

1 April 2026



One Health Group plc
("One Health", the "Company" or the "Group")

Board Changes
Appointment of Chief Financial Officer

One Health Group plc (AIM: OHGR), the independent provider of NHS-funded surgical procedures for patients referred by their GP through 'Patient Choice', announces the appointment of Heather Craven as part-time Chief Financial Officer ("CFO"). Heather will join the Board and assume the role of CFO, both on a part-time basis, with effect from 8 April 2026.

Heather Craven is an experienced Chartered Accountant with nearly nine years as a Non-Executive Director and extensive experience as a Finance Director across diverse FTSE, AIM and privately owned industries in the UK and internationally. Her expertise spans corporate governance, financial controls, risk management, funding, taxation, operational, financial and commercial restructuring, strategic development and implementation, and managing external relationships.

Most recently, Heather was Senior Independent Non-Executive Director at Rotherham NHS Foundation Trust which included positions on numerous committees across her tenure, including Chair of Finance and Operational Performance, Vice Chair of Nomination and Remuneration and member of Audit and Risk and Quality Assurance Committees. Heather's tenure as Independent Non-Executive Director took place during a period of significant change and improvement within the Trust, of which Heather was actively involved with shaping strategy, strengthening governance and risk management as well as being attached to a number of projects for additional scrutiny. This experience will prove invaluable to One Health as the Company looks to open its first surgical hub in 2027.

Prior to her role at Rotherham NHS Foundation Trust, Heather served as Interim Finance Director and Controller in various companies, focusing on business turnaround, refinancing, IPO preparation, integration consultancy, and restructuring across sectors including logistics and food. Heather has also held positions as Group Finance Director at Birse Group PLC and Finance Director for European and American and African operations at Faber Prest PLC, managing finance functions, corporate governance, restructuring, insurance, taxation, commercial and financial negotiations, as well as all external financial relationships.

One Health also announces that Shantanu Shahane will be retiring from the role of Chief Medical Officer to concentrate on his clinical practice within One Health Group. Professor Anil Hormis will be joining the Company as Associate Medical Director from April to execute a timely handover process.

Adam Binns, Chief Executive Officer, commented: *"I am delighted to welcome Heather to the Board of One Health Group and very much look forward to the wealth of knowledge she will bring to our business. Heather's experience working with AIM listed companies and within an NHS Trust will be integral as we enter a very exciting period of growth for the business with the build and opening of our new surgical hub."*

"Shantanu joined One Health as a Consultant Orthopaedic Surgeon in 2005 and has grown with our business to Medical Director and most recently Chief Medical Officer. I would like to thank Shantanu for his continued time and commitment to One Health over the last 20 years and moving forward, as he continues with his clinical practice as a Consultant within One Health Group."

Additional Information on the Board Appointment

The following additional information is provided with regards to the appointment of Heather Ann Craven (nee Appleford and Rogerson), aged 64, in accordance with AIM Rule 17 and Schedule 2(g) of the AIM Rules for Companies:

Heather does not currently hold any directorships or partnerships and has not held any within the past five years. Heather does not hold any shares or options in the Company.

There are no further disclosures required under Rule 17 and Schedule 2(g) of the AIM Rules for Companies.

If you wish to keep up to date on Company news please email: onehealth@walbrookpr.com

For more information, please contact:

One Health Group plc

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About One Health Group plc (www.onehealth.co.uk)

One Health engages 80 NHS Consultants (excluding anaesthetists) who sub-specialise in the various surgeries offered by the Company, through a growing network of community-based outreach clinics and surgical operating locations. One Health continues to deliver strong growth and, in the year, to March 2025 provided much needed care to 17,020 new patients, through over 42,000 consultations and over 7,000 surgical procedures. One Health deploys surgeons and anaesthetists that are mostly employed by the NHS, on a subcontracted basis. It currently works with over 100 professionals across 9 independent hospitals and 37 outreach clinics. Within these community-based outreach clinics all consultations and post operative physiotherapy is delivered where required, reducing patient inconvenience and excess travel.

One Health's activities are focused on areas where NHS patient needs are under-supplied by the local NHS service, population density is relatively high and the level of private medical insurance or the ability to self-fund is relatively low. Currently, the Company's activities are focused in Yorkshire, Lincolnshire, Derbyshire, Nottinghamshire and Leicestershire. Revenue is derived from over 60 NHS commissioning bodies in addition to contracts with local NHS Hospital Trusts to transfer their internal waiting list patients to One Health for quicker treatment.

One Health's business model has focused to date on four main areas: orthopaedics, spine, general surgery and gynaecology, with urology introduced at the end of FY25.

Spine and orthopaedics are particularly attractive areas for One Health as the Directors believe that they benefit from powerful growth drivers in terms of an ageing demographic, physical inactivity and an increasing proportion of the population being categorised as obese. Within orthopaedics, the most common surgeries performed by One Health are knee and hip replacements.

Online investor presentation

Click below for the latest online presentation by Derek Bickerstaff, Chairman and Adam Binns, Chief Executive Officer, which offers insights into the Company's growth strategy and long-term vision:

<https://sparklive.lseg.com/ONEHEALTHGROUP/events/3c988809-19ad-454c-af31-cfe86bfe7da5/one-health-group-half-year-results-announcement>