franked) for the year ended 30 June 2026, payable on 23 September 2026 (record date 9 September 2026).

Franking Account Balance

The franking account credit balance of Regis Healthcare Limited at 30 June 2026 is $27,452,265 (2025: $9,716,000).

Section D: Capital Structure and Financing

D9. Reserves

	Acquisition reserve $'000	Remuneration reserve $'000	Total $'000
At 30 June 2026			
Opening balance at 1 July 2025	(101,497)	6,805	(94,692)
Equity settled share-based payments expense	-	614	614
Transfers to issued capital	-	(7,066)	(7,066)
At 30 June 2026	**(101,497)**	**353**	**(101,144)**
At 30 June 2025			
Opening balance at 1 July 2024	(101,497)	6,418	(95,079)
Equity settled share-based payments expense	-	1,571	1,571
Transfers to issued capital	-	(1,184)	(1,184)
At 30 June 2025	**(101,497)**	**6,805**	**(94,692)**

Acquisition reserve

The acquisition reserve is used to accumulate the difference between the cost of shares issued by the Group and share buy-backs.

Remuneration reserve

The employee remuneration reserve comprises the fair value of share-based payment plans recognised as an expense in profit or loss. Refer Note F3 for further details of these plans.

Section E: Group Structure

This section includes information about the parent entity, Regis' subsidiaries and business combinations.

E1. Parent Entity Information

The following information has been extracted from the accounting records of Regis Healthcare Limited ('Parent Entity') and has been prepared in accordance with Australian Accounting Standards.

	2026 $'000	2025 $'000
Information relating to Regis Healthcare Limited		
Assets		
Current assets	79,904	46,507
Non-current assets	426,473	469,185
Total assets	**506,377**	**515,692**
Liabilities		
Current liabilities	2,075	2,075
Total liabilities	**2,075**	**2,075**
Equity		
Issued capital	482,249	482,249
Reserves	345	345
Retained earnings	21,708	31,023
Total equity	**504,302**	**513,617**
Profit of the parent entity	-	-
Total comprehensive income of the parent entity	-	-

There are no contractual commitments, guarantees or contingent liabilities with respect to the Parent Entity.

Section E: Group Structure

E2. Subsidiaries

The consolidated financial statements include Regis Healthcare Limited (ultimate parent entity, otherwise known as the Parent Entity) and the following wholly-owned subsidiaries. The subsidiaries are primarily engaged in the principal activity of owning and operating residential aged care homes and retirement villages. Subsidiaries are fully consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases. Control exists where the Group has the power to govern the financial and operating policies of the entity in order to obtain benefits from its activities.

Entity Name	Country of incorporation	2026 %	2025 %
Allora Drive Pty Ltd ATF Allora Drive Unit Trust	Australia	100	100
Carersconnect Pty Ltd	Australia	100	100
Clover Brae Pty Ltd ATF Clover Brae Unit Trust	Australia	100	100
Clover Side Pty Ltd ATF Clover Side Unit Trust	Australia	100	100
CPSM Pty Ltd	Australia	100	100
CPSM Aspley Pty Ltd	Australia	100	100
Dawson Drive Pty Ltd ATF Dawson Drive Unit Trust	Australia	100	100
Fairway Nominated Entity Pty Ltd	Australia	100	100
Lakeside Way Pty Ltd ATF Lakeside Way Unit Trust	Australia	100	100
Lillian Avenue Pty Ltd ATF Lillian Avenue Trust	Australia	100	100
MacGregor Drive Pty Ltd ATF MacGregor Unit Trust	Australia	100	100
Mewetts Road Pty Ltd ATF Mewetts Road Unit Trust	Australia	100	100
Paragon Group Investments Pty Ltd	Australia	100	100
Regis ACF Pty Ltd	Australia	100	100
Regis Aged Care Pty Ltd	Australia	100	100
OC Health Torquay Pty Ltd	Australia	100	-
Drysdale Aged Care Pty Ltd	Australia	100	-
Regis RP Morayfield Pty Ltd	Australia	100	-
Regis RP Carseldine Pty Ltd	Australia	100	-
Rockpool RAC Investments Pty Ltd	Australia	100	-
Regis RP Pelican Waters Pty Ltd	Australia	100	-
Regis RP Pty Ltd	Australia	100	-
Regis RP Songbird Pty Ltd	Australia	100	-
Rockpool Health Care Services Pty Ltd	Australia	100	-
Regis Allora Pty Ltd ATF Allora Lodge Unit Trust	Australia	100	100
Regis Bell Pty Ltd	Australia	100	100
Regis Canlod Pty Ltd	Australia	100	100
Regis Corinya Pty Ltd	Australia	100	100
Regis Crana Pty Ltd	Australia	100	100
Regis Grange - Wellington Point Pty Ltd	Australia	100	100
Regis Group Properties Pty Ltd	Australia	100	100
Regis Group Proprietary Ltd	Australia	100	100
Regis Home Pty Ltd	Australia	100	100
Regis Investments Pty Ltd ATF Regis Investments Trust	Australia	100	100
Regis Lakeside Pty Ltd	Australia	100	100
Regis Management Pty Ltd	Australia	100	100
Regis Shelf Pty Ltd	Australia	100	100
Retirement Care Australia (Hollywood) Pty Ltd	Australia	100	100
Retirement Care Australia (Hurstville Gardens) Pty Ltd	Australia	100	100
Retirement Care Australia (Inala) Pty Ltd	Australia	100	100
Retirement Care Australia (Logan) Pty Ltd	Australia	100	100
Retirement Care Australia (Parklyn) Pty Ltd	Australia	100	100

Section E: Group Structure

Entity Name	Country of incorporation	2026 %	2025 %
Retirement Care Australia (Port Macquarie Gardens)	Australia	100	100
Retirement Care Australia (Preston) Pty Ltd	Australia	100	100
Retirement Care Australia (Sunset) Pty Ltd	Australia	100	100
Retirement Care Australia Holdings Pty Ltd	Australia	100	100
Retirement Care Australia Operations Pty Ltd	Australia	100	100
Retirement Care Australia Operations (2) Pty Ltd	Australia	100	100
Retirement Properties of Australia Proprietary Limited	Australia	100	100
Settlement Road Pty Ltd ATF Settlement Road Unit Trust	Australia	100	100

A deed of cross guarantee exists between Regis Aged Care Pty Limited (a subsidiary of Regis Healthcare Limited) and certain other subsidiaries. Regis Healthcare Limited is not a party to this deed and therefore the disclosure requirements of the deed are not applicable to these financial statements.

Section E: Group Structure

E3. Business Combinations

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value. Acquisition and integration costs incurred are treated as one-off items and included in occupancy and administration expenses. When the Group acquires a business, it assesses the financial assets acquired and financial liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred over the fair value of net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the business acquired, the Group reassesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed. If the assessment still results in an excess of the fair value of net assets acquired over the aggregate consideration, then the gain is recognised in profit or loss.

Acquisition of Rockpool

On 1 September 2025, the Group acquired 100% of the ordinary shares of Rockpool RAC Holdings Pty Ltd ('Rockpool'), a privately-owned residential aged care provider operating four residential aged care homes in South-East Queensland, for net consideration of $138,381,000.

The acquisition has been accounted for using the acquisition method. Individual assets and liabilities acquired have been identified, and the costs have been allocated accordingly based on the relative fair values at the date of acquisition.

The initial accounting for the acquisition was determined provisionally due to the subjective nature of the fair value adjustments. These adjustments will be reassessed within the 12-month period after the acquisition date and any adjustments will be made against the goodwill arising on acquisition.

	Fair value recognised on acquisition $'000
Assets	
Cash and cash equivalents	46,353
Trade and other receivables	641
Other assets	103
Property, plant and equipment	135,703
Deferred tax assets	8,734
Liabilities	
Trade and other payables	(6,164)
Employee benefits	(3,689)
Other liabilities (RADs)	(201,216)
Total identifiable net liabilities at fair value	**(19,535)**
Goodwill arising on acquisition	204,269
Purchase consideration transferred	**184,734**
Net cash acquired	46,353
Consideration paid	(184,734)
Net cash flow on acquisition (included in cash flows from investing activities)	**(138,381)**

From the date of acquisition, Rockpool has contributed revenue from services of $78,967,000 and profit after tax of $6,862,000.

The Rockpool acquisition has also contributed $64,700,000 of net RAD cash inflow from the date of acquisition, reducing the net cash investment to $73,681,000 ($123,000 net per bed).

The goodwill recognised is primarily attributed to the expected benefits from combining the assets and activities of Rockpool with those of the Group. Goodwill is not deductible for income tax purposes.

Transaction costs of $9,489,000 (including $7,762,000 of landholder duty payable to the Queensland State Revenue Office and integration costs) have been expensed and are included in occupancy expenses in the consolidated statement of profit or loss.

Section E: Group Structure

E3. Business Combinations (continued)

Acquisition of OC Health

On 1 December 2025, Regis acquired 100% of the ordinary shares of OC Health, adding two high-quality residential aged care homes (230 available beds) in Victoria, for net consideration of $44,701,000.

The acquisition has been accounted for using the acquisition method. Individual assets and liabilities acquired have been identified, and the costs have been allocated accordingly based on the relative fair values at the date of acquisition.

The initial accounting for the acquisition was determined provisionally due to the subjective nature of the fair value adjustments. These adjustments will be reassessed within the 12-month period after the acquisition date and any adjustments will be made against the goodwill arising on acquisition.

	Fair value recognised on acquisition $'000
Assets	
Cash	25,587
Trade and other receivables	146
Other assets	45
Property, plant and equipment	37,837
Deferred tax asset	572
Liabilities	
Trade and other payables	(198)
Employee benefits	(1,906)
Other liabilities (RADs)	(37,450)
Total identifiable net liabilities at fair value	**24,633**
Goodwill arising on acquisition	45,655
Purchase consideration transferred	**70,288**
Net cash acquired	25,587
Consideration paid	(70,288)
Net cash flow on acquisition (included in cash flows from investing activities)	**(44,701)**

From the date of acquisition, OC Health has contributed revenue from services of $14,169,000 and profit after tax of $1,118,942.

The goodwill recognised is primarily attributed to the expected benefits from combining the assets and activities of OC Health with those of the Group. Goodwill is not deductible for income tax purposes.

Transaction costs of $3,339,000 (including $2,380,000 for stamp duty payable to the Victorian State Revenue Office and integration costs) have been expensed and are included in occupancy expenses in the consolidated statement of profit or loss.

E3. Business Combinations (continued)

Information on prior year acquisitions

On 2 December 2024, the Group acquired two residential aged care homes from Ti Tree Operations Pty Ltd ('Ti Tree'), a privately-owned residential aged care provider, for net consideration of $40,347,000.

On 1 April 2025, Regis acquired the business and assets of BodeWell Community Care ('BodeWell'), a privately owned provider of home care services.

The acquisitions were accounted for using the acquisition method. The net assets acquired were reported at their provisional fair values in the 30 June 2025 annual financial report. The fair values have not been changed significantly within the 12-month period after the acquisition date.

Key judgement, estimate and assumption: Fair value of assets acquired and liabilities assumed

As part of the Rockpool and OC Health acquisitions during the year ended 30 June 2026, the Group identified the assets (comprising primarily property, plant and equipment) and liabilities (comprising primarily RADs) acquired. Attributing fair values to assets acquired and liabilities assumed as part of business combinations is considered to be a key judgement.

Section F: Other Disclosures

This section includes information about the financial performance and position of Regis that must be disclosed to comply with Australian Accounting Standards, the Corporations Act 2001 and the Corporations Regulations 2001.

F1. Related Party Disclosures

Compensation of key management personnel of the Group

	2026 $'000	2025 $'000
Short-term employee benefits	2,870	2,957
Post-employment benefits	186	176
Long-term employee benefits	21	33
Share-based payments	(121)	1,220
Total compensation of key management personnel	**2,956**	**4,386**

F2. Cash Flows from Operating Activities

Reconciliation of net profit after tax to net cash flows from operations

	2026 $'000	2025 $'000
Net profit after tax	55,686	48,951
Non-cash items		
Depreciation and impairment of non-current assets	56,259	49,807
Deferred management fee income	(1,374)	(1,703)
Imputed income on RADs and Bonds	(153,486)	(111,210)
Imputed interest charges on RADs and Bonds	152,142	111,210
Gain on disposal of assets held for sale and non-current assets	(25,454)	(3,431)
Write-off of capital work-in-progress and other write-downs	-	4,361
Fair value gain/(loss) on investment property	1,910	(4,500)
Share-based payment expenses	(228)	1,571
Other non-cash items	(1,298)	2,923
Changes in assets and liabilities		
Decrease/(increase) in trade and other receivables	9,388	(16,137)
Decrease/(increase) in other current assets	4,688	(6,042)
Decrease in assets held for sale	-	9,922
(Increase)/decrease in income tax payable/(receivable)	(16,160)	9,089
Increase in deferred tax assets	(2,263)	(4,144)
Increase in trade payables and other liabilities	25,582	1,453
Net RADs arising from business combinations and disposals	(238,666)	(62,864)
Increase in RADs, accommodation bonds and ILU/ILA entry contributions	453,139	247,138
Increase in provisions	16,390	29,720
Net cash flow from operating activities	**336,255**	**306,114**

Section F: Other Disclosures

F2. Cash Flows from Operating Activities (continued)

Cash flows are included in the consolidated statement of cash flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the Australian Taxation Office, are classified as operating cash flows. Inflows and outflows of RADs, accommodation bonds and ILU/ILA entry contributions are classified as cash flows from operating activities as they are considered part of the operational business model. Upon entering a home, a non-supported resident has a choice to pay either a RAD, DAP or combination RAD/DAP. If the resident pays a DAP then this is classified as revenue and forms part of the cash flows from operating activities.

F3. Share-Based Payment Plans

	2026 $'000	2025 $'000
Expense arising from equity-settled share-based payments expense	(228)	1,571
Total share-based payments	**(228)**	**1,571**

Equity-Settled Transactions

The cost of equity-settled transactions with market conditions (i.e. the FY26 LTI aTSR CAGR component) is determined by the fair value at the date when the grant is made using a Monte Carlo simulation model taking into account the terms and conditions upon which the rights were granted. That cost is recognised, together with a corresponding increase in the remuneration reserve in equity, over the period in which the performance and/or service conditions are fulfilled in employee benefits expense. The expense recognised over the vesting period is only adjusted for changes in expectations as to whether service conditions will be met.

For other Performance Rights, the cost of equity-settled transactions is determined by the fair value at the date when the grant is made using a risk neutral valuation model or the Black-Scholes option pricing formula. The expense recognised over the vesting period is adjusted to reflect the actual number of rights for which the related service and non-market vesting conditions are expected to be met.

No expense is recognised for awards that do not ultimately vest, except for equity-settled transactions for which vesting is conditional upon a market or non-vesting condition. These are treated as vesting irrespective of whether or not the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

All schemes are settled by issuing shares.

Movements in Share-Based Payment Equity Instruments

The number for each equity-settled share-based payment scheme outstanding as at 30 June 2026 is set out below.

	LTI Number	STI Number	Variable Reward and Retention Plan (VRRP) Number	Total Number
Outstanding at 1 July 2025	2,453,370	54,197	145,418	2,652,985
Granted during the year	305,330	44,925	-	350,255
Vested during the year	(966,737)	(30,840)	(145,418)	(1,142,995)
Forfeited during the year	(967,272)	(26,724)	-	(993,996)
Lapsed during the year	-	-	-	-
Outstanding at 30 June 2026	**824,691**	**41,558**	**-**	**866,249**
Outstanding at 1 July 2024	2,036,140	98,600	368,490	2,503,230
Granted during the year	508,838	23,357	-	532,195
Vested during the year	-	(67,760)	(214,431)	(282,191)
Forfeited during the year	(91,608)	-	(8,641)	(100,249)
Lapsed during the year	-	-	-	-
Outstanding at 30 June 2025	**2,453,370**	**54,197**	**145,418**	**2,652,985**

A description of key terms of share-based payment plans is disclosed in the Remuneration Report.

Section F: Other Disclosures

F3. Share-Based Payment Plans (continued)

Valuation Assumptions and Fair Value of Equity Instruments Granted

Key judgement, estimate and assumption: fair value at grant date

The assessment of the fair value at grant date involves significant estimation and judgement by management. Valuations have an element of uncertainty and therefore may not reflect the actual values in the future. The Group engages external advisors to assist in determining the fair value at grant date.

The model inputs for Performance Rights granted during the year ended 30 June 2026 were as follows:

	2026 LTI-1 36 months[i]	2026 LTI-2 36 months[i]	2026 STI 12 months[ii]
Grant Date	18 October 2025	10 October 2025	10 October 2025
Fair Value	5.91	5.35	6.49
Grant Date Share Price	7.31	6.65	6.65
Exercise Price	Nil	Nil	Nil
Dividend yield	2.9%	2.9%	N/A
Discount rate	3.7%	3.6%	N/A
Life Assumption (Years)	3.0	3.0	2.0

(i) 2026 LTI expected to vest after the financial year ended 30 June 2028, subject to Board approval of performance hurdles being met.
(ii) 2026 STI Performance Rights expected to vest in 12 months after the delivery of the cash component, subject to continued employment.

The model inputs for Performance Rights granted during the year ended 30 June 2025 were as follows:

	2025 LTI-1 36 months[i]	2025 LTI-2 36 months[i]	2025 LTI-3 36 months[i]	2025 STI-1 12 months[ii]	2025 STI-2 12 months[ii]
Grant Date	26 Nov 2024	23 Aug 2024	13 Dec 2024	16 Sept 2024	19 Sept 2024
Fair Value	$5.96	$3.96	$5.91	$7.69	$7.69
Grant Date Share Price	$6.56	$4.40	$6.49	$5.73	$5.83
Exercise Price	Nil	Nil	Nil	Nil	Nil
Dividend yield	3.1%	3.1%	3.1%	N/A	N/A
Discount rate	3.5%	3.5%	3.5%	N/A	N/A
Life Assumption (Years)	3.0	3.0	3.0	2.0	2.0

(iii) 2025 LTI expected to vest after the financial year ended 30 June 2027, subject to Board approval of performance hurdles being met.
(iv) 2025 STI Performance Rights expected to vest in 12 months after the delivery of the cash component, subject to continued employment.

Section F: Other Disclosures

F4. Auditor's Remuneration

	2026 $	2025 $
Amounts paid or due and payable to Ernst & Young (Australia) for:		
• Fees for auditing the statutory financial report of the parent covering the group, auditing the statutory financial reports of any controlled entities	893,900	763,300
• Fees for the review of the sustainability report of the group	85,000	-
Fees for assurance services that are required by legislation to be provided by the auditor:		
• Care minutes performance audit	60,000	-
• Prudential reporting to the Department of Health, Disability and Ageing	135,000	88,900
Total assurance service fees	**1,173,900**	**852,200**
Fees for other services:		
• Tax compliance	105,000	105,000
• Other advice	161,607	114,000
Total auditor's remuneration	**1,440,507**	**1,071,200**

F5. Commitments

Capital Expenditure Commitments

As at 30 June 2026, capital commitments amounted to $84,347,000 (2025: $153,490,000). The capital commitments relate to ongoing aged care development and refurbishment activities and strategic land acquisitions.

F6. Contingent Liabilities

Contingent liabilities are potential future cash outflows where the likelihood of payment is more than remote but is not considered probable or cannot be reliably measured.

Contingencies are not recognised in the statement of financial position but are disclosed as follows:

Bank Guarantees

As at 30 June 2026, the Group has bank guarantees totalling $602,000 (30 June 2025: $602,000).

While the Group has provided guarantees, the probability of having to make payments under these guarantees is considered remote.

Section F: Other Disclosures

F7. Other Accounting Policies

Treatment of Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST except:

- In circumstances where the GST incurred on a purchase of goods and services is not recoverable from the Australian Taxation Office, in which case, the GST is to be recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the Australian Taxation Office is included as part of receivables or payables in the Consolidated Statement of Financial Position.

F8. Accounting Standards Issued but not yet in Effect

AASB 18 *Presentation and Disclosure in Financial Statements* replaces AASB 101 *Presentation of Financial Statements* effective for reporting periods beginning on or after 1 January 2027. The Group is currently assessing the potential impact on its financial report.

There are no other standards, amendments or interpretations that are not yet effective and that would be expected to have a material impact on the Group in the current or future reporting periods and on foreseeable future transactions.

The Group has not early adopted any standards, interpretations or amendments that have been issued but are not yet effective.

F9. Subsequent Events

On 31 July 2026, Regis entered into a binding agreement to acquire the business and assets of Royal Freemasons Homes of Victoria's Home Care business (Royal Freemasons), with approximately 480 clients. The transaction will be funded from existing cash and is expected to be settled in the first half of the 30 June 2027 financial year.

Since the end of the financial year, Regis has announced the retirement of the Chief Financial Officer, Mr Rick Rostolis, effective 31 August 2026. On 24 August 2026, Regis announced the appointment of Stuart Hooper as the new CFO, effective from 1 September 2026.

No other matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future periods.

Directors' Declaration

In accordance with a resolution of the Directors of Regis Healthcare Limited, I state that:

1. In the opinion of the Directors:
   a. the consolidated financial statements and notes as set out on pages 91 to 133 are in accordance with the *Corporations Act 2001*, including:
      (i) giving a true and fair view of the consolidated entity's financial position as at 30 June 2026 and of its performance for the year ended on that date; and
      (ii) complying with Australian Accounting Standards and the Corporations Regulations 2001.
   b. the consolidated financial statements and notes also comply with International Financial Reporting Standards as disclosed in Note A1; and
   c. there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
   d. the consolidated entity disclosure statement as disclosed on pages 135-136, required by section 295(3A) of the Corporations Act, is true and correct.
2. This declaration has been made after receiving the declarations required to be made to the Directors by the Chief Executive Officer and Chief Financial Officer in accordance with section 295A of the Corporations Act 2001 for the financial year ended 30 June 2026.

On behalf of the Board

Graham K Hodges
Chair
Melbourne, 24 August 2026

Consolidated Entity Disclosure Statement

Entity Name	Entity type	Body corporate country of incorporation	Country of tax residence	% of share capital held 2026
Regis Healthcare Limited	Body corporate	Australia	Australia	-
Allora Drive Pty Ltd ATF Allora Drive Unit Trust [i]	Body corporate	Australia	Australia	100
Allora Drive Unit Trust	Trust	Australia	Australia	-
Carersconnect Pty Ltd	Body corporate	Australia	Australia	100
Clover Brae Pty Ltd ATF Clover Brae Unit Trust [i]	Body corporate	Australia	Australia	100
Clover Brae Unit Trust	Trust	Australia	Australia	-
Clover Side Pty Ltd ATF Clover Side Unit Trust [i]	Body corporate	Australia	Australia	100
Clover Side Unit Trust	Trust	Australia	Australia	-
CPSM Pty Ltd	Body corporate	Australia	Australia	100
CPSM Aspley Pty Ltd	Body corporate	Australia	Australia	100
Dawson Drive Pty Ltd ATF Dawson Drive Unit Trust [i]	Body corporate	Australia	Australia	100
Dawson Drive Unit Trust	Trust	Australia	Australia	-
Drysdale Aged Care Pty Ltd	Body corporate	Australia	Australia	100
Fairway Nominated Entity Pty Ltd	Body corporate	Australia	Australia	100
Lakeside Way Pty Ltd ATF Lakeside Way Unit Trust [i]	Body corporate	Australia	Australia	100
Lakeside Way Unit Trust	Trust	Australia	Australia	-
Lillian Avenue Pty Ltd ATF Lillian Avenue Trust[i]	Body corporate	Australia	Australia	100
Lillian Avenue Trust	Trust	Australia	Australia	-
MacGregor Drive Pty Ltd ATF MacGregor Unit Trust [i]	Body corporate	Australia	Australia	100
MacGregor Unit Trust	Trust	Australia	Australia	-
Mewetts Road Pty Ltd ATF Mewetts Road Unit Trust [i]	Body corporate	Australia	Australia	100
Mewetts Road Unit Trust	Trust	Australia	Australia	-
OC Health Torquay Pty Ltd	Body corporate	Australia	Australia	100
Paragon Group Investments Pty Ltd	Body corporate	Australia	Australia	100
Regis ACF Pty Ltd	Body corporate	Australia	Australia	100
Regis Aged Care Pty Ltd	Body corporate	Australia	Australia	100
Regis Allora Pty Ltd ATF Allora Lodge Unit Trust [i]	Body corporate	Australia	Australia	100
Allora Lodge Unit Trust	Trust	Australia	Australia	-
Regis Bell Pty Ltd	Body corporate	Australia	Australia	100
Regis Canlod Pty Ltd	Body corporate	Australia	Australia	100
Regis Corinya Pty Ltd	Body corporate	Australia	Australia	100
Regis Crana Pty Ltd	Body corporate	Australia	Australia	100
Regis Grange - Wellington Point Pty Ltd	Body corporate	Australia	Australia	100
Regis Group Properties Pty Ltd	Body corporate	Australia	Australia	100
Regis Group Proprietary Ltd	Body corporate	Australia	Australia	100
Regis Home Pty Ltd	Body corporate	Australia	Australia	100
Regis Investments Pty Ltd ATF Regis Investments Trust[i]	Body corporate	Australia	Australia	100
Regis Investments Trust	Trust	Australia	Australia	-
Regis Lakeside Pty Ltd	Body corporate	Australia	Australia	100
Regis Management Pty Ltd	Body corporate	Australia	Australia	100
Regis RP Carseldine Pty Ltd	Body corporate	Australia	Australia	100
Regis RP Morayfield Pty Ltd	Body corporate	Australia	Australia	100

Consolidated Entity Disclosure Statement

Entity Name	Entity type	Body corporate country of incorporation	Country of tax residence	% of share capital held 2026
Regis RP Pelican Waters Pty Ltd	Body corporate	Australia	Australia	100
Regis RP Pty Ltd	Body corporate	Australia	Australia	100
Regis RP Songbird Pty Ltd	Body corporate	Australia	Australia	100
Regis Shelf Pty Ltd	Body corporate	Australia	Australia	100
Retirement Care Australia (Hollywood) Pty Ltd	Body corporate	Australia	Australia	100
Retirement Care Australia (Hurstville Gardens) Pty Ltd	Body corporate	Australia	Australia	100
Retirement Care Australia (Inala) Pty Ltd	Body corporate	Australia	Australia	100
Retirement Care Australia (Logan) Pty Ltd	Body corporate	Australia	Australia	100
Retirement Care Australia (Parklyn) Pty Ltd	Body corporate	Australia	Australia	100
Retirement Care Australia (Port Macquarie Gardens)	Body corporate	Australia	Australia	100
Retirement Care Australia (Preston) Pty Ltd	Body corporate	Australia	Australia	100
Retirement Care Australia (Sunset) Pty Ltd	Body corporate	Australia	Australia	100
Retirement Care Australia Holdings Pty Ltd	Body corporate	Australia	Australia	100
Retirement Care Australia Operations Pty Ltd	Body corporate	Australia	Australia	100
Retirement Care Australia Operations (2) Pty Ltd	Body corporate	Australia	Australia	100
Retirement Properties of Australia Proprietary Limited	Body corporate	Australia	Australia	100
Rockpool Health Care Services Pty Ltd	Body corporate	Australia	Australia	100
Rockpool RAC Investments Pty Ltd	Body corporate	Australia	Australia	100
Settlement Road Pty Ltd ATF Settlement Road Unit Trust [i]	Body corporate	Australia	Australia	100
Settlement Road Unit Trust	Trust	Australia	Australia	-

(i) Trustee of a trust in the consolidated entity

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Independent Auditor's Report to the Members of Regis Healthcare Limited

Report on the audit of the financial report

Opinion

We have audited the financial report of Regis Healthcare Limited (the Company) and its subsidiaries (collectively the Group), which comprises the consolidated statement of financial position as at 30 June 2026 the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes to the financial statements, including material accounting policy information, the consolidated entity disclosure statement and the directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

a. Giving a true and fair view of the consolidated financial position of the Group as at 30 June 2026 and of its consolidated financial performance for the year ended on that date; and

b. Complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to audits of the financial report of public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report of the current year. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, but we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the financial report* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial report. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial report.

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Fair value of investment properties

Why significant	How our audit addressed the key audit matter

As at 30 June 2026 the recorded amount of investment property was $126.8 million, as disclosed in Note C6.
Investment property, which relates to the Group's retirement villages, is measured at fair value based on independent valuations.
We considered this to be a key audit matter given the significance of the balance and the complex judgements involved in valuing the investment properties.
Judgements include estimating the starting value of the retirement village units, occupancy forecasts, growth rates, capital expenditures, sales price and application of discount rates.
Note C6 outlines the Group's accounting policy and the fair value assumptions applied.
	We assessed the assumptions and estimates made by the Group in estimating the fair value of investment property.
	Involving our real estate valuation specialists, our audit procedures included the following:
	▸ Evaluated the competence, capabilities and objectivity of the external valuation experts.
	▸ Assessed the valuation methodology used against generally accepted valuation practices and assessed the results of the external valuation experts' analysis of comparable properties and analysis of other market evidence used as valuation cross-checks.
	▸ Assessed the external valuation experts' consideration of environmental, social and governance matters, including climate change and energy transition risk factors.
	▸ In respect of information provided to the external valuation experts by the Group, we:
	    ▸ Compared the land area used in the valuations to underlying documentation.
	    ▸ Assessed the starting value of units.
	    ▸ Tested a sample of resident contracts to occupancy data used in the valuations.
	    ▸ Assessed capital expenditure, demolition and remediation costs and sales cost estimates in comparison to historical data.
	    ▸ Evaluated the growth rates and discount rates used in the valuations.
	▸ Agreed a sample of capital expenditure additions to supporting documentation and assessed whether the amounts capitalised were in accordance with Australian Accounting Standards.
	▸ Assessed the adequacy of the disclosures in Note C6 against the requirements of Australian Accounting Standards.

EY

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Business combinations

Why significant	How our audit addressed the key audit matter
On 1 September 2025, the Group acquired 100% of the ordinary shares of Rockpool, a residential aged care provider operating four residential aged care homes in South-East Queensland, for net consideration of $138.4 million. On 1 December 2025, the Group acquired 100% of the ordinary shares of OC Health, a residential aged care provider operating two residential aged care homes in Victoria, for net consideration of $44.7 million. The business combinations have been accounted for using the acquisition method and resulted in recognition of goodwill of $204.3 million and $45.7 million, respectively. The Group engaged an external party to perform independent valuations of land & buildings for Rockpool and OC Health at the acquisition dates. The business combinations are considered a key audit matter due to the quantum of the balances recognised and the judgement and estimation required in determining the fair value of the identifiable assets acquired and liabilities assumed. Note E3 describes the accounting for the acquisitions and the significant judgements and assumptions applied.	▸ We read and understood the acquisition agreements and held discussions with management to understand the key terms and conditions of the arrangements and evaluated the Group's accounting against Australian Accounting Standards. ▸ We assessed the Group's determination of the fair value of identifiable assets acquired and liabilities assumed. ▸ With the assistance of our internal real estate valuation specialists, we assessed the reasonableness of the valuation methodology and assumptions used by the Group's external valuer. ▸ With the assistance of our internal tax specialists, we assessed the tax effect accounting treatment of the business combinations. ▸ We assessed the appropriateness of the disclosures included in Note E3 against the requirements of Australian Accounting Standards.

Information other than the financial report and auditor's report thereon

The directors are responsible for the other information. The other information comprises the information included in the Group's 2026 annual report other than the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon, with the exception of the Remuneration Report and our related assurance opinion. We have issued a separate auditor's report on selective sustainability information included in the sustainability report.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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Responsibilities of the directors for the financial report

The directors of the Company are responsible for the preparation of:

- The financial report (other than the consolidated entity disclosure statement) that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001*; and

- The consolidated entity disclosure statement that is true and correct in accordance with the *Corporations Act 2001;* and

for such internal control as the directors determine is necessary to enable the preparation of:

- The financial report (other than the consolidated entity disclosure statement) that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and

- The consolidated entity disclosure statement that is true and correct and is free of misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

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- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the Group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial report. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated to the directors, we determine those matters that were of most significance in the audit of the financial report of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

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Report on the Audit of the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in the directors' report for the year ended 30 June 2026.

In our opinion, the Remuneration Report of Regis Healthcare Limited for the year ended 30 June 2026, complies with section 300A of the *Corporations Act 2001*.

Responsibilities

The directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.

Ernst & Young

Ernst & Young

Paul Gower

Paul Gower
Partner
Melbourne
24 August 2026

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Independent Auditor's Review Report to the Members of Regis Healthcare Limited

Conclusion

We have conducted a review of the following information in the Sustainability Report of Regis Healthcare Limited (the Company) and its subsidiaries (collectively the Group) for the year ended 30 June 2026 (the 'selective sustainability information') as required by Australian Standard on Sustainability Assurance ASSA 5010 *Timeline for Audits and Reviews of Information in Sustainability Reports under the Corporations Act 2001* (ASSA 5010) issued by the Auditing and Assurance Standards Board (AUASB):

Selective sustainability information	Criteria: Reporting requirement of AASB S2 Climate-related Disclosures (AASB S2) (including related general disclosures required by Appendix D)	Location in Sustainability Report
Governance	Paragraph 6	Section 1
Strategy (risks and opportunities)	Subparagraphs 9(a), 10(a) and 10(b)	Section 3
Scope 1 and 2 emissions	Subparagraphs 29(a)(i)(1) to (2) and 29(a)(ii) to (v)	Section 4 and Appendix A

The requirements of AASB S2 identified in the table above form the criteria relevant to the selective sustainability information and apply under Division 1 of Part 2M.3 of the *Corporations Act 2001* (the Act).

We have not become aware of any matter in the course of our review that makes us believe that the selective sustainability information specified in the table above does not comply with Division 1 of Part 2M.3 of the *Corporations Act 2001*.

Basis for conclusion

Our review has been conducted in accordance with Australian Standard on Sustainability Assurance ASSA 5000 *General Requirements for Sustainability Assurance Engagements* (ASSA 5000) issued by the AUASB. Our review includes obtaining limited assurance about whether the selective sustainability information is free from material misstatement.

In applying the relevant criteria, we note that subsection 296C(1) of the Act includes a requirement to comply with AASB S2.

Our conclusion is based on the procedures we have performed and the evidence we have obtained in accordance with ASSA 5000. The procedures in a review vary in nature and timing from, and are less in extent than for, an audit. Consequently, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an audit been performed. See the *Summary of the work performed* section of our report.

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Our responsibilities under ASSA 5000 are further described in the *Auditor's responsibilities* section of our report.

We are independent of the Company in accordance with the auditor independence requirements of the Act and the ethical requirements of *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (November 2018 incorporating all amendments to June 2024) (the Code) that are relevant to reviews of the selective sustainability information of public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the Code.

Our firm applies Australian Standard on Quality Management ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

The directors of the Company are responsible for the other information. The other information comprises the Group's Annual Report, but does not include the selective sustainability information and our review report thereon.

Our conclusion on the selective sustainability information does not cover the other information and we do not express any form of assurance conclusion thereon in this review report. We have issued a separate auditor's report on the Financial Report.

In connection with our review of the selective sustainability information, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the selective sustainability information, or our knowledge obtained when conducting the review, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities for the selective sustainability information

The directors of the Company are responsible for:

- The preparation of the selective sustainability information in accordance with the Act; and
- Designing, implementing and maintaining such internal control necessary to enable the preparation of the selective sustainability information, in accordance with the Act that is free from material misstatement, whether due to fraud or error.

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Inherent limitations

As discussed in the Sustainability Report, climate-related risk management is an emerging area, and often uses data and methodologies that are developing and uncertain. The Sustainability Report contains forward looking statements, including climate-related scenarios, targets, assumptions, climate projections, forecasts, statements of future intentions and estimates and judgements that have not yet occurred and may never occur. We do not provide assurance on the achievability of this prospective information.

Greenhouse gas emissions quantification is subject to significant measurement uncertainty, which arises because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases. The comparability of sustainability information between entities and over time may be affected by inconsistencies in the methods to estimate or measure those emissions, due to different, but acceptable, methods applied.

Auditor's responsibilities

Our objectives are to plan and perform the review to obtain limited assurance about whether the selective sustainability information, defined in the *Conclusion* section of our report, is free from material misstatement, whether due to fraud or error, and to issue a review report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the selective sustainability information.

As part of a review in accordance with ASSA 5000, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the entity's internal control.

- Design and perform procedures responsive to assessed risks of material misstatement at the disclosure level. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the work performed

A review is a limited assurance engagement and involves performing procedures to obtain evidence about the selective sustainability information. The nature, timing and extent of procedures selected depend on professional judgement, including the assessed risks of material misstatement at the disclosure level, whether due to fraud or error.

In conducting our review, the procedures we performed included, but were not limited to:

- Considered the completeness of the Group's assessment of climate-related risks and opportunities

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- Conducted interviews with key personnel to understand the process for collecting, collating and reporting the selective sustainability information during the reporting period
- Read minutes of relevant committees to understand matters discussed and decisions made with respect to climate-related disclosures
- Assessed the appropriateness of the reporting boundaries applied
- Undertook analytical review procedures to support the reasonableness of the selective sustainability information
- Evaluated the appropriateness of emission factors applied in the greenhouse gas emission processes
- Agreed the selective sustainability information disclosures made in the report with the underlying records
- Evaluated the presentation and disclosure of the selective sustainability information against the requirements of AASB S2

Ernst & Young

Ernst & Young

Paul Gower

Paul Gower
Partner
Melbourne
24 August 2026

Shareholder Information

Additional information required by the Australian Stock Exchange Ltd and not shown elsewhere in this report is as follows. The information is current as at 3 August 2026.

TOP 20 Shareholders

Rank	Shareholder Name	31 Jul 2026 Balance	% Issued Capital
1	GALABAY PTY LTD ACN 010 849 153	81,910,479	27.09
2	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	58,365,368	19.30
3	J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	44,314,982	14.66
4	CITICORP NOMINEES PTY LIMITED	38,682,858	12.79
5	ASHBURN PTY LTD ACN 005 883 438	32,205,238	10.65
6	BNP PARIBAS NOMS PTY LTD	8,148,952	2.70
7	MANDALA HOLDINGS PTY LTD	3,248,000	1.07
8	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	2,296,146	0.76
9	BKI INVESTMENT COMPANY LIMITED	1,807,428	0.60
10	UBS NOMINEES PTY LTD	1,654,316	0.55
11	WARBONT NOMINEES PTY LTD	1,651,030	0.55
12	MR VINCENT MICHAEL O'SULLIVAN	1,290,000	0.43
13	BNP PARIBAS NOMINEES PTY LTD	1,264,842	0.42
14	BNP PARIBAS NOMINEES PTY LTD	956,458	0.32
15	SANDHURST TRUSTEES LTD	680,000	0.22
16	MUTUAL TRUST PTY LTD	600,000	0.20
17	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED – A/C 2	537,982	0.18
18	MR ROSS JAMES JOHNSTON	528,453	0.17
19	WARBONT NOMINEES PTY LTD	427,346	0.14
20	BNP PARIBAS NOMS PTY LTD	339,702	0.11

Holding distribution

Range	Securities	%	Number of holders	%
100,001 and Over	285,315,008	94.36	45	1.08
10,001 to 100,000	9,049,597	2.99	375	8.99
5,001 to 10,000	3,508,340	1.16	465	11.15
1,001 to 5,000	3,762,300	1.24	1,369	32.81
1 to 1,000	726,260	0.24	1,918	45.97
Total	**302,361,505**	**100.00**	**4,172**	**100.00**

Unmarketable parcel

Range	Minimum parcel size	Holders	Shares
Minimum $500 parcel at $6.23 per share (being closing market price on 31 July 2026)	81	333	10,912

Substantial shareholders

Shareholder Name	Number of shares	% Issued Capital
GALABAY PTY LTD ACN 010 849 153	81,910,479	27.09
ASHBURN PTY LTD ACN 005 883 438	32,205,238	10.65
AUSTRALIAN RETIREMENT TRUST PTY LTD ATF AUSTRALIAN RETIREMENT TRUST	16,582,238	5.48
RIVER CAPITAL PTY LTD	15,257,690	5.05

Performance Rights

Class of Security	Number of holders	Number of rights
Performance Rights	7	851,376

Glossary

2026 ANNUAL FINANCIAL REPORT
Financial report for the year ended 30 June 2026.

AASBS OR ACCOUNTING STANDARDS
Australian Accounting Standards issued by the Australian Accounting Standards Board.

ABN
Australian Business Number.

ACAR AGED CARE APPROVALS
Round is a competitive process under which approved providers may be granted aged care places.

ACN
Australian Company Number.

ACCOMMODATION BOND
The term used prior to 1 July 2014 to refer to a lump sum refundable accommodation deposit.

ACQSC
Aged Care Quality and Safety Commission.

AGED CARE ACT 2024
The Aged Care Act 2024 commenced on 1 November 2025, replacing the previous aged care legislation. It is the main law that sets out the rules for Government-funded aged care including funding, regulation, approval of providers, subsidies and fees, standards, and quality of care.

AGED CARE TASKFORCE
Taskforce established by the Australian Government to provide expert advice on how to create a sustainable, fair and transparent funding model for aged care in Australia. It played a key role in shaping the reforms that underpin the Aged Care Act 2024.

AN-ACC
Australian National Aged Care Classification.

AN-ACC FUNDING MODEL
Provide funding to approved providers, enabling them to deliver care to residents within residential aged care services.

APPROVED PROVIDER
The person or body that has been approved as a provider of aged care under the Aged Care Quality and Safety Commission Act 2018.

ASIC
Australian Securities and Investments Commission.

ASX
Australian Securities Exchange.

AWR
Annual Wage Review.

BED LICENCE
An allocated place under the Aged Care Act, being a place that (when operational and occupied) is capable of attracting residential care subsidy on a per resident, per day basis (also referred to as a place).

BOARD
The Board of Directors.

BROWNFIELD
An aged care development on a Regis site that adjoins an existing development.

CARE MINUTES
The care time that older people in Australia living in government funded residential aged care services receive from registered nurses, enrolled nurses and personal care workers.

CGU
Cash Generating Unit.

CIRCLE OF CARE PROGRAM
Regis' approach to managing work health and safety underpinned by our vision of keeping everyone in our Circle of Care physically and psychologically safe and well.

CLIENT
A person to whom Home Care/Day Therapy Services are provided.

CLTIFR
Claims Lost Time Injury Frequency Rate is the number of lost-time injuries per million hours worked during a single financial year that result in an accepted, lost time workers compensation claim, supported by a medical certificate.

CODM
Chief Operating Decision Maker.

COMPANY
Regis Healthcare Limited (ABN 11 125 203 054).

CONSTITUTION
The constitution of the Company as amended from time to time.

CORPORATIONS ACT
Corporations Act 2001 (Cth).

DAP
Daily accommodation payment.

DAY THERAPY
Day Therapy provides a range of therapeutic, social, and health-related services for older adults, particularly improving or maintaining physical and mental well-being.

DEPARTMENT OF HEALTH, DISABILITY AND AGEING (FORMERLY DEPARTMENT OF HEALTH AND AGED CARE)
The Department's role is to deliver the Australian Government's priorities (outcomes) for health.

DIRECTORS
The Directors of the Company.

DMF
Deferred management fee from residents within retirement living accommodation.

DOHDA
Department of Health, Disability and Ageing.

Glossary

EBITDA
Earnings before interest, tax, depreciation and amortisation.

EN
Enrolled Nurse.

EPS
Earnings per share.

ESG
Environmental, Social and Governance.

EVP
Employee Value Proposition.

FWC
Fair Work Commission.

FY26
Financial year commencing 1 July 2025 and ending on 30 June 2026.

GHG
Greenhouse Gas.

GOVERNMENT
The Commonwealth Government of Australia.

GREENFIELD
A new aged care development or an additional stand-alone building on a Regis site that does not adjoin an existing Home.

GROUP
The Company and its subsidiaries.

GST
Goods and services tax as levied under the GST Law as defined in section 195-1 of A New Tax System (Goods and Services Tax) Act 1999.

HELF
The Higher Everyday Living Fee (HELF) is a new fee structure introduced to replace the previous Extra Service Fee and Additional Service Fee in residential aged care for residents who choose to receive higher quality everyday living services. It is part of the broader reforms under the Aged Care Act 2024.

HOME CARE SERVICES
Provision of services to support older people with complex care needs to live independently in their own homes.

IFRS
International Financial Reporting Standards as issued by the International Accounting Standards Board ('IASB').

ILA
Independent living apartment.

ILU
Independent living unit.

IHACPA
Independent Health and Aged Care Pricing Authority.

KPI
A key performance indicator (KPI) is a measurable value that demonstrates how effectively a company is achieving key business objectives.

MOVE SAFE
Move Safe refers to manual handling at Regis, i.e., the manual tasks that we undertake when we are working, such as lifting, pushing, pulling or carrying items or people.

MPIR
Maximum permissible interest rate as defined in section 6 of the Fees and Payments Principles 2014 (No.2).

NPAT
Net profit after tax.

NPATA
Statutory net profit after tax (NPAT) before amortisation of operational places.

OCCUPANCY RATE
The proportion of operational places occupied by residents.

OPERATIONAL PLACE
A place available for occupancy by a resident.

PEOPLE STRATEGY
Regis' workforce strategy to enable Regis to deliver its business strategy and annual business plans effectively, while ensuring the well-being and engagement of its workforce.

PLACE
An allocated place under the Aged Care Act, being a place that (when operational and occupied) is capable of attracting the residential care subsidy on a per resident, per day basis.

QUALITY INDICATOR PROGRAM
The mandatory National Quality indicator program provides a method to measure important aspects of quality care through the collection, monitoring and benchmarking of quality data. Quality indicator data represents areas of high risk care that impact the health and wellbeing of residents.

RAD
Refundable accommodation deposit.

REGIS
The business carried on by the Company and its controlled entities.

REGIS OR PARENT ENTITY
Regis Healthcare Limited.

REGISTERED PROVIDER
An aged care provider as accredited by the Department under the Aged Care Act.

RESIDENT

A person who occupies a place in an aged care home or retirement village.

RESIDENTIAL AGED CARE

Care for older people who can no longer live in their own home. It includes accommodation and personal care, as well as access to nursing and general health care services.

RESPITE SERVICES

Respite care is a short-term offering to support those needing care and their carers who may need a break.

RN

Registered Nurse.

ROYAL COMMISSION

The Royal Commission into Aged Care Quality and Safety was established on 8 October 2018. The Royal Commission inquired into the quality of aged care services in Australia, whether those services were meeting the needs of the community, and how they could be improved in the future.

SHARE

A fully paid ordinary share in the capital of the Company.

SHAREHOLDER

A holder of shares.

STAR RATINGS

Government Star Ratings for aged care homes are a simple way of showing the quality of care at an aged care home and how they compare to others. All aged care homes across Australia receive a rating between 1 and 5 stars to indicate their quality of care across four key areas of performance.

SUPPORT AT HOME

Part of the broader reforms introduced under the Aged Care Act 2024, Support at Home commenced on 1 November 2025. The program replaced the Home Care Packages (HCP) Program and Short-Term Restorative Care (STRC) Programme, with the Commonwealth Home Support Programme (CHSP) to transition no earlier than 1 July 2027.

SUPPORTED RESIDENT

A resident assessed as eligible for Government assistance with accommodation costs. Unless otherwise specified, references to a 'Supported Resident' in this report include residents who are classified as concessional, assisted, supported or low means under the Aged Care Act 2024 and associated legislation.

UNDERLYING EBITDA

Refers to earnings before interest, tax and depreciation, excluding imputed income on RADs and one-off items, but includes operating lease expense and RAD retention.

Corporate information

Directors

Graham K Hodges
Chair, Independent Non-Executive Director

Andrew Kinkade (commenced 20 July 2026)
Managing Director and Chief Executive Officer

Christine Bennett AO
Independent Non-Executive Director

Sally Freeman
Independent Non-Executive Director

Ian Roberts
Non-Executive Director

Jodie Leonard
Independent Non-Executive Director

Carmel Monaghan (commenced 1 February 2026)
Independent Non-Executive Director

Linda Mellors (ceased 19 June 2026)
Former Managing Director and Chief Executive Officer

Company Secretary

Malcolm Ross

Registered Office and Principal Place of Business

Level 2, 293 Camberwell Road
Camberwell VIC 3124

Share Registry

MUFG Corporate Markets
Liberty Place
Level 41, 161 Castlereagh Street
Sydney NSW 2000

Phone: 1300 554 474

Stock Exchange

Regis Healthcare Limited shares are listed on the Australian Securities Exchange (ASX code: REG).

Solicitors

Herbert Smith Freehills Kramer
80 Collins St
Melbourne VIC 3000

Auditors

Ernst & Young Australia
8 Exhibition St
Melbourne VIC 3000

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