

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

9.1 PROMOTER AND SUBSTANTIAL SHAREHOLDERS

9.1.1 Profiles of our Promoter and substantial shareholders

(i) HSG as our Promoter and substantial shareholder

HSG is our Promoter and substantial shareholder.

HSG was incorporated in Singapore under the SCA on 6 April 2018 as a private limited company under the name of Columbia Asia Healthcare Pte Ltd. It subsequently changed its name to Asia OneHealthcare Pte Ltd on 31 May 2024 and to HLT Healthcare Holdings Singapore Ltd on 14 September 2026. It was converted into a public limited company on 26 March 2025. HSG is principally engaged in investment holding activities and holds investments in entities that own, operate and manage private healthcare facilities in Malaysia, Indonesia and Vietnam, including private hospitals, medical centres and specialist healthcare institutions.

As at the LPD, the issued share capital of HSG is USD1,753,620,687.97 comprising 495,330,402 ordinary shares. HLT holds 93.1% equity interest in HSG. HSG has 57 other direct shareholders holding the remaining approximately 6.9% shareholding, each with shareholding ranging from approximately less than 0.1% to 1.2%.

The shareholding of HSG in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(ii) HLT as our substantial shareholder

HLT is our indirect substantial shareholder through its direct interest in HSG.

HLT was incorporated in the Cayman Islands as an exempted company with limited liability under the Companies Act (as revised) of the Cayman Islands on 6 September 2019. HLT is principally engaged in investment holding activities and holds investments in entities that own, operate and manage private healthcare facilities in Malaysia, Indonesia and Vietnam, including private hospitals, medical centres and specialist healthcare institutions.

As at the LPD, the issued share capital of HLT is USD18,812,043.00 comprising 18,812,043 ordinary shares. Calico, HLHG and GOL are shareholders of HLT, holding equity interests of 60.7%, 29.3% and 10.0%, respectively.

The shareholding of HLT in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(iii) HLHG as our substantial shareholder

HLHG is our indirect substantial shareholder through its direct interest in HLT.

HLHG was incorporated in Malaysia under the Act 2016 on 20 August 2019 as a private limited company under its present name. HLHG is principally engaged in investment holding and provision of management services. It holds investments in entities whose subsidiaries own, operate and manage private healthcare facilities, including private hospitals, medical centres and specialist healthcare institutions in Malaysia, Indonesia and Vietnam, as well as manage educational institutions, colleges, schools and other centres of learning, research and education, and provide educational programs and training courses for healthcare and related fields.

As at the LPD, the issued share capital of HLHG is RM2,773,000,000.00 comprising 2,773,000,000 ordinary shares. HLHG is a wholly-owned subsidiary of HLCM.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

The shareholding of HLHG in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(iv) HLCM as our substantial shareholder

HLCM is our indirect substantial shareholder through its direct interest in HLHG.

HLCM was incorporated in Malaysia under the Act 1965 on 6 May 1968 as a private company under the name of Hong Leong Company (Malaysia) Sdn Bhd and was converted to a public limited company on 16 January 1973. HLCM is principally engaged in investment holding activities and holds investments in banking and financial services, manufacturing and distribution of products (such as motorcycles, ceramic tiles and cement), and assembly and testing of semi-conductor products.

As at the LPD, the issued share capital of HLCM is RM16,039,500.00 comprising 16,039,500 ordinary shares. HL Holdings, HLIH and Hong Realty are shareholders of HLCM, holding equity interest of 46.7%, 17.7% and 16.8%, respectively. HLCM has 22 other direct shareholders holding the remaining approximately 18.8% equity interest, with their respective shareholding ranging from less than 0.1% to 2.6%.

The shareholding of HLCM in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(v) HL Holdings as our substantial shareholder

HL Holdings is our indirect substantial shareholder through its direct interest in HLCM.

HL Holdings was incorporated in Malaysia under the Act 1965 on 4 April 1974 as a private limited company under its present name. HL Holdings is principally engaged in investment holding activities and holds shares in HLCM.

As at the LPD, the issued share capital of HL Holdings is RM1,000,000.00 comprising 1,000,000 ordinary shares, all of which are held by TSQCL, the sole shareholder of HL Holdings.

The shareholding of HL Holdings in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(vi) TSQCL as our substantial shareholder

TSQCL is our Non-Independent Non-Executive Chairman and our indirect substantial shareholder through his direct interest in HL Holdings. Details of his profile are set out in Section 9.2.1(i) of this Prospectus. For his associations or family relationship with our substantial shareholders, Promoter, Directors and Key Senior Management, see Section 9.5 of this Prospectus.

The shareholding of TSQCL in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(vii) HLIH as our substantial shareholder

HLIH is our indirect substantial shareholder through its direct interest in HLCM and its indirect interest in HLCM, including its interest through Hong Realty.

HLIH was incorporated in Singapore under the SCA on 14 April 1948 as a private limited company under the name of Hong Leong Company (Pte) Limited and subsequently adopted its present name on 26 August 1982. HLIH is principally engaged in investment holding activities with its subsidiaries which are principally involved in property development, hotels, financial services, trade and industry.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

As at the LPD, the issued share capital of HLIH is SGD14,000,000.00 comprising 140,000 ordinary shares. Davos and Kwek Holdings are shareholders of HLIH, holding equity interests of 33.6% and 29.1%, respectively. HLIH has 19 other direct shareholders holding the remaining approximately 37.3% equity interest, with their respective shareholding ranging from 0.3% to 7.8%.

HLIH holds 17.7% equity interest in HLCM. HLIH is also the holding company of Hong Realty, holding 51.9% equity interest in Hong Realty, which in turn holds 16.8% equity interest in HLCM. Hong Realty is a subsidiary of HLIH. As HLIH and Hong Realty are related corporations and their combined interests in HLCM are not less than 20% of the voting rights in HLCM, HLIH and Hong Realty are our indirect substantial shareholders applying Section 8(4) of the Act 2016.

The shareholding of HLIH in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(viii) Hong Realty as our substantial shareholder

Hong Realty is our indirect substantial shareholder through its direct interest in HLCM, together with the interest of HLIH in HLCM.

Hong Realty was incorporated in Singapore under the SCA on 26 December 1962 as a private limited company under its present name. Hong Realty is principally engaged in investment holding activities and holds investments in entities involved in the development and sale of properties and investment dealings.

As at the LPD, the issued share capital of Hong Realty is SGD13,973,736.00 comprising 10,000 ordinary shares. HLIH holds an equity interest of 51.9% in Hong Realty. Hong Realty has 24 other direct shareholders holding the remaining approximately 48.1% equity interest, with their respective shareholding ranging from 0.2% to 11.1%.

Hong Realty holds 16.8% equity interest in HLCM. As HLIH and Hong Realty are related corporations and their combined interests in HLCM are not less than 20% of the voting rights in HLCM, Hong Realty is our indirect substantial shareholder applying Section 8(4) of the Act 2016.

The shareholding of Hong Realty in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(ix) Davos as our substantial shareholder

Davos is our indirect substantial shareholder through its direct interest in HLIH.

Davos was incorporated in Singapore under the SCA on 8 February 2002 as a private limited company under its present name. Davos is principally engaged in investment holding activities and holds shares in HLIH.

As at the LPD, the issued share capital of Davos is SGD97,595,805.00 comprising 47,019 ordinary shares. Kwek Leng Kee holds an equity interest of 41.9% in Davos. Davos has nine (9) other direct shareholders holding the remaining approximately 58.1% equity interest, with their respective shareholding ranging from 1.3% to 15.3%.

The shareholding of Davos in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

(x) Kwek Leng Kee as our substantial shareholder

Kwek Leng Kee is our indirect substantial shareholder through his direct interest in Davos. For his associations or family relationship with our substantial shareholders, Promoter, Directors and Key Senior Management, see Section 9.5 of this Prospectus.

The shareholding of Kwek Leng Kee in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(xi) Kwek Holdings as our substantial shareholder

Kwek Holdings is our indirect substantial shareholder through its direct interest in HLIH.

Kwek Holdings was incorporated in Singapore under the SCA on 31 December 1993 as a private limited company under its present name. Kwek Holdings is principally engaged in investment holding activities and holds shares in HLIH.

As at the LPD, the issued share capital of Kwek Holdings is SGD4,074,400.00 comprising 40,744 ordinary shares. Kwek Leng Beng holds an equity interest of 43.0% in Kwek Holdings. Kwek Holdings has eight (8) other direct shareholders holding the remaining 57.0% equity interest, with their respective shareholding ranging from approximately 1.7% to 14.9%.

The shareholding of Kwek Holdings in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(xii) Kwek Leng Beng as our substantial shareholder

Kwek Leng Beng is our indirect substantial shareholder through his direct interest in Kwek Holdings. For his associations or family relationship with our substantial shareholders, Promoter, Directors and Key Senior Management, see Section 9.5 of this Prospectus.

The shareholding of Kwek Leng Beng in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(xiii) Calico as our substantial shareholder

Calico is our indirect substantial shareholder through its direct interest in HLT.

Calico was incorporated in the Cayman Islands as an exempted company with limited liability under the Companies Act (as revised) of the Cayman Islands on 6 September 2019. Calico is principally engaged in investment holding activities and holds investments in entities primarily engaged in the provision of healthcare services in Malaysia, Indonesia and Vietnam, including ownership, operation and management of private hospitals, medical centres and specialist healthcare institutions.

As at the LPD, the issued share capital of Calico is USD8.00 comprising eight (8) ordinary shares and it is a wholly-owned subsidiary of OHA 1.

The shareholding of Calico in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(xiv) OHA 1 as our substantial shareholder

OHA 1 is our indirect substantial shareholder through its direct interest in Calico.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

OHA 1 was incorporated in the Cayman Islands as an exempted company with limited liability under the Companies Act (as revised) of the Cayman Islands on 6 September 2019 under its present name. OHA 1 is principally engaged in investment holding activities and holds investments in entities primarily engaged in the provision of healthcare services in Malaysia, Indonesia and Vietnam, including ownership, operation and management of private hospitals, medical centres and specialist healthcare institutions.

As at the LPD, the issued share capital of OHA 1 is USD803,225,787.22 comprising 803,225,787.22 ordinary shares and it is a wholly-owned subsidiary of OHA 2.

The shareholding of OHA 1 in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(xv) OHA 2 as our substantial shareholder

OHA 2 is our indirect substantial shareholder through its direct interest in OHA 1.

OHA 2 was incorporated in the Cayman Islands as an exempted company with limited liability under the Companies Act (as revised) of the Cayman Islands on 1 April 2022 under its present name. OHA 2 is principally engaged in investment holding activities and holds investments in entities primarily engaged in the provision of healthcare services in Malaysia, Indonesia and Vietnam, including ownership, operation and management of private hospitals, medical centres and specialist healthcare institutions.

As at the LPD, the issued share capital of OHA 2 is USD803,225,787.22 comprising 803,225,787.22 ordinary shares and it is a wholly-owned subsidiary of OHH.

The shareholding of OHA 2 in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(xvi) OHH as our substantial shareholder

OHH is our indirect substantial shareholder through its direct interest in OHA 2.

OHH was incorporated in the Cayman Islands as an exempted company with limited liability under the Companies Act (as revised) of the Cayman Islands on 6 September 2019 under its present name. OHH is principally engaged in investment holding activities and holds investments in entities primarily engaged in the provision of healthcare services in Malaysia, Indonesia and Vietnam, including ownership, operation and management of private hospitals, medical centres and specialist healthcare institutions.

As at the LPD, the issued share capital of OHH is USD385,630,038.00 comprising 385,630,038 ordinary shares. The TPG SF Entities and the TPG Co-investment Vehicles cumulatively directly hold 71.1% equity interest in OHH. Four (4) other direct shareholders hold the remaining approximately 28.9% equity interest, with their respective shareholding ranging from approximately 0.8% to 17.7%.

The shareholding of OHH in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(xvii) TPG Asia VIII as our substantial shareholder

TPG Asia VIII is our indirect substantial shareholder through its direct interest in OHH.

TPG Asia VIII was incorporated in Singapore under the SCA on 28 June 2022 as a private company limited by shares under its present name.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

TPG Asia VIII is principally engaged in investment holding activities and holds investments via direct and indirect ownership interests in private equity investments across Asia Pacific in the consumer, healthcare, financial services and technology and new economy sectors.

As at the LPD, TPG Asia VIII has the right to appoint, remove and replace all directors of OHH. Accordingly, TPG Asia VIII is deemed to be interested in the ordinary shares held by OHH. As at the LPD, TPG Asia VIII holds 19.9% of the ordinary shares in OHH.

As at the LPD, the issued share capital of TPG Asia VIII is USD1.00 comprising one (1) ordinary share held by TPG Asia VIII Fund, and USD2,631,800,501.85 comprising 44,879,929,387 preference shares held by TPG Asia VIII Fund, TPG Lonestar I, LP, Phoenix Bear Partners, L.P., TPG Eternal Co-Invest II, L.P., TPG Eternal Co-Invest, L.P., and TPG Asia VIII Finance (C), L.P.

The shareholding of TPG Asia VIII in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

(xviii) TPG Asia VIII Fund as our substantial shareholder

TPG Asia VIII Fund is our indirect substantial shareholder through its direct interest in TPG Asia VIII.

TPG Asia VIII Fund is an exempted limited partnership formed on 8 June 2022 under the laws of the Cayman Islands. It is principally engaged in investment holding activities and serves as the fund vehicle for TPG Asia VIII.

TPG Asia VIII Fund's interest in our Company, being one of its investee companies, is for investment purposes only where it does not participate in the day-to-day management and operations.

As at the LPD, TPG Asia VIII Fund is diversely beneficially owned by 120 partners (including the general partner ("GP") and eight (8) GP-affiliated LPs) which include institutions such as sovereign wealth funds and foreign official institutions, private funds, insurance companies, state or municipal governmental pension plans globally, with interests ranging from 0.0004% to 9.51%.

No single limited partner that beneficially owns TPG Asia VIII Fund (in its capacity as such) has any control over, or ability to participate, in the management of TPG Asia VIII Fund or ultimately TPG Asia VIII Fund's investee companies, including OHH and our Company.

The shareholding of TPG Asia VIII Fund in our Company before and after our IPO is set out in Section 9.1.2 of this Prospectus.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

9.1.2 Shareholding of our Promoter and substantial shareholders

The following tables set out the direct and indirect shareholding of our Promoter and substantial shareholders in our Company before and after our IPO:

Name/ Country of incorporation/ Nationality	Before our IPO ⁽¹⁾				After the issuance of new Shares pursuant to the HHHPL Partial Exchange			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	⁽¹⁾ %	No. of Shares	⁽¹⁾ %	No. of Shares	⁽²⁾ %	No. of Shares	⁽²⁾ %
HSG/ Singapore	16,273,585,398	100	-	-	16,273,585,398	99.9	-	-
HLT/ Cayman Islands	-	-	16,273,585,398	⁽⁵⁾ 100	-	-	16,273,585,398	⁽⁵⁾ 99.9
HLHG/ Malaysia	-	-	16,273,585,398	⁽⁶⁾ 100	-	-	16,273,585,398	⁽⁶⁾ 99.9
HLCM/ Malaysia	-	-	16,273,585,398	⁽⁷⁾ 100	-	-	16,273,585,398	⁽⁷⁾ 99.9
HL Holdings/ Malaysia	-	-	16,273,585,398	⁽⁸⁾ 100	-	-	16,273,585,398	⁽⁸⁾ 99.9
TSQLC/ Malaysian ⁽¹⁹⁾	-	-	16,273,585,398	⁽⁹⁾ 100	-	-	16,273,585,398	⁽⁹⁾ 99.9
HLIH/ Singapore ⁽¹⁹⁾	-	-	16,273,585,398	⁽⁸⁾⁽¹⁰⁾ 100	-	-	16,273,585,398	⁽⁸⁾⁽¹⁰⁾ 99.9
Hong Realty/ Singapore ⁽¹⁹⁾	-	-	16,273,585,398	⁽⁸⁾ 100	-	-	16,273,585,398	⁽⁸⁾ 99.9
Davos/ Singapore	-	-	16,273,585,398	⁽¹¹⁾ 100	-	-	16,273,585,398	⁽¹¹⁾ 99.9
Kwek Leng Kee/ Singaporean ⁽¹⁹⁾	-	-	16,273,585,398	⁽¹²⁾ 100	-	-	16,273,585,398	⁽¹²⁾ 99.9
Kwek Holdings/ Singapore	-	-	16,273,585,398	⁽¹¹⁾ 100	-	-	16,273,585,398	⁽¹¹⁾ 99.9
Kwek Leng Beng/ Singaporean ⁽¹⁹⁾	-	-	16,273,585,398	⁽¹³⁾ 100	-	-	16,273,585,398	⁽¹³⁾ 99.9
Calico/ Cayman Islands	-	-	16,273,585,398	⁽⁶⁾ 100	-	-	16,273,585,398	⁽⁶⁾ 99.9
OHA 1/ Cayman Islands	-	-	16,273,585,398	⁽¹⁴⁾ 100	-	-	16,273,585,398	⁽¹⁴⁾ 99.9
OHA 2/ Cayman Islands	-	-	16,273,585,398	⁽¹⁵⁾ 100	-	-	16,273,585,398	⁽¹⁵⁾ 99.9
OHH/ Cayman Islands	-	-	16,273,585,398	⁽¹⁶⁾ 100	-	-	16,273,585,398	⁽¹⁶⁾ 99.9
TPG Asia VIII/ Singapore	-	-	16,273,585,398	⁽¹⁷⁾ 100	-	-	16,273,585,398	⁽¹⁷⁾ 99.9
TPG Asia VIII Fund/ Cayman Islands	-	-	16,273,585,398	⁽¹⁸⁾ 100	-	-	16,273,585,398	⁽¹⁸⁾ 99.9

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name/ Country of incorporation/ Nationality	After our IPO							
	Assuming the Over-allotment Option is not exercised				Assuming the Over-allotment Option is fully exercised ⁽⁴⁾			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	⁽³⁾ %	No. of Shares	⁽³⁾ %	No. of Shares	⁽³⁾ %	No. of Shares	⁽³⁾ %
HSG/ Singapore	12,414,094,898	73.9			11,757,006,598	70.0		
HLT/ Cayman Islands	-	-	12,414,094,898	⁽⁵⁾ 73.9	-	-	11,757,006,598	⁽⁵⁾ 70.0
HLHG/ Malaysia	-	-	12,414,094,898	⁽⁶⁾ 73.9	-	-	11,757,006,598	⁽⁶⁾ 70.0
HLCM/ Malaysia	-	-	12,414,094,898	⁽⁷⁾ 73.9	-	-	11,757,006,598	⁽⁷⁾ 70.0
HL Holdings/ Malaysia	-	-	12,414,094,898	⁽⁸⁾ 73.9	-	-	11,757,006,598	⁽⁸⁾ 70.0
TSQCL/ Malaysian ⁽¹⁹⁾	-	-	12,414,094,898	⁽⁹⁾ 73.9	-	-	11,757,006,598	⁽⁹⁾ 70.0
HLIH/ Singapore ⁽¹⁹⁾	-	-	12,414,094,898	⁽⁸⁾⁽¹⁰⁾ 73.9	-	-	11,757,006,598	⁽⁸⁾⁽¹⁰⁾ 70.0
Hong Realty/ Singapore ⁽¹⁹⁾	-	-	12,414,094,898	⁽⁸⁾ 73.9	-	-	11,757,006,598	⁽⁸⁾ 70.0
Davos/ Singapore	-	-	12,414,094,898	⁽¹¹⁾ 73.9	-	-	11,757,006,598	⁽¹¹⁾ 70.0
Kwek Leng Kee/ Singaporean ⁽¹⁹⁾	-	-	12,414,094,898	⁽¹²⁾ 73.9	-	-	11,757,006,598	⁽¹²⁾ 70.0
Kwek Holdings/ Singapore	-	-	12,414,094,898	⁽¹¹⁾ 73.9	-	-	11,757,006,598	⁽¹¹⁾ 70.0
Kwek Leng Beng/ Singaporean ⁽¹⁹⁾	-	-	12,414,094,898	⁽¹³⁾ 73.9	-	-	11,757,006,598	⁽¹³⁾ 70.0
Calico/ Cayman Islands	-	-	12,414,094,898	⁽⁶⁾ 73.9	-	-	11,757,006,598	⁽⁶⁾ 70.0
OHA 1/ Cayman Islands	-	-	12,414,094,898	⁽¹⁴⁾ 73.9	-	-	11,757,006,598	⁽¹⁴⁾ 70.0
OHA 2/ Cayman Islands	-	-	12,414,094,898	⁽¹⁵⁾ 73.9	-	-	11,757,006,598	⁽¹⁵⁾ 70.0
OHH/ Cayman Islands	-	-	12,414,094,898	⁽¹⁶⁾ 73.9	-	-	11,757,006,598	⁽¹⁶⁾ 70.0
TPG Asia VIII/ Singapore	-	-	12,414,094,898	⁽¹⁷⁾ 73.9	-	-	11,757,006,598	⁽¹⁷⁾ 70.0
TPG Asia VIII Fund/ Cayman Islands	-	-	12,414,094,898	⁽¹⁸⁾ 73.9	-	-	11,757,006,598	⁽¹⁸⁾ 70.0

Notes:

- (1) Based on our enlarged issued Shares of 16,273,585,398 after the Share Split.
- (2) Based on our enlarged issued Shares of 16,285,835,972 after the HHHPL Partial Exchange.
- (3) Based on our Enlarged Issued Shares.
- (4) Assuming an Over-allotment Option of up to 657,088,300 Shares, representing approximately 15.0% of the total number of our IPO Shares offered.
- (5) Deemed interested by virtue of its shareholding in HSG, applying Section 8(4) of the Act 2016.
- (6) Deemed interested by virtue of its shareholding in HLT, applying Section 8(4) of the Act 2016.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

- (7) *Deemed interested by virtue of its shareholding in HLHG, applying Section 8(4) of the Act 2016.*
- (8) *Deemed interested by virtue of its shareholding in HLCM, applying Section 8(4) of the Act 2016.*
- (9) *Deemed interested by virtue of his shareholding in HL Holdings, applying Section 8(4) of the Act 2016.*
- (10) *Deemed interested by virtue of its shareholding in Hong Realty, applying Section 8(4) of the Act 2016.*
- (11) *Deemed interested by virtue of its shareholding in HLIH, applying Section 8(4) of the Act 2016.*
- (12) *Deemed interested by virtue of his shareholding in Davos, applying Section 8(4) of the Act 2016.*
- (13) *Deemed interested by virtue of his shareholding in Kwek Holdings, applying Section 8(4) of the Act 2016.*
- (14) *Deemed interested by virtue of its shareholding in Calico, applying Section 8(4) of the Act 2016.*
- (15) *Deemed interested by virtue of its shareholding in OHA 1, applying Section 8(4) of the Act 2016.*
- (16) *Deemed interested by virtue of its shareholding in OHA 2, applying Section 8(4) of the Act 2016.*
- (17) *Deemed interested by virtue of its interest in OHH, applying Section 8(4) of the Act 2016.*
- (18) *Deemed interested by virtue of its shareholding in TPG Asia VIII, applying Section 8(4) of the Act 2016.*
- (19) *TSQLC, HLIH, Hong Realty, Kwek Leng Kee and Kwek Leng Beng hold 49.1%, 17.7%, 16.8%, 1.4% and 2.1% equity interest in GuoLine Investment Assets Limited (formerly known as GSL Holdings Limited) ("GIA") respectively. GIA wholly owns (i) GVL, which holds the entire capital interest of TPG Healthcare HLM Co-Invest, L.P., which in turn holds approximately 5.9% of the ordinary shares in OHH; and (ii) GuoLine (Singapore) Pte Ltd, which holds less than 1.0% capital interest in TPG Asia VIII Fund.*

Our Promoter and our substantial shareholders do not have different voting rights from our other shareholders.

Save as disclosed above, there are no other persons who are able to, directly or indirectly, jointly or severally, exercise control over our Company.

As at the LPD, save for the Post-Listing Distribution referred to in Section 6.1.3 of this Prospectus, there is no arrangement between our Company and our shareholders with any third parties, the operation of which may, at a subsequent date, result in the change in control of our Company at a date subsequent to our IPO and our Listing.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

9.1.3 Changes in our Promoter's and substantial shareholders' shareholdings in our Company for the past three (3) years

Save as disclosed below, there has been no change in our Promoter's and substantial shareholders' shareholdings in our Company for the past three (3) years preceding the LPD:

Name	As at 31 March 2024				As at 31 March 2025			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Promoter and substantial shareholder								
HSG	6,031,542,700	100.0	-	-	8,097,246,475	100.0	-	-
Substantial shareholders								
HLT	-	-	6,031,542,700	⁽¹⁾ 100.0	-	-	8,097,246,475	⁽¹⁾ 100.0
HLHG	-	-	6,031,542,700	⁽²⁾ 100.0	-	-	8,097,246,475	⁽²⁾ 100.0
HLCM	-	-	6,031,542,700	⁽³⁾ 100.0	-	-	8,097,246,475	⁽³⁾ 100.0
HL Holdings	-	-	6,031,542,700	⁽⁴⁾ 100.0	-	-	8,097,246,475	⁽⁴⁾ 100.0
TSQLC	-	-	6,031,542,700	⁽⁵⁾ 100.0	-	-	8,097,246,475	⁽⁵⁾ 100.0
HLIH	-	-	6,031,542,700	⁽⁴⁾⁽⁶⁾ 100.0	-	-	8,097,246,475	⁽⁴⁾⁽⁶⁾ 100.0
Hong Realty	-	-	6,031,542,700	⁽⁴⁾ 100.0	-	-	8,097,246,475	⁽⁴⁾ 100.0
Davos	-	-	6,031,542,700	⁽⁷⁾ 100.0	-	-	8,097,246,475	⁽⁷⁾ 100.0
Kwek Leng Kee	-	-	6,031,542,700	⁽⁸⁾ 100.0	-	-	8,097,246,475	⁽⁸⁾ 100.0
Kwek Holdings	-	-	6,031,542,700	⁽⁷⁾ 100.0	-	-	8,097,246,475	⁽⁷⁾ 100.0
Kwek Leng Beng	-	-	6,031,542,700	⁽⁹⁾ 100.0	-	-	8,097,246,475	⁽⁹⁾ 100.0
Calico	-	-	6,031,542,700	⁽²⁾ 100.0	-	-	8,097,246,475	⁽²⁾ 100.0
OHA 1	-	-	6,031,542,700	⁽¹⁰⁾ 100.0	-	-	8,097,246,475	⁽¹⁰⁾ 100.0
OHA 2	-	-	6,031,542,700	⁽¹¹⁾ 100.0	-	-	8,097,246,475	⁽¹¹⁾ 100.0
OHH	-	-	6,031,542,700	⁽¹²⁾ 100.0	-	-	8,097,246,475	⁽¹²⁾ 100.0
TPG Asia VIII	-	-	6,031,542,700	⁽¹³⁾ 100.0	-	-	8,097,246,475	⁽¹³⁾ 100.0
TPG Asia VIII Fund	-	-	6,031,542,700	⁽¹⁴⁾ 100.0	-	-	8,097,246,475	⁽¹⁴⁾ 100.0

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name	As at 31 March 2026				As at the LPD			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Promoter and substantial shareholder								
HSG	8,136,792,699	100.0	-	-	8,136,792,699	100.0	-	-
Substantial shareholders								
HLT	-	-	8,136,792,699	(1)100.0	-	-	8,136,792,699	(1)100.0
HLHG	-	-	8,136,792,699	(2)100.0	-	-	8,136,792,699	(2)100.0
HLCM	-	-	8,136,792,699	(3)100.0	-	-	8,136,792,699	(3)100.0
HL Holdings	-	-	8,136,792,699	(4)100.0	-	-	8,136,792,699	(4)100.0
TSQLC	-	-	8,136,792,699	(5)100.0	-	-	8,136,792,699	(5)100.0
HLIH	-	-	8,136,792,699	(4)(6)100.0	-	-	8,136,792,699	(4)(6)100.0
Hong Realty	-	-	8,136,792,699	(4)100.0	-	-	8,136,792,699	(4)100.0
Davos	-	-	8,136,792,699	(7)100.0	-	-	8,136,792,699	(7)100.0
Kwek Leng Kee	-	-	8,136,792,699	(8)100.0	-	-	8,136,792,699	(8)100.0
Kwek Holdings	-	-	8,136,792,699	(7)100.0	-	-	8,136,792,699	(7)100.0
Kwek Leng Beng	-	-	8,136,792,699	(9)100.0	-	-	8,136,792,699	(9)100.0
Calico	-	-	8,136,792,699	(2)100.0	-	-	8,136,792,699	(2)100.0
OHA 1	-	-	8,136,792,699	(10)100.0	-	-	8,136,792,699	(10)100.0
OHA 2	-	-	8,136,792,699	(11)100.0	-	-	8,136,792,699	(11)100.0
OHH	-	-	8,136,792,699	(12)100.0	-	-	8,136,792,699	(12)100.0
TPG Asia VIII	-	-	8,136,792,699	(13)100.0	-	-	8,136,792,699	(13)100.0
TPG Asia VIII Fund	-	-	8,136,792,699	(14)100.0	-	-	8,136,792,699	(14)100.0

Notes:

- (1) Deemed interested by virtue of its shareholding in HSG, applying Section 8(4) of the Act 2016.
- (2) Deemed interested by virtue of its shareholding in HLT, applying Section 8(4) of the Act 2016.
- (3) Deemed interested by virtue of its shareholding in HLHG, applying Section 8(4) of the Act 2016.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

- (4) *Deemed interested by virtue of its shareholding in HL CM, applying Section 8(4) of the Act 2016.*
- (5) *Deemed interested by virtue of his shareholding in HL Holdings, applying Section 8(4) of the Act 2016.*
- (6) *Deemed interested by virtue of its shareholding in Hong Realty, applying Section 8(4) of the Act 2016.*
- (7) *Deemed interested by virtue of its shareholding in HLIH, applying Section 8(4) of the Act 2016.*
- (8) *Deemed interested by virtue of his shareholding in Davos, applying Section 8(4) of the Act 2016.*
- (9) *Deemed interested by virtue of his shareholding in Kwek Holdings, applying Section 8(4) of the Act 2016.*
- (10) *Deemed interested by virtue of its shareholding in Calico, applying Section 8(4) of the Act 2016.*
- (11) *Deemed interested by virtue of its shareholding in OHA 1, applying Section 8(4) of the Act 2016.*
- (12) *Deemed interested by virtue of its shareholding in OHA 2, applying Section 8(4) of the Act 2016.*
- (13) *Deemed interested by virtue of its interest in OHH, applying Section 8(4) of the Act 2016.*
- (14) *Deemed interested by virtue of its shareholding in TPG Asia VIII, applying Section 8(4) of the Act 2016.*

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

9.1.4 Amounts/Benefits paid/given or proposed to be paid or given to our Promoter and our substantial shareholders

No amounts or benefits have been paid or are intended to be paid or given to our Promoter and substantial shareholders within the two (2) years preceding the date of this Prospectus, nor are intended to be paid or given to our Promoter and our substantial shareholders except for dividend paid to our Promoter and the Pre-IPO Distribution, as set out in Section 12.4 of this Prospectus.

9.2 BOARD OF DIRECTORS

Our Board acknowledges and takes cognisance of the MCCG which contains recommendations to improve upon or to enhance corporate governance as an integral part of the business activities and culture of such companies.

Our Board has at least 30% women directors and a Senior Independent Non-Executive Director. With that, our Board believes that our current Board composition provides the appropriate balance in terms of skills, knowledge and experience to promote the interests of all shareholders and to govern our Group effectively. Our Board is also committed to achieving and sustaining high standards of corporate governance.

Within the limits set by our Constitution, our Board is responsible for the governance and management of our Group. To ensure the effective discharge of its functions, our Board has set out the following key responsibilities in our board charter:

- (i) review, approve and oversee our Group's strategic direction, long-term plans and business objectives, including major investments, acquisitions, disposals, joint ventures, restructuring exercises, expansion strategies, capital allocation, funding strategies and financial sustainability initiatives;
- (ii) ensure that our Group's strategies support long-term value creation and sustainable growth, taking into consideration economic, environmental, social, governance, safety and health factors, and oversee the implementation by the executive management team of our Group ("**Management**") of such strategies and sustainability objectives;
- (iii) promote, together with our Management, a culture of good corporate governance, integrity, ethical conduct, accountability and professional behaviour throughout our Group;
- (iv) review, challenge and approve our Group's annual business plans and budgets, including our Group's corporate strategy, marketing plans, human resource plans, information technology plans, financial plans and risk management plans;
- (v) oversee the conduct and performance of our Group's businesses and ensure that our Group's operations are properly, effectively and prudently managed;
- (vi) ensure full compliance with laws and regulations and to carry out the duties of our Board in accordance with the relevant provisions of the Listing Requirements, the CMSA, the Act 2016, the MCCG and all other applicable laws, regulations, guidelines and regulatory requirements;
- (vii) understand the principal risks of our businesses and recognise that business decisions involve taking appropriate risks,

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

- (viii) determine and approve the risk appetite within which our Management is expected to operate, and oversee the adequacy and effectiveness of our risk management framework for identifying, analysing, evaluating, managing and mitigating significant financial and non-financial risks, including sustainability-related risks concerning ESG matters;
- (ix) oversee the effectiveness of our Group's risk management and internal control systems, monitor principal risks facing our Group, including operational, financial, regulatory, healthcare, technology and reputational risks, and ensure appropriate business continuity and crisis management frameworks are established and maintained;
- (x) review the adequacy and the integrity of our Group's risk management, internal control systems and management information systems, including systems / reporting framework for compliance with applicable laws, regulations, rules, directives and guidelines;
- (xi) ensure that appropriate policies and procedures are established to assess the performance of our Directors and Key Senior Management, and to provide remuneration structures that support the attraction, retention and motivation of suitably qualified individuals;
- (xii) determine the remuneration of our Non-Executive Directors to be proposed to shareholders at our general meeting, with the individuals concerned abstaining from discussions of their own remuneration;
- (xiii) ensure that all members of our Board and Management are of sufficient calibre and oversee succession planning for our Board and Management to ensure that our Group maintains an appropriate pipeline of leadership talent with the necessary skills, experience, competence and calibre, including the appointment, training, development, evaluation, remuneration and replacement of Key Senior Management personnel where appropriate;
- (xiv) ensure and oversee our Group's development and implementation of an investor relations programme and has in place appropriate procedures and channels to facilitate effective, transparent and regular communication with stakeholders, including mechanisms for stakeholders to submit feedback, concerns or complaints, and that such matters are addressed appropriately and in a timely manner;
- (xv) oversee our Group's adherence to high standards of integrity, ethics and corporate conduct, including the establishment and implementation of a Code of Conduct and Ethics, Anti-Bribery and Anti-Corruption Policy and Whistleblowing Policy applicable throughout our Group and periodically review and in any event, at least once every three (3) years, the Code of Conduct and Ethics, Anti-Bribery and Anti-Corruption Policy and Whistleblowing Policy to ensure alignment with changes in law and governance practices with our Group's vision, mission and business plan;
- (xvi) review and accept the investigative outcome of any whistleblowing matters, results of fraud, illegal acts or suspected violations of our Group's policies involving all our employees, our Management and our Directors;
- (xvii) review periodically an anti-corruption compliance programme which includes clear policies and objectives that adequately addresses corruption risk;
- (xviii) ensure the integrity, adequacy and reliability of our Company and our Group's financial and non-financial reporting processes and disclosures, particularly that our financial statements are true and fair and conform with the laws;

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

- (xix) to ensure that our Gender Diversity Policy for our Board and Management is disclosed in our annual report;
- (xx) undertake a formal and objective annual evaluation of the effectiveness of our Board, Board Committees and individual Directors;
- (xxi) establish procedures to assess, monitor and manage related party transactions and conflict of interest situations that may arise within our Group, including transactions, arrangements or conduct that may raise concerns regarding governance, transparency or management integrity; and
- (xxii) in overseeing the conduct of our Group's business, our Board shall ensure that an appropriate financial planning, operating and reporting framework as well as an embedded risk management framework is established. Elements under this combined framework include the business plan, budget, financial statements, divisional strategic/performance review reports and risk management reports.

In addition, our Non-Independent Non-Executive Chairman is primarily responsible for the following:

- (i) to ensure orderly conduct of our Board meetings by:
 - a. setting the agenda for each Board meeting together with our Company Secretary and our Group CEO. Other Directors and members of our Key Senior Management may also be consulted;
 - b. ensuring the provision of accurate, complete and clear information to our Directors in a timely manner;
 - c. ensuring that our Board Committee meetings are conducted separately from Board meetings;
 - d. leading and chairing our Board and shareholders' meetings and discussions and ensuring the proceedings thereof comply with good conduct and practices as well as representing our Board to our shareholders;
 - e. managing boardroom dynamics by promoting a culture of openness and debate; functioning as a facilitator at meetings of our Board to ensure that no member, whether executive or non-executive, dominates any discussion and that relevant discussions take place with the relevant opinions among members forthcoming, encouraging active participation and allowing dissenting views to be freely expressed and ensure that discussions result in logical and understandable outcome;
 - f. ensuring all our Directors are adequately briefed on issues arising at our Board meetings in a timely manner; and that adequate time is allocated for discussion of issues tabled to our Board for deliberation.
- (ii) to provide leadership to our Board in its collective oversight of our Management so that our Board can perform its responsibilities effectively and interfacing with our Management but not overseeing the day-to-day management of our Group by:
 - a. taking a leading role in establishing an effective corporate governance system and practices, including establishing our Board Charter, Board Committee structures and ensuring that induction as well as ongoing education programmes for Directors are in place;

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

- b. ensuring that our Board is kept updated on its statutory obligations to our Company, our shareholders, employees and other stakeholders;
 - c. liaising and coordinating input from all our Directors, especially Board Committees' chairperson, to optimise the effectiveness of our Board and our Board Committees;
 - d. ensuring that prior to new appointments to our Board, an assessment is undertaken on the candidate, which may include a competency and behavioral analysis of the candidate; and
 - e. ensuring that our Board and senior executive succession planning is considered on an ongoing basis.
- (iii) to ensure effectiveness of our Board by arranging the regular evaluation of the performance of our Board, our committees and individual Directors and discussing the performance assessment with individual Directors and Board Committee Chairman.
 - (iv) ensuring the adequacy and integrity of the governance process and issues including upgrading and monitoring good corporate governance practices within our Group;
 - (v) ensuring that our Executive Directors look beyond their executive function and accept their full share of responsibilities of governance and provide regular updates on all issues pertinent to the welfare and future of our Group to our Board;
 - (vi) maintaining regular dialogue with our Group CEO over all operational matters and consulting with the remainder of our Board promptly over any matters that gives him/her cause for major concern;
 - (vii) to represent our Board to shareholders and ensuring appropriate measures are in place for effective communication with stakeholders and that their views are communicated to our Board as a whole;
 - (viii) ensure that our general meeting supports meaningful engagement between our Board, Management and shareholders. The engagement should be interactive and include robust discussion on, among others, our financial and non-financial performance as well as our long-term strategies; and
 - (ix) performing other responsibilities assigned by our Board from time to time.

On the other hand, our Group CEO is primarily responsible for execution of our Group's strategies in line with our Board's direction, oversees the operations and drives our Group's business and performance towards achieving our Group's vision and goals as well as the day-to-day management of our Group, within the authorities as delegated by our Board.

The details of the members of our Board and the date of expiration of the current term of office for each of our Directors and the period that each of our Directors has served in that office as at the LPD are as follows:

Director	Designation	Age	Date of appointment	Date of expiration of the current term of office	No. of years and months in office
TSQLC (M)	Non-Independent Non-Executive Chairman ⁽¹⁾	83	31 January 2020	Subject to retirement by rotation at the AGM in 2027	6 years 7 months

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Director	Designation	Age	Date of appointment	Date of expiration of the current term of office	No. of years and months in office
Ganen (M)	Non-Independent Non-Executive Director	51	31 January 2020	Subject to retirement by rotation at the AGM in 2027	6 years 7 months
Dr. Chan Boon Kheng (M)	Managing Director and Group CEO	58	31 January 2020	Subject to retirement by rotation at the AGM in 2027	6 years 7 months
Stephen Hagger (M)	Senior Independent Non-Executive Director	62	4 September 2026	Subject to retirement at the AGM in 2027	*
Dr. Chong Su-Lin (F)	Independent Non-Executive Director	66	4 September 2026	Subject to retirement at the AGM in 2027	*
Lim Tau Kien (F)	Independent Non-Executive Director	70	4 September 2026	Subject to retirement at the AGM in 2027	*
Zaida Khalida binti Shaari (F)	Independent Non-Executive Director	58	4 September 2026	Subject to retirement at the AGM in 2027	*
QKS (M)	Alternate Director to TSQCLC	46	4 September 2026	Nil ⁽²⁾	*

Notes:

(M) Male

(F) Female

(1) TSQCLC was appointed as our Chairman on 4 September 2026.

(2) QKS is an alternate director to TSQCLC and therefore does not have a separate term of office.

* Less than 1 month

None of our Directors represent any corporate shareholder on our Board, save for TSQCLC and QKS, who represent HSG and HLHG (which is part of the Hong Leong Group), and Ganen, who represents HSG and the funds managed by TPG. Further, there are no family relationships between our Directors, save that TSQCLC and QKS who are father and son.

9.2.1 Profiles of our Directors

(i) TSQCLC

TSQCLC, a Malaysian, aged 83, is our Non-Independent Non-Executive Chairman and a substantial shareholder. He was appointed to our Board on 31 January 2020 and appointed as our Chairman on 4 September 2026.

TSQCLC qualified as a Barrister-at-Law of Middle Temple, United Kingdom, having been called to the Bar of England and Wales in November 1964.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

He has over 60 years of extensive business experience across various business sectors, including financial services, manufacturing and real estate. He began his career in December 1962 when he joined his family's trading business, where he was involved in general management and business operations during the Hong Leong Group's early expansion in Malaysia. In that role, he was responsible for the day-to-day management and strategic development of the Hong Leong Group's activities.

Following the incorporation of HLCM in May 1968, he continued to play a key role in the development of the Hong Leong Group, serving as Managing Director of HLCM from August 1968 to January 1991, Group CEO of HLCM from January 1991 to December 1996 and as Chairman and CEO of HLCM since December 1996 until present. He is currently responsible for the strategic direction and high-level oversight of the Hong Leong Group's diversified businesses in various sectors such as financial services, property development and investments, manufacturing and hospitality.

As Chairman of our Board, he chairs Board meetings and oversees our Board's governance, provides strategic guidance on our direction and growth, reviews and approves major corporate and capital decisions and ensures effective oversight of our Management's performance and accountability to shareholders.

He is currently the Non-Independent Non-Executive Chairman of HLFG and Hong Leong Bank Berhad (both public companies listed on the Main Market of Bursa Securities). He also serves as the Non-Independent Non-Executive Chairman of GuocoLand Limited, a public company listed on the Main Board of the SGX-ST and is a director of several other public and private companies as disclosed in Section 9.2.3 of this Prospectus.

(ii) Ganen

Ganen, a Malaysian aged 51, is our Non-Independent Non-Executive Director. He was appointed to our Board on 31 January 2020.

He obtained a Bachelor of Laws from University College London, University of London, United Kingdom, in 1996. He is a member of Lincoln's Inn, United Kingdom and was called to the Bar of England and Wales in July 1998.

He has over 25 years of experience across private equity, investment management, corporate finance, equity capital markets and fund management.

He began his career with UBS AG in September 1997 as an Associate, Corporate Finance in its London office. Over the next seven years, he progressed through the ranks at UBS AG, serving across the corporate finance, investment banking and equity capital markets divisions in its London, Singapore and Hong Kong offices. His last responsibility at UBS AG was Director, Equity Capital Markets at UBS AG Hong Kong.

Upon leaving UBS AG Hong Kong branch in October 2004, he joined Khazanah Nasional Berhad ("**Khazanah**"), Malaysia's sovereign wealth fund, as Director of Investments. He was promoted to Executive Director, Head of Investments in 2006 and held this role until his departure from Khazanah in April 2014. In these roles, he oversaw its investment team and investment and divestment activities, regional investment portfolio, as well as the restructuring and reorganisation of selected investee companies. He also chaired Khazanah's Transaction Review Committee and was a member of their Management Committee.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Since May 2014, he has served as the CEO and director of TPG Capital (S) Pte Ltd, a Singapore-based fund management entity ultimately controlled by TPG, a public company listed on the Nasdaq Global Select Market, which holds a capital markets services licence and is licensed by the Monetary Authority of Singapore to conduct fund management activities. He also serves as a director and member of the Executive Committee of TPG, since December 2021. He also holds various senior leadership positions within TPG. These roles include Managing Partner, Co-Head of Asia, Co-Managing Partner of TPG Capital Asia, Co-Head of Southeast Asia and Head of Middle East. In these capacities, he oversees TPG's business expansion, investment, portfolio management and divestment activities in Asia and Middle East.

He currently also sits on the board of directors of several private companies, including investee or portfolio companies as a representative of TPG and/or its affiliates, as disclosed in Section 9.2.3 of this Prospectus.

(iii) Dr. Chan Boon Kheng

Dr. Chan Boon Kheng, a Singaporean aged 58, is our Managing Director and Group CEO. He was appointed to our Board on 31 January 2020.

He graduated with a Bachelor of Medicine and Bachelor of Surgery ("**MBBS**") from the National University of Singapore in 1992. He subsequently obtained a Master of Business Administration from The University of Chicago Graduate School of Business (now known as University of Chicago Booth School of Business) in Singapore in 2004. He is a registered medical practitioner with the Singapore Medical Council and is a member of the Singapore Medical Association.

He has over 30 years of experience in the healthcare sector, including more than 20 years in senior executive and board-level roles across hospital operations, healthcare group management, corporate strategy, mergers and acquisitions, and healthcare investment platforms in Singapore, Malaysia and the wider Asia region.

After obtaining his MBBS degree, he joined the Ministry of Health, Singapore as a Medical Officer, serving from May 1992 to September 1997 within the Singapore public healthcare system. He subsequently joined Raffles Medical Group, Singapore, in January 1998 as a Physician Manager and remained there until April 2000.

Between May 2000 and February 2007, he held various senior management positions within the Parkway Holdings Limited group of companies ("**Parkway Group**"), including Assistant General Manager of Parkway Healthcare Limited, Assistant General Manager of Gleneagles Hospital Singapore and CEO and General Manager of East Shore Hospital (now known as Parkway East Hospital), Singapore. In these roles, he was responsible for the overall management and operations of the hospital and contributed to the Parkway Group's healthcare management and service development initiatives.

From March 2007 to June 2007, he served as an Adviser to Pantai Holdings Berhad, Malaysia, where he advised on the operations and strategic direction of the group's healthcare businesses. Thereafter from 2007 to 2008, he served as an Adviser, Healthcare and Technology to Mubadala Development Company, Abu Dhabi, a diversified investment and development company owned by the government of Abu Dhabi with interests across oil and gas, real estate, financial services, infrastructure development and healthcare. In this role, he advised on the strategy, business development, operations, financial and organisational effectiveness of existing and future healthcare assets. He subsequently returned to Pantai Holdings Berhad where he served as Interim Group CEO from June 2008 to 2010, overseeing the operations and strategic direction of the group's healthcare businesses.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

Between 2010 and 2016, he served as Group President of Sasteria Pte Ltd, a healthcare investment holding company with interests in Thomson Medical Group Limited in Singapore and TMC Life Sciences Berhad in Malaysia. In this capacity, he was responsible for overseeing the group's strategic direction and overall portfolio performance in the healthcare sector. He concurrently served as Group CEO of Thomson Medical Group Limited and as a Director of TMC Life Sciences Berhad, where his board appointment was initially as a Non-Executive Non-Independent Director in January 2011, subsequently redesignated as Executive Director from March 2014 to September 2016, and thereafter redesignated as a Non-Executive Non-Independent Director from October 2016 to January 2017.

Between 2017 and 2018, he served as Senior Adviser to TPG Global LLC, based in Singapore. In this capacity, he was responsible for providing advisory support to the firm's investment portfolio on healthcare assets, including acquisition and post-acquisition activities relating to healthcare businesses in the Southeast Asia region.

Between January 2018 and December 2019, he held senior leadership roles at IHH Healthcare Berhad, Malaysia as Group Head of Strategic Planning and Business Development (Mergers and Acquisitions) and CEO, Southeast Asia Operations. In these capacities, he was responsible for corporate strategy, mergers and acquisitions execution and oversight of operations in Brunei and the business development across Southeast Asia (excluding Singapore and Malaysia). During this period, he also served on the boards of Fortis Healthcare Limited (listed on the National Stock Exchange of India) as a Non-Executive Director and RHT Health Trust Manager Pte Ltd as a Non-Executive Non-Independent Director; the latter serving as trustee-manager of RHT Health Trust (which was then listed on the SGX-ST), both entities under the IHH Healthcare group of companies.

Since February 2020, he has served as Managing Director of our Company and Group CEO, overseeing our Group's overall management, strategy, financial performance, operations and hospital services to ensure the headquarters and hospitals achieve their strategic objectives and operational targets. In this role, he has led the growth of our Group's healthcare network and played an instrumental role in the strategic transformation of our Group from a secondary/tertiary hospital operator into an integrated healthcare provider. Key initiatives led by him include the acquisition and integration of the Ramsay Sime Darby Group of hospitals and the TE Asia super-specialty hospitals, significantly expanding our Group's scale, clinical capabilities and centres of excellence across quaternary and super-specialty healthcare services.

(iv) **Stephen Hagger**

Stephen John Watson Hagger, a British citizen aged 62, is our Senior Independent Non-Executive Director. He was appointed to our Board on 4 September 2026.

He obtained a Bachelor of Science in Agriculture (Hons) from University of Edinburgh, United Kingdom in 1986. He subsequently obtained a Master of Business Administration ("**MBA**") from Durham University School of Business, United Kingdom in September 1990.

He has over 30 years of leadership experience in the Malaysian capital markets.

He began his career in August 1987 with Montagu Loeb Stanley & Co. (subsequently rebranded as Fleming Montagu Stanley and later restructured into Fleming Private Asset Management Limited) in the United Kingdom, where he initially served as a Director's Assistant and subsequently progressed to the role of UK Equities Analyst. During his tenure, he conducted buy-side fundamental equity research, prepared financial models and monitored sector trends for private client and institutional portfolios. He left in June 1989 to pursue his MBA.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Following the completion of his MBA, he took a career break until May 1991 during which he travelled internationally and worked as a professional ski guide. In May 1991, he joined Hill Samuel Bank Limited in Singapore as an Investment Manager, where he managed investment portfolios comprising Singaporean and Malaysian equities and was involved in fund marketing activities in both Singapore and Malaysia until his departure in August 1992.

Between September 1992 and January 1994, he was in KE-Zan Securities Sdn Bhd, a subsidiary of Kim Eng Securities (Private) Limited, Singapore, as Research Manager, where he led the local equity research team and analysed Malaysian listed companies.

Between February 1994 and March 1998, he was Head of Research in Barclays de Zoete Wedd Malaysia Sdn Bhd and was subsequently promoted to Managing Director in 1995. During this period, he was responsible for equity research activities, including financial modelling, preparation of research reports covering listed companies, the stock market, economy and political developments, as well as marketing investment ideas to institutional investors in Malaysia and globally.

Following the acquisition of Barclays de Zoete Wedd's global equities division by Credit Suisse First Boston ("CSFB"), he was retained and appointed as Director of Equities at the CSFB Singapore branch in April 1998. In July 1999, he transferred to the CSFB Labuan branch where he continued to serve as Director of Equities. In March 2001, he transferred to CSFB Research (Malaysia) Sdn Bhd as Director of Equities Research, where he subsequently assumed additional responsibilities as Head of Research for ASEAN and Pakistan. In 2006, he was also appointed Managing Director and Head of Malaysian Equities of Credit Suisse (Malaysia) Sdn Bhd (formerly known as CSFB Research (Malaysia) Sdn Bhd), while continuing to oversee equity research activities until 2010. In 2010, he relinquished his equity research responsibilities and was appointed Head of ASEAN Sales, overseeing institutional sales teams across the ASEAN region. In addition to his country management responsibilities, he supported the firm's investment banking, private banking and asset management businesses and the origination and distribution of various equity capital market transactions until his retirement in January 2023.

He currently sits on the board of directors of Farm Fresh Berhad, a public company listed on the Main Market of Bursa Securities.

(v) Dr. Chong Su-Lin

Dr. Chong Su-Lin, a Malaysian aged 66, is our Independent Non-Executive Director. She was appointed to our Board on 4 September 2026.

She graduated with a MBBS from the Royal Free School of Medicine (the predecessor of UCL Medical School), University of London, United Kingdom in July 1984. She subsequently obtained a MBA from the London Business School, University of London, United Kingdom in August 1992. She has been a member of the ICDM since September 2020.

She has over 40 years of experience in the healthcare and medical services sector, encompassing clinical practice, healthcare management, hospital operations, healthcare consulting and healthcare investment advisory.

She began her career in August 1984 with the National Health Service in the United Kingdom as a Medical Officer in General Medicine, where she was involved in patient care across various specialties. She left in January 1990 to pursue her MBA at the London Business School, University of London, United Kingdom. Upon completing her MBA in August 1992, she joined Cambridge Pharma Consultancy Limited, London, as a Management Consultant specialising in pharmaco-economics and health economics, particularly in oncology, where she was involved in health economic modelling and reimbursement assessments for pharmaceutical products until August 1994, when she returned to Malaysia.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

From September 1994 to February 1995, she focused on her relocation to Malaysia and the pursuit of new professional opportunities.

In March 1995, she joined Subang Jaya Medical Centre as an Administrative Resident and was subsequently promoted to Director of Ancillary/ Allied Health Services in December 1995, where she was responsible for overseeing ancillary healthcare services until she left in February 1999.

Between March 1999 and October 2000, she joined International Medical University (“IMU”) as a Project Director, where she was responsible for overseeing the renovation and construction of IMU’s campuses in Bukit Jalil, Kuala Lumpur and Seremban. In December 2000, she joined Sunway Medical Centre Sdn Bhd as CEO, a position she held until August 2011. During her tenure, she led Sunway Medical Centre’s operational and physical expansion and was involved in the development of its cancer centre and collaborations with Monash University Malaysia, which contributed to the establishment of the Jeffrey Cheah School of Medicine and Health Sciences.

In January 2010, she was appointed by the MOH as Leader of the working laboratory for the healthcare National Key Economic Area (“NKEA”) under the National Economic Transformation Programme. She subsequently served as NKEA Industry Adviser to the Minister of Health, Malaysia until April 2013. In these roles, she worked with public and private sector stakeholders in the development of strategic plans for Malaysia’s healthcare ecosystem.

In June 2011, she founded HealthPDM Sdn Bhd (“HealthPDM”), a healthcare management consultancy focused on clinical governance, healthcare operations and strategic healthcare planning, and has served as its Founder and Principal Consultant since then. Through HealthPDM, she has advised healthcare providers, investors and non-governmental organisations on hospital master planning, operational strategy, clinical governance and healthcare investments. Concurrently, through HealthPDM in 2011, she provided advisory services to Prince Court Medical Centre, including the review of operational and clinical due diligence, prior to her appointment as its Interim CEO.

Between December 2011 and May 2016, she served as CEO of Prince Court Medical Centre Sdn Bhd. Initially appointed as interim CEO, she was confirmed as permanent CEO in July 2012. During her tenure, she led Prince Court Medical Centre’s business turnaround initiatives, oversaw operational restructuring and implemented business expansion strategies.

In May 2016, she joined Beacon International Specialist Centre Sdn Bhd as Executive Director, overseeing clinical strategy, governance and restructuring initiatives, before leaving in May 2017.

From September 2017 to March 2020, she was CEO of IMU Healthcare Business Unit of IMU Education Sdn Bhd, overseeing multidisciplinary healthcare services and leading planning for its new hospital development.

Since August 2020 to present, she also serves as Consultant Adviser on clinical governance and patient safety to Sumitomo Corporation.

In June 2025, she joined TVM Capital Healthcare Partners Pte Ltd, a Singapore-based healthcare expansion and growth capital investment firm, as Operating Partner and Investment Committee Member based in Kuala Lumpur, where she supports investment evaluation and strategic advisory activities. She currently serves on the investment committee and does not have day-to-day management responsibilities or any shareholding in TVM Capital Healthcare Partners Pte Ltd.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

(vi) **Lim Tau Kien**

Lim Tau Kien, a Malaysian aged 70, is our Independent Non-Executive Director. She was appointed to our Board on 4 September 2026.

She graduated with a Bachelor of Accountancy from University of Glasgow, United Kingdom, in 1978. She was admitted as a member of The Institute of Chartered Accountants of Scotland in 1981 and remains a member to-date. She was also admitted as a Chartered Accountant of the MIA in 1982 of which she remains a member to-date.

She has approximately 30 years of experience in assurance, finance and corporate management across public sector and multinational environments.

Upon graduation, she commenced her career in 1978 with Whinney Murray Ernst and Ernst (the predecessor of Ernst & Young Global Limited) in the United Kingdom. She returned to Kuala Lumpur, Malaysia in 1981 to join the Ministry of Finance as a Federal Accountant, a position she held from 1981 to 1982, before joining the Prime Minister's Department as a Federal Accountant, where she served from 1982 to 1983.

From 1983 to 1991, she was with Shell Malaysia Limited and other Shell Malaysia companies, where she held various positions, including Internal Auditor (1983 to 1985), Financial Accountant (1985 to 1986), Senior Management Accountant (1986 to 1989), Senior IT Projects Manager (1990) and Financial Controller (1991). She subsequently moved to Shell Australia Limited, where she held the positions of Special Projects – Planning & Economics (1991 to 1992), Senior Planner Reseller (1992) and Treasury Quality Adviser (1992 to 1993). She returned to Shell Malaysia Limited and other Shell Malaysia companies in 1994 and held various positions, including Treasury Planning Manager (1994 to 1995), Corporate Treasurer (1995 to 1996) and Director, Corporate Finance/Treasury and Secretary, Trust Funds (1997 to 2004). From 2004 to 2008, she was with Shell China Exploration & Production Co Ltd and other Shell China companies, where she held the positions of Country CFO, Country Controller and Finance Director, before retiring in 2008.

She currently sits on the boards of directors of Malakoff Corporation Berhad, a public company listed on the Main Market of Bursa Securities and GLM Reit Management Sdn Bhd, being the manager of Tower Real Estate Investment Trust ("**Tower REIT**"), which is also listed on the Main Market of Bursa Securities.

(vii) **Zaida Khalida binti Shaari**

Zaida Khalida Binti Shaari, a Malaysian aged 58, is our Independent Non-Executive Director. She was appointed to our Board on 4 September 2026.

She graduated with a Bachelor of Laws (Hons) from University of Warwick, United Kingdom in 1989 and was called to the Bar of England and Wales as a member of Gray's Inn in 1990. She was subsequently admitted as an Advocate and Solicitor of the High Court of Malaya in 1991. She later obtained an MBA from the University of Strathclyde, United Kingdom in 2009.

She has over 30 years of experience in legal, compliance, corporate transactions, and investment management.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

She began her legal career in June 1991 as a legal assistant at Messrs. Zain & Co, where she gained experience in conveyancing, litigation and dispute resolution, Syariah advisory work and corporate and commercial transactions. She remained with the firm until May 1997, when she left as a legal assistant to join Permodalan Nasional Berhad (“PNB”) in June 1997 as Legal Adviser to the Corporate Finance Group. During her tenure with PNB, she was promoted to Senior Compliance Officer and subsequently to Head of Legal and Company Secretary, serving in such capacities until August 2006. In these roles, she oversaw the regulatory compliance function and the legal and secretarial functions of PNB, including providing advice on legal and regulatory matters.

Following a short career break, she joined Khazanah in January 2007 as Senior Vice President, Investments. In this role, she focused on key initiatives of the Iskandar Malaysia development, including the establishment of Medini Iskandar Malaysia, the development of its tax incentive frameworks, and collaboration with the Malaysia-Singapore Joint Ministerial Committee. She was involved in the early-stage development of Desaru, Johor before moving on to oversee the Khazanah-Temasek joint development in Singapore. She was subsequently appointed Director of Investments in April 2009, and subsequently promoted to Executive Director of Investments where she oversaw Khazanah’s real estate and education investments until her retirement in January 2019.

Between June 2020 and June 2022, she served as CEO of Yayasan AMIR, a non-profit organisation established by Khazanah to improve the accessibility of quality education in Malaysian public schools through a public-private partnership with the Ministry of Education. She stepped down as CEO in June 2022 and continues to serve as an Adviser to Yayasan AMIR. Since 2022, she has also volunteered as an Advisory Board Member to Mereka Innovative Education Sdn Bhd, an alternative education organisation that aims to equip youths with digital and other skills required for the future.

In March 2024, she was appointed as an Investment Panel Member of KWAP, a position she currently holds. In this capacity, she is responsible for providing oversight and approving investment-related matters.

She sits on the boards of directors of Aeon Co. (M) Bhd and MNRB Holdings Berhad, both of which are public companies listed on the Main Market of Bursa Securities, as well as several public and private companies as disclosed in Section 9.2.3 of this Prospectus.

(viii) QKS

QKS, a Malaysian aged 46, is the alternate Director to TSQLC. He was appointed as our Non-Independent Non-Executive Director on 31 January 2020, resigned on 4 September 2026 and was subsequently appointed as alternate Director to TSQLC on 4 September 2026.

He obtained a Bachelor of Science in Economics and a Master of Science in Economics from the London School of Economics and Political Science, University of London, United Kingdom, in July 2001 and July 2002, respectively.

He has over 20 years of experience in management, corporate strategy and business development, primarily across the Hong Leong Group.

He began his career in the investment banking industry in the United Kingdom in August 2002 when he joined Goldman Sachs International as an analyst in the investment banking division, where he was involved in corporate finance and advisory activities for clients in the healthcare sector. In August 2003, he joined HSBC Bank Plc in the United Kingdom as an analyst in the debt capital markets division and advised on bond issuances and pricing until August 2004.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Upon returning to Malaysia, he joined HL Management Co Sdn Bhd (“**HL Management**”), a member of the Hong Leong Group, as a management executive in August 2004. During his tenure in this role until November 2005, he gained exposure to the businesses, strategies and directions of companies managed by HL Management. He has since remained with the Hong Leong Group, assuming various management and leadership roles across its diversified businesses.

From November 2005 to January 2014, he served as Executive Director of HLFG and was responsible for assisting the CEO in reviewing, planning, developing and executing business strategies and initiatives for the HLFG group. Thereafter, he returned to HL Management as Managing Director of the Centre for Business Value from January 2014 to December 2015. During this period, he led initiatives to identify and introduce new technologies and business models, drive business transformation and identify new business opportunities across the Hong Leong Group.

From January 2016 to August 2016, he served as Executive Director of HL Management. In September 2016, he was redesignated as Managing Director of HL Management and has since served in that capacity, providing strategic leadership and overseeing the development and execution of the organisation’s business and strategic plans.

He currently sits on the board of directors of GuocoLand Limited, a public company listed on the Main Board of the SGX-ST. He is also a director of several other public and private companies as disclosed in Section 9.2.3 of this Prospectus.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

9.2.2 Shareholding of our Directors

The following table sets out the direct and indirect shareholdings of our Directors before and after our IPO:

Name	Before our IPO ⁽¹⁾				After the issuance of new Shares pursuant to the HHHPL Partial Exchange			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
TSQLC ⁽⁶⁾	-	-	16,273,585,398	⁽⁴⁾ 100.0	-	-	16,273,585,398	⁽⁴⁾ 99.9
Ganen ⁽⁷⁾	-	-	-	-	-	-	-	-
Dr. Chan Boon Kheng	-	-	-	-	-	-	-	-
Stephen Hagger	-	-	-	-	-	-	-	-
Dr. Chong Su-Lin	-	-	-	-	-	-	-	-
Lim Tau Kien	-	-	-	-	-	-	-	-
Zaida Khalida binti Shaari	-	-	-	-	-	-	-	-
QKS ⁽⁶⁾	-	-	-	-	-	-	-	-

Name	After our IPO				Assuming the Over-allotment Option is fully exercised ⁽³⁾			
	Assuming the Over-allotment Option is not exercised ⁽²⁾				Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
TSQLC ⁽⁶⁾	-	-	12,414,094,898	⁽⁴⁾ 73.9	-	-	11,757,006,598	⁽⁴⁾ 70.0
Ganen ⁽⁷⁾	-	-	-	-	-	-	-	-
Dr. Chan Boon Kheng	550,000	⁽⁵⁾ *	-	-	550,000	⁽⁵⁾ *	-	-
Stephen Hagger	-	-	-	-	-	-	-	-
Dr. Chong Su-Lin	-	-	-	-	-	-	-	-
Lim Tau Kien	-	-	-	-	-	-	-	-
Zaida Khalida binti Shaari	-	-	-	-	-	-	-	-
QKS ⁽⁶⁾	-	-	-	-	-	-	-	-

Notes:

* Negligible

(1) Based on our enlarged issued Shares of 16,273,585,398 after the Share Split.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

- (2) Based on our Enlarged Issued Shares.
- (3) Assuming the Over-allotment Option of 657,088,300 Shares, representing 15.0% of the total number of our IPO Shares offered, is fully exercised.
- (4) Deemed interested by virtue of his shareholding in HL Holdings, applying Section 8(4) of the Act 2016.
- (5) Assuming that he fully subscribes for his entitlement under the Pink Form Allocations.
- (6) TSQLC and QKS hold 49.1% and 1.0% of GIA respectively. GIA wholly owns (i) GVL, which holds the entire capital interest of TPG Healthcare HLM Co-Invest, L.P., which in turn holds approximately 5.9% of the ordinary shares in OHH; and (ii) GuoLine (Singapore) Pte Ltd, which holds less than 1.0% capital interest in TPG Asia VIII Fund.
- (7) Ganen is a director of TPG (listed on the Nasdaq Global Select Market), and by virtue of his relationship with TPG, has indirect interests in LPs of the TPG-Managed Funds (in each case, less than 1.0%), indirect interests in the general partners managing the TPG-Managed Funds (in each case, less than 1.0%), and interest in TPG shares (less than 1.0%).

9.2.3 Principal business activities performed by our Directors outside our Group in the past five (5) years

The following table sets out the directorships of our Directors outside our Group as at the LPD (“**Present Directorships**”) and in the past five (5) years preceding the LPD (“**Past Directorships**”), as well as their principal business activities outside our Group as at the LPD are as follows:

(i) TSQLC

Name of company/ entity	Principal activities	Involvement in business activities
TSQLC		
Present Directorships and other involvement in principal business activities outside our Group		
• Ampang Hilir Land Sdn Bhd	• Investment holding with investments in properties	• Substantial Shareholder (indirect)
• Austrian Pine Limited	• Investment holding with investments in properties	• Director (Appointed 25 March 2010) and substantial shareholder (direct)
• Bank of Chengdu Co., Ltd (listed on the Shanghai Stock Exchange)	• Commercial banking	• Substantial shareholder (indirect)
• BIB Insurance Brokers Sdn Bhd	• Principally involved in insurance broking	• Substantial shareholder (indirect)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
• Davos	• Investment holding company which holds shares in a company whose subsidiaries are principally involved in investment holding, property development, property investments, property management, hotel operations and financial services.	• Director (Appointed on 25 July 2003) and substantial shareholder (direct)
• Frenda Financial Ltd	• Investment holding with investments in properties	• Director (Appointed 17 December 2018)
• Guoco Group Limited (<i>listed on The Stock Exchange of Hong Kong Limited</i>)	• Investment holding with subsidiaries principally involved in principal investments, property development and investments, hospitality and leisure business and production and distribution of honey and related products.	• Substantial shareholder (indirect)
• GuocoLand (Malaysia) Berhad	• Investment holding with its subsidiaries principally involved in property development, construction management, oil palm estate operations, property acquisition and investment, hotel operations, and the provision of property management and related services.	• Substantial shareholder (indirect)
• GuocoLand Limited (<i>listed on the Main Board of the SGX-ST</i>)	• Investment holding with subsidiaries principally involved in property development and investment, hotel operations and provision of management, marketing and maintenance services	• Director (Appointed on 19 December 1988) and substantial shareholder (indirect)
• GCA	• Investment holding with subsidiaries principally involved in property development and investments, hospitality and leisure and principal investments	• Director (Appointed on 3 November 1993) and substantial shareholder (direct)
• GuoLine Group Management Company Pte Ltd	• Provision of management services	• Director (Appointed on 5 February 2020) and substantial shareholder (indirect)
• GuoLine Intellectual Property Limited (<i>formerly known as GuoLine Intellectual Assets Limited</i>)	• Intellectual properties holding company	• Director (Appointed on 17 October 2007) and substantial shareholder (indirect)
• GIA	• Investment holding with subsidiaries which are principally involved in the investment in funds, listed equities, bonds and derivatives	• Director (Appointed 19 June 2024) and substantial shareholder (direct)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
GuoLine Overseas Limited	Investment holding with subsidiaries principally involved in principal investments, property development and investments, hospitality and leisure business, production and distribution of honey and related products	Director (Appointed on 16 September 1993) and substantial shareholder (indirect)
HLCM	Investment holding company with subsidiaries principally involved in banking and financial services, manufacturing and distribution of products (such as motorcycles, ceramic tiles and cement), and assembly and testing of semi-conductor products	Director and CEO (Appointed as Director on 6 May 1968), shareholder (direct) and substantial shareholder (indirect)
HLCM Assets Sdn Bhd	Investment holding with subsidiaries principally involved in trading in all kinds of investments (such as quoted shares and funds) and hedging instruments	Director (Appointed on 20 July 2012) and substantial shareholder (indirect)
HLHG	investment holding and provision of management services. It holds shares in investment holding companies whose subsidiaries own, operate and manage private healthcare facilities, including private hospitals, medical centres and specialist healthcare institutions in Malaysia, Indonesia and Vietnam, as well as managing educational institutions, colleges, schools and other centres of learning, research and education, and provision of educational programs and training courses for healthcare programs and training courses for healthcare and related fields	Substantial shareholder (indirect)
HL Holdings	Investment holding company holding shares in HLCM	Director (Appointed on 1 February 1990) and substantial shareholder (direct)
HL Management Co Sdn Bhd	Provision of management services and investment holding and through a subsidiary, provision of share registration services	Director (Appointed on 1 July 2004) and substantial shareholder (indirect)
HLT	Investment holding with investments in healthcare business	Director (Appointed 30 January 2020) and substantial shareholder (indirect)
Hong Bee Hardware Company, Sdn Berhad	Trade in hardware	Director (Appointed on 9 September 1968) and substantial shareholder (direct)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
Hong Leong Assurance (<i>subsidiary of Hong Leong Financial Group Berhad which is listed on the Main Market of Bursa Securities</i>)	Underwriting of life insurance business	Director (Appointed 20 December 1982) and substantial shareholder (indirect)
Hong Leong Bank Berhad (<i>listed on the Main Market of Bursa Securities</i>)	Principally engaged in all aspects of commercial banking business	Director (Appointed on 3 January 1994), shareholder (direct) and substantial shareholder (indirect)
Hong Leong Bank Vietnam Bank Limited (<i>subsidiary of Hong Leong Bank which is listed on the Main Market of Bursa Securities</i>)	Commercial banking business	Chairman of Council of Members (Appointed on 3 July 2009) and substantial shareholder (indirect)
Hong Leong Capital Berhad (listed on the Main Market of Bursa Securities)	Investment holding company with subsidiaries principally involved in investment banking, stockbroking business, nominee and custodian services, investment activities, unit trust management and fund management	Substantial shareholder (indirect)
Hong Leong Financial Group Berhad (<i>listed on the Main Market of Bursa Securities</i>)	Investment holding with subsidiaries principally involved in banking, insurance, investment banking and fund management	Director (Appointed on 6 September 1968), shareholder (direct) and substantial shareholder (indirect)
Hong Leong Holdings Limited	Property development, property investments and property management	Director (Appointed on 8 July 1968) and shareholder (direct)
Hong Leong Industries Berhad (<i>listed on the Main Market of Bursa Securities</i>)	Investment holding with subsidiaries principally involved in manufacturing and distribution of consumer products (such as motorcycles and ceramic tiles)	Shareholder (direct) and substantial shareholder (indirect)
HLIH	Investment holding with subsidiaries which are principally involved in property development, hotels, financial services, trade and industry	Director (Appointed on 30 July 1964)
Hong Leong Manufacturing Group Sdn Bhd	Investment holding company with subsidiaries principally involved in manufacturing and distribution of products (such as motorcycles, ceramic tiles and cement), and assembly and testing of semi-conductor products	Director (Appointed on 1 April 2011) and substantial shareholder (indirect)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
Hong Realty	Investment holding with investments in development and sale of properties	Shareholder (direct)
HSG	Investment holding and management services and holds investments in entities that own, operate and manage private healthcare facilities including private hospitals, medical centres and specialist healthcare institutions in Malaysia, Indonesia and Vietnam.	Director (Appointed on 31 January 2020) and substantial shareholder (indirect)
Hume Cement Industries Berhad <i>(listed on the Main Market of Bursa Securities)</i>	Investment holding with its subsidiaries principally involved in the manufacturing and sale of cement and cement related products	Shareholder (direct) and substantial shareholder (indirect)
Inbound Education Partners Sdn Bhd	Investment holding with subsidiaries principally involved in managing educational institutions, colleges, schools and other centres of learning, and the provision of management and healthcare services	Substantial shareholder (indirect)
Lam Soon (Hong Kong) Limited <i>(listed on The Stock Exchange of Hong Kong Limited)</i>	Investment holding with subsidiaries principally involved in manufacturing, trading and processing of edible oil, flour products and home care products	Substantial shareholder (indirect)
Malaysian Pacific Industries Bhd <i>(listed on the Main Market of Bursa Securities)</i>	Investment holding company with subsidiaries principally engaged in the assembly and testing of semi-conductor packages	Shareholder (direct) and substantial shareholder (indirect)
Robusto Ltd	Investment holding with investments primarily in quoted shares	Substantial shareholder (direct)
Southern Steel Berhad <i>(listed on the Main Market of Bursa Securities)</i>	Investment holding with subsidiaries principally involved in manufacturing, sale and trading in billets, steel bars, wire rods and related products	Substantial shareholder (indirect)
Swan Lodge Sdn Bhd	Investment holding with investment in properties	Substantial Shareholder (direct)
The Rank Group Plc <i>(listed on the London Stock Exchange)</i>	Investment holding with subsidiaries principally involved in gaming and leisure	Substantial shareholder (indirect)
Past Directorships		
Hong Leong Foundation	To receive and administer funds and charitable purposes and public welfare	Director (Appointed on 27 March 1993 and resigned on 14 October 2021)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

(ii) Ganen

Name of company/ entity	Principal activities	Involvement in business activities
Present Directorships and other involvement in principal business activities outside our Group		
• Anfield Equities International Limited	• Investment holding with investments in technology venture	• Director (Appointed on 14 April 2015) and substantial shareholder (direct)
• Anfield Equities Sdn Bhd	• Investment holding with investments in technology venture	• Director (Appointed on 1 April 2014) and substantial shareholder (direct)
• Anfield Kop Kapital Sdn Bhd	• Investment holding with investments in technology venture	• Substantial shareholder (indirect)
• Atas Capital Sdn Bhd	• Investment holding with investments in restaurants	• Substantial shareholder (direct)
• Bee Fund I SPV	• Investment holding with investment in a recruitment platform	• Substantial shareholder (direct)
• Cambridge Children's House Sdn Bhd	• Provision of K-12 education services	• Substantial shareholder (indirect)
• Cloisters Global Pte Ltd	• Investment management for investments in various industries including fashion, mining, and technology businesses	• Director (Appointed on 5 November 2021) and substantial shareholder (indirect)
• Cloisters Holdings Pte Ltd	• Investment holding with investments in various industries including fashion, mining and technology businesses	• Director (Appointed on 5 November 2021) and substantial shareholder (direct)
• Darting Investment Holdings Ltd ⁽¹⁾	• Investment holding for exited portfolios	• Director (Appointed on 31 October 2019)
• Elephant House KL Sdn Bhd	• Operation of restaurant	• Substantial shareholder (indirect)
• Freshness Holdings Ltd ⁽¹⁾	• Investment holding with investment in a vertically integrated dairy business in Indonesia	• Director (Appointed on 1 February 2021)
• HLT ⁽¹⁾	• Investment holding with investments in our Company	• Director (Appointed on 6 September 2019)
• HSG ⁽¹⁾	• Investment holding with investment in our Company	• Director (Appointed on 31 January 2020)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
Inbound Education Partners Sdn Bhd⁽¹⁾	Investment holding with subsidiaries principally involved in managing educational institutions, colleges, schools and other centres of learning, and the provision of management and healthcare services	Director (Appointed on 29 March 2023)
Kediaman Emas Sdn Bhd	Investment holding with investments in an exited senior living business	Substantial shareholder (direct and indirect)
Meesho Black Cod SPV	Investment holding with investments in e-commerce marketplace business	Shareholder (direct)
Miyahealth Pte Ltd	Healthtech company that builds artificial intelligence-driven software solutions to improve healthcare efficiency	Substantial shareholder (indirect)
One Health Asia Finance Ltd⁽¹⁾	Investment holding with investment our Company	Director (Appointed on 14 October 2020)
One Health Asia Limited⁽¹⁾	Investment holding with investment our Company	Director (Appointed on 14 October 2020)
One Health Holdings Limited⁽¹⁾	Investment holding with investment our Company	Director (Appointed on 14 October 2020)
Paramount Education Sdn Bhd⁽¹⁾	Provision of K-12 education services	Substantial shareholder (indirect)
Pathology Asia Holdings Pte Ltd⁽¹⁾	Operation of medical diagnostics laboratory business	Director (Appointed on 24 August 2018)
PD Jernih Sdn Bhd	Investment holding with investment in property development	Director (Appointed on 1 April 2014) and substantial shareholder (indirect)
Pentas Astana Sdn Bhd	Provision of management and advisory services and investment holding with investments in the apparel business	Substantial shareholder (indirect)
Prestigion Education Group Holdings Sdn Bhd⁽¹⁾	Investment holding for K12 education business	Substantial shareholder (indirect)
Prestigion Education Holdings Sdn Bhd⁽¹⁾	Investment holding for K12 education business	Substantial shareholder (indirect)
Prestigion Education II Sdn Bhd⁽¹⁾	Investment holding for K12 education business	Substantial shareholder (indirect)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
Prestigion Holdings Labuan Corporation⁽¹⁾	Investment holding with investment in K-12 education business	Director (Appointed on 19 December 2019) and substantial shareholder (indirect)
R.E.A.L Education Corporation Sdn Bhd⁽¹⁾	Provision of K-12 education services	Substantial shareholder (indirect)
R.E.A.L. Education Group Sdn Bhd⁽¹⁾	Provision of K-12 education services	Substantial shareholder (indirect)
R.E.A.L Education International Sdn Bhd⁽¹⁾	Provision of K-12 education services	Substantial shareholder (indirect)
R.E.A.L Kids (Ampang) Sdn Bhd⁽¹⁾	Provision of K-12 education services	Substantial shareholder (indirect)
Rimau Bahagia Sdn Bhd	Investment holding with investment in property development	Director (Appointed on 1 April 2014) and substantial shareholder (direct)
Rimau Comtesse Sdn Bhd	Investment holding with investment in property development	Director (Appointed on 1 April 2014) and substantial shareholder (indirect)
Rimau Holdings Limited	Investment holding for TPG and TPG funds	Director (Appointed on 3 April 2014) and substantial shareholder (direct)
Selat PD Sdn Bhd	Investment holding with investment in property development	Director (Appointed on 1 April 2014) and substantial shareholder (indirect)
SHPL	Investment holding with investments in subsidiaries that provide medical services in Indonesia	Director (Appointed on 3 August 2026)
Setags Holdings Sdn Bhd	Investment holding with investment in an exited senior living business	Director (Appointed on 18 August 2022) and substantial shareholder (direct)
SIG (S) Pte Ltd	Investment holding with investment in food products business	Substantial shareholder (indirect)
Singapore Management University	Higher education	Director (Appointed on 1 July 2019)
Sri KDU Klang Sdn Bhd⁽¹⁾	Provision of K-12 education services	Substantial shareholder (indirect)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
Sri KDU Sdn Bhd⁽¹⁾	Provision of K-12 education services	Substantial shareholder (indirect)
Tiger Crest Sdn Bhd⁽¹⁾	Investment holding with investment in K-12 education business	Director (Appointed on 25 June 2019) and substantial shareholder (direct)
TPG Capital (S) Pte Ltd⁽¹⁾	Investment management company for TPG Capital Asia in Singapore	Director (Appointed on 5 May 2014)
TPG <i>(listed on the Nasdaq Global Select Market)</i>	A global alternative asset management firm	Director (Appointed on 2 December 2021) and shareholder (direct)
Unnovix Pte Ltd	Investment holding with investment in industrial intelligence company	Substantial shareholder (indirect)
XCL Education Malaysia Sdn Bhd	Investment holding for K12 education business	Substantial shareholder (indirect)
Yaal Restaurant Sdn Bhd	Operation of restaurant	Substantial shareholder (indirect)
Yay Online Sdn Bhd	Conducting online business; providing online services to facilitate online transaction; establishing an online platform for e-commerce	Substantial shareholder (indirect)
67 Pall Mall Singapore Ltd	Recreation clubs	Shareholder (direct)
Past Directorships		
AP Towers Holdings Pte Ltd⁽¹⁾	Investment holding with investment in a telecommunications infrastructure company	Director (Appointed on 5 July 2021 and resigned on 16 October 2023)
Apollo Towers Holdings Limited⁽¹⁾	Investment holding with investment in a telecommunications infrastructure company	Director (Appointed on 5 July 2021 and resigned on 16 October 2023)
Apollo Towers Holdings LLC⁽¹⁾	Investment holding with investment in a telecommunications infrastructure company	Director (Appointed on 7 July 2021 and resigned on 16 October 2023)
Apollo Towers Pte Ltd⁽¹⁾	Telecommunications infrastructure company	Director (Appointed on 5 July 2021 and resigned on 16 October 2023)
Blue Farm Investments Limited⁽¹⁾	Investment holding with investment in a telecommunications infrastructure company	Director (Appointed on 5 July 2021 and resigned on 16 October 2023)
Capitol Advisory Pte Ltd⁽¹⁾	Investment holding with investment in a telecommunications infrastructure company	Director (Appointed on 5 July 2021 and resigned on 16 October 2023)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
• Econ Healthcare (Asia) Pte Ltd ⁽¹⁾	• Nursing home operations	• Director (Appointed on 5 August 2025 and resigned on 14 May 2026)
• Enabler BidCo ⁽¹⁾	• Investment holding with investments in nursing home operations	• Director (Appointed on 6 February 2025 and resigned on 30 April 2026)
• Enabler HoldCo ⁽¹⁾	• Investment holding with investments in nursing home operations	• Director (Appointed on 6 February 2025 and resigned on 30 April 2026)
• Enabler MidCo ⁽¹⁾	• Investment holding with investments in nursing home operations	• Director (Appointed on 6 February 2025 and resigned on 30 April 2026)
• Gribbles Cytology Services Sdn Bhd ⁽¹⁾	• Provision of cytology services	• Director (Appointed on 17 August 2018 and resigned on 23 September 2021)
• Innoquest Diagnostics Pte Ltd ⁽¹⁾	• Medical laboratories	• Director (Appointed on 24 August 2018 and resigned on 23 September 2021)
• Innoquest Pathology Sdn Bhd ⁽¹⁾	• Provision of pathology lab services and investment holdings	• Director (Appointed on 17 August 2018 and resigned on 23 September 2021)
• Invest Healthcare Pte Ltd ⁽¹⁾	• Investment holding with investments in nursing home operations	• Director (Appointed on 1 April 2025 and resigned on 11 July 2025)
• (M) Towers, Ltd ⁽¹⁾	• Investment holding with investment in a telecommunications infrastructure company	• Director (Appointed on 5 July 2021 and resigned on 16 October 2023)
• Management Tower International Pte Ltd ⁽¹⁾	• Telecommunications infrastructure company	• Director (Appointed on 5 July 2021 and resigned on 30 October 2023)
• Meditest Switzerland Pte Ltd ⁽¹⁾	• Medical laboratories	• Director (Appointed on 24 August 2018 and resigned on 23 September 2021)
• One Aged Care Holdco ⁽¹⁾	• Investment holding with investments in nursing home operations	• Director (Appointed on 7 February 2025 and resigned on 25 July 2025)
• Orange Valley 3-T Rehab Pte Ltd ⁽¹⁾	• Investment holding with investments in nursing home operations	• Director (Appointed on 1 April 2025 and resigned on 11 July 2025)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
• Orange Valley Nursing Homes Pte Ltd ⁽¹⁾	• Investment holding with investments in nursing home operations	• Director (Appointed on 1 April 2025 and resigned on 11 July 2025)
• Orange Valley Properties Pte Ltd ⁽¹⁾	• Investment holding with investments in nursing home operations	• Director (Appointed on 1 April 2025 and resigned on 11 July 2025)
• PAMEL Holdings, Ltd ⁽¹⁾	• Investment holding with investment in a telecommunications infrastructure company	• Director (Appointed on 5 July 2021 and resigned on 16 October 2023)
• Prestigion Education Group Holdings Sdn Bhd ⁽¹⁾	• Investment holding with investment in K-12 education business	• Director (Appointed on 25 June 2019 and resigned on 14 February 2024)
• Prestigion Education Holdings Sdn Bhd ⁽¹⁾	• Investment holding with investment in K-12 education business	• Director (Appointed on 25 June 2019 and resigned on 14 February 2024) ⁽¹⁾
• Prestigion Education II Sdn Bhd ⁽¹⁾	• Investment holding with investment in K-12 education business	• Director (Appointed on 19 June 2019 and resigned on 14 February 2024) ⁽¹⁾
• Quantum Diagnostics Malaysia Sdn Bhd ⁽¹⁾	• Pathology services	• Director (Appointed on 24 August 2018 and resigned on 23 September 2021)
• Singapore Nutri-Diet Industries Pte Ltd ⁽¹⁾	• Investment holding with investments in nursing home operations	• Director (Appointed on 1 April 2025 and resigned on 11 July 2025)
• TCX Madrid Holdings Pte Ltd ⁽¹⁾	• Investment holding with investment in a listed company operating in the fast-moving consumer goods industry	• Director (Appointed on 3 December 2021 and resigned on 10 December 2021)
• TE Asia Healthcare Partners Pte Ltd ⁽¹⁾	• Investment holding with investments in healthcare-related businesses	• Director (Appointed on 5 January 2015 and resigned on 31 December 2025)
• TE Healthcare Advisory Pte Ltd ⁽¹⁾	• Other management consultancy activities N.E.C ⁽²⁾	• Director (Appointed on 13 January 2015 and resigned on 31 December 2025)
• Towers (M) Holdings Pte Ltd ⁽¹⁾	• Investment holding with investment in a telecommunications infrastructure company	• Director (Appointed on 5 July 2021 and resigned on 16 October 2023)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
• TPG Apprentice (Cayman) Holdings Ltd ⁽¹⁾	• Investment holding with investments in higher education	• Director (Appointed on 17 October 2023 and resigned on 20 December 2024)
• TPG Fett Holdings Pte Ltd ⁽¹⁾	• Investment holding with investment in data processing, business analytics and artificial intelligence solutions	• Director (Appointed on 18 October 2021 and resigned on 18 April 2024)
• Unilab Diagnostics Sdn Bhd ⁽¹⁾	• Marketing and provision of pathology services	• Director (Appointed on 24 August 2018 and resigned on 23 September 2021)
• XCL Education Holdings Pte Ltd ⁽¹⁾	• Investment holding with investment in K-12 education business	• Director (Appointed on 25 May 2020 and resigned on 3 July 2024)
• XCL Education Malaysia Sdn Bhd ⁽¹⁾	• Investment holding with investment in K-12 education business	• Director (Appointed on 12 June 2019 and resigned on 14 February 2024)

Notes:

(1) Investee/portfolio companies of TPG.

(2) The expression "N.E.C." shall have the meaning "not elsewhere classified".

(iii) Dr. Chan Boon Kheng

Name of company/ entity	Principal activities	Involvement in business activities
Present Directorships and other involvement in principal business activities outside our Group		
• HSG	• Investment holding and management services and holds investments in entities that own, operate and manage private healthcare facilities across Malaysia, Indonesia and Vietnam, including private hospitals, medical centres and specialist healthcare institutions	• Director (Appointed on 31 January 2020) and shareholder (direct)
• IMU Health Sdn Bhd	• Investment holding with investments in technical, vocational and medical education	• Director (Appointed 8 May 2023) ⁽¹⁾
• Inbound Education Holdings Sdn Bhd	• Investment holding with subsidiaries principally involved in provision of management and healthcare services, managing educational institutions, colleges, schools and other centres of learning.	• Director (Appointed on 25 May 2023)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
- Lam Heng Hang Trading Co. Pte Ltd - Onalp Holdings Pte Ltd - PT Affinity Health Indonesia - PT Belefina Sarana Medika - PT Bumi Serpong Damai Medica - PT Bumi Serpong Damai Properti - PT Nusautama Merdicalindo - PT Perdana Asia Medika	- Wholesale trade of goods - Investment holding with investments in medical technology - Private hospital activities - Private hospital activities - Private hospital activities - Owning and leasing of real estate - Private hospital activities - Owning and leasing of real estate, management consulting and head office activities	- Director (Appointed on 24 September 1997) and substantial shareholder (direct) - Substantial shareholder (direct) - Commissioner (Appointed on 31 March 2024) - Commissioner (Appointed on 12 March 2020) - President Commissioner (Appointed on 18 September 2023) - President Commissioner (Appointed on 18 September 2023) - President Commissioner (Appointed on 12 March 2020) - Commissioner (Appointed on 30 August 2024)
Past Directorships		
- CAHA - Surabaya Cancer Centers Pte Ltd - Truepeace Sdn Bhd - Universal Medicare Pte Ltd	- Investment holding with subsidiary companies mainly involved in provision of healthcare services - Management consultancy services for healthcare organisations - Operating a medical centre - Investment holding with subsidiary companies mainly involved in provision of healthcare services	- Director (Appointed on 28 December 2023 and resigned on 25 September 2026) - Director (Appointed on 31 December 2025 and resigned on 25 September 2026) - Director (Appointed 26 February 2020 and resigned on 1 November 2024) - Director (Appointed on 1 April 2020 and resigned on 25 September 2026)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Note:

(1) See Section 11.1.1(i) (d) of this Prospectus for details of Dr. Chan's investment interest in this company.

(iv) Stephen Hagger

Name of company/ entity	Principal activities	Involvement in business activities
Present Directorships and other involvement in principal business activities outside our Group		
CIMB Securities Sdn Bhd (a subsidiary of CIMB Group Holdings Berhad which is listed on the Main Market of Bursa Securities)	Engaged in stockbroking whilst principal activities of subsidiaries are provision of nominee services, safe custody and management of securities	Director (Appointed 8 February 2024)
Dragon Bay Sdn Bhd	Property investment and letting of properties	Director (Appointed on 12 May 2004)
Farm Fresh Berhad (listed on the Main Market of Bursa Securities)	Investment holding, rearing of dairy cows and the production, marketing, sale of cow's milk and plant-based related products	Director (Appointed on 9 March 2026) and shareholder (direct and indirect)
Past Directorships		
Nil		

(v) Dr. Chong Su-Lin

Name of company/ entity	Principal activities	Involvement in business activities
Present Directorships and other involvement in principal business activities outside our Group		
AIA Bhd	Underwriting of life insurance business, including investment-linked business and all classes of general insurance business	Director (Appointed on 18 December 2017)
Anglican Diocese of West Malaysia	Anglican religious services and ministry activities	Honorary Diocesan Secretary (appointed 15 February 2024)
ECRI Bhd	Applied scientific research in healthcare to uncover the best approaches to improve patient care	Director (Appointed on 9 June 2022)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
- HealthPDM - Naluri Hidup Sdn Bhd - Seminari Theoloji Malaysia	- Adviser and consultant for healthcare and medical education - Provision of digital health and wellness therapeutic services and behavioural change management programmes that reduces risk of contracting chronic diseases - Activities of religious organisations	- Director (Appointed on 31 May 2018) and substantial shareholder (direct) - Director (Appointed on 28 August 2020) - Director (Appointed on 11 July 2024)
Past Directorships		
- Cengild Medical Berhad (<i>listed on the ACE Market of Bursa Securities</i>) - Helix Bio Sdn Bhd - Hospis Malaysia - Top Glove Corporation Bhd (<i>listed on the Main Market of Bursa Securities</i>)	- Investment holding with subsidiaries principally involved in healthcare and clinical support services, specialised medical services in the diagnosis and treatment of gastrointestinal and liver diseases, and obesity. - Investment holdings with investment in post-acute care facility, rehabilitative services and long-term medical support - To inspire interest in providing the special care needed by terminally ill patients and their families - Investment holding and provision of management services with subsidiaries principally involved in the research & development, manufacturing, trading, distribution of gloves, medical & sterile surgical gloves, and other rubber products and synthetic latex	- Director (Appointed on 4 May 2021 and resigned on 21 September 2026) - Director (Appointed on 10 August 2017 and resigned on 24 June 2022) - Director (Appointed on 21 June 2018 and resigned on 4 July 2024) - Director (Appointed on 6 January 2023 and resigned on 26 February 2024)

(vi) Lim Tau Kien

Name of company/ entity	Principal activities	Involvement in business activities
Present Directorships and other involvement in principal business activities outside our Group		
GLM Reit Management Sdn Bhd	Provision of management services to Tower REIT (<i>listed on the Main Market of Bursa Securities</i>) which owns or invests in real estate and real estate-related assets	Director (Appointed on 25 July 2019)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
Malakoff Corporation Berhad (<i>listed on the Main Market of Bursa Securities</i>)	Investment holding with subsidiaries principally involved in power generation, renewable energy, utilities infrastructure and water production	Director (Appointed on 1 June 2024)
Past Directorships		
Digital Nasional Berhad	To own, build and operate a 5G network and infrastructure exclusively and to provide access to its network to license telecommunications service providers in Malaysia	Director (Appointed on 28 April 2021 and resigned on 27 April 2023)
HLA Holdings Sdn Bhd	Investment holding with subsidiaries principally involved in the life and general insurance and takaful business	Director (Appointed on 1 July 2015 and resigned on 30 June 2024)
Malaysian Pacific Industries Bhd (<i>listed on the Main Market of Bursa Securities</i>)	Investment holding with subsidiaries principally involved in the provision of outsourced semiconductor packaging and testing services; the manufacture and sale of lead frames	Director (Appointed on 1 July 2013 and resigned on 1 September 2021)

(vii) Zaida Khalida binti Shaari

Name of company/ entity	Principal activities	Involvement in business activities
Present Directorships and other involvement in principal business activities outside our Group		
AEON Co. (M) Bhd (<i>listed on the Main Market of Bursa Securities</i>)	Principally engaged in the operations of a chain of departmental stores and supermarkets selling a broad range of goods ranging from clothing, food, household goods, other merchandise and shopping centre operation	Director (Appointed on 1 July 2022)
Credit Guarantee Corporation Malaysia Berhad	Provision of guarantee, loans and financing; provision of credit reference services related to credit bureau	Director (appointed 1 January 2026)
MNRB Holdings Berhad (<i>listed on the Main Market of Bursa Securities</i>)	Investment holding and management services to its subsidiaries which are principally involved in reinsurance, takaful, and retakaful businesses	Director (Appointed on 1 October 2019)
Pelaburan Hartanah Nasional Berhad	Management of real estate investment trusts	Director (Appointed on 18 October 2021)
Prima Ekuiti (UK) Limited	Provision of investment management services to KWAP	Director (Appointed on 31 May 2024)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
- RHB Islamic Bank Berhad (<i>subsidiary of RHB Bank Berhad which is listed on the Main Market of Bursa Securities</i>) - Zain Azhari Holdings Sdn Bhd	- Islamic banking business - Investment holdings principally involved in portfolio investments	- Director (Appointed on 15 October 2025) - Substantial shareholder (direct)
Past Directorships		
- Cement Industries of Malaysia Berhad - Mega Legacy (M) Sdn Bhd - UEM Sunrise Berhad (<i>listed on the Main Market of Bursa Securities</i>)	- Cement producer - Property development and investment - Investment holding with subsidiaries principally involved in property development, land trading, property investment, project procurement and management, hotel operation and investment holding	- Director (Appointed on 18 March 2019 and resigned on 7 August 2025) - Director (Appointed on 21 June 2021 and resigned on 15 June 2024) - Director (Appointed on 8 April 2016 and resigned on 11 June 2025)

(viii) QKS

Name of company/ entity	Principal activities	Involvement in business activities
Present Directorships and other involvement in principal business activities outside our Group		
- Ampang Hilir Land Sdn Bhd - Associated Land Sendirian Berhad - Frenda Financial Limited - Gem Capital Malaysia Sdn Bhd - GemVentures Limited	- Investment holding with investments in properties - Trading in all kinds of investment and hedging instruments - Investment holding with investments in properties - Investment holding with investments in provision of technology driven mobility services - Investment holding with investments in funds	- Director (Appointed on 27 October 2009) - Director (Appointed on 1 September 2016) - Director (Appointed on 17 December 2018) and substantial shareholder (direct) - Director (Appointed on 7 December 2017) - Director (Appointed on 2 October 2015)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
Global Harmony Limited	Owning and operating aircrafts	Director (Appointed on 1 September 2016)
GuocoLand Limited (<i>listed on the Main Board of the SGX-ST</i>)	Investment holding with subsidiaries principally involved in property development and investment, hotel operations and provision of management, marketing and maintenance services	Director (Appointed on 1 April 2023) and shareholder (direct)
GuoLine Asset Sdn Bhd	Investment holding⁽¹⁾	Director (Appointed on 1 September 2016)
GCA	Investment holding with subsidiaries principally involved in property development and investments, hospitality and leisure and principal investments	Director (Appointed on 25 January 2007) and shareholder (direct)
GuoLine Gaia Investment Partners Pte Ltd	Investment holding with subsidiaries principally involved in provision of investment advisory services and fund management services	Director (Appointed on 12 December 2023)
GuoLine Gaia Pte Ltd	Investment holding with investments in funds	Director (Appointed on 17 January 2024)
GuoLine Group Management Company Pte Ltd	Provision of management services	Director (Appointed on 5 February 2020)
GuoLine Intellectual Property Limited (<i>formerly known as GuoLine Intellectual Assets Limited</i>)	Intellectual properties holding company	Director (Appointed on 1 September 2016)
GIA	Investment holding with subsidiaries principally involved in the investment in funds, listed equities, bonds and derivatives	Shareholder (direct)
HL Holdings Sdn Bhd	Investment holding company holding shares in HLCM	Director (Appointed on 1 December 2020)
HL Management Co Sdn Bhd	Provision of management services and investment holding with its subsidiary principally involved in provision of share registration services	Director (Appointed on 1 September 2016)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
HLCM	Investment holding company with subsidiaries principally involved in banking and financial services, manufacturing and distribution of products (such as motorcycles, ceramic tiles and cement), and assembly and testing of semi-conductor products	Shareholder (direct)
HLCM Assets Sdn Bhd	Investment holding with subsidiaries principally involved in trading in all kinds of investments and hedging instruments	Director (Appointed on 1 September 2016)
HLHG	Investment holding and provision of management services. It holds shares in investment holding companies whose subsidiaries own, operate and manage private healthcare facilities, including private hospitals, medical centres and specialist healthcare institutions in Malaysia, Indonesia and Vietnam, as well as managing educational institutions, colleges, schools and other centres of learning, research and education, and provision of educational programs and training courses for healthcare programs and training courses for healthcare and related fields	Director (Appointed on 20 August 2019)
HLT	Investment holding with investments in healthcare business	Director (Appointed on 6 September 2019)
HLX Sdn Bhd	Trading in all kinds of investments and hedging instruments	Director (Appointed on 10 October 2014)
Hong Leong Bank (Cambodia) Plc <i>(subsidiary of Hong Leong Bank Berhad which is listed on the Main Market of Bursa Securities)</i>	Commercial banking activities	Director (Appointed on 18 February 2013)
Hong Leong Bank Vietnam Limited <i>(subsidiary of Hong Leong Bank Berhad which is listed on the Main Market of Bursa Securities)</i>	Commercial banking activities	Council Member (Appointed on 9 July 2009)
Hong Leong Foundation	To receive and administer funds for charitable purposes and public welfare	Director (Appointed on 5 January 2022)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
Hong Leong Manufacturing Group Sdn Bhd	Investment holding company with subsidiaries principally involved in manufacturing and distribution of products (such as motorcycles, ceramic tiles and cement), and assembly and testing of semi-conductor products	Director (Appointed on 1 September 2016)
HSG	Investment holding and management services and holds investments in entities that own, operate and manage private healthcare facilities including private hospitals, medical centres and specialist healthcare institutions in Malaysia, Indonesia and Vietnam	Director (Appointed on 31 January 2020)
IMU Education Sdn Bhd	To establish and carry on the business of managing educational institutions, colleges, schools and other centres of learning, research and education	Director (Appointed on 15 September 2023)
Inbound Education Partners Sdn Bhd	Investment holding with subsidiaries principally involved in managing educational institutions, colleges, schools and other centres of learning, and the provision of management and healthcare services	Director (Appointed on 28 February 2022)
Jia Investment Alliance Pte Ltd (formerly known as GuoLine Advisory Pte Ltd)	Provision of investment advisory and management services	Director (Appointed on 30 January 2026)
KiaPeng Assets Sdn Bhd	Investment holding with investments in properties	Director (Appointed on 1 September 2016)
Robusto Ltd	Investment holding principally involved in investing in shares of public listed companies⁽²⁾	Director (Appointed on 21 May 2019)
SHPL	Investment holding with investments in subsidiaries that provide medical services in Indonesia	Director (Appointed on 3 August 2026)
Swan Lodge Sdn Bhd	Investment holding with investments in properties	Director (Appointed on 2 February 2005)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company/ entity	Principal activities	Involvement in business activities
Past Directorships		
GuocoLand (Malaysia) Berhad	Investment holding with subsidiaries principally involved in property development and investment, hotel operations, investment holding, provision of management and property related services and operation of oil palm estates	Director (Appointed on 1 July 2021 and resigned on 28 August 2026)
Inbound Education Holdings Sdn Bhd	Investment holding with subsidiaries principally involved in provision of management and healthcare services, managing educational institutions, colleges, schools and other centres of learning.	Director (Appointed on 3 March 2022 and resigned on 29 March 2023)

Notes:

- (1) *There are no current immediate investment plans for this company.*
- (2) *Robusto Ltd holds shares in several public listed companies, none of which is involved in a similar trade as our Group, with its equity interest in each of these public listed companies not exceeding 5.0%.*

The involvement of our Directors as disclosed above excludes:

- (a) shares in public listed companies held by our Directors as minority shareholders (less than 5.0% of the total number of issued shares of a public listed company) and in which they do not hold any directorship, and is only for trading and personal investment purposes; and
- (b) any indirect shareholding held by our Directors which are not substantial, and which are held solely for investment purposes.

The involvement of our Directors mentioned above in other principal business activities outside of our Group will not affect their commitment and responsibilities towards our Group in their respective roles, as follows:

- (1) Our Chairman, TSQLC, is of the view that his involvement in other businesses as set out above is typically at the board level or as shareholder, where he provides strategic leadership and high-level oversight and does not undertake any day-to-day operational activities. As such, he is able to devote sufficient time and attention to the affairs of our Group to carry out his duties, and he is not involved in the day-to-day operations of our Group;
- (2) our Executive Director, Dr. Chan Boon Kheng, is of the view that his involvement in other principal business as set out above does not preclude him from devoting sufficient time and attention to our Group, as he is not involved in the day-to-day operations of these businesses. His participation is limited to his role as director, including attending meetings of the boards of directors of the companies on which he serves; and

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

- (3) our other Directors are of the view that their involvement in other businesses or corporations does not preclude them from allocating or committing their time and effort to our Group, as they are able to devote sufficient time and attention to the affairs of our Group to carry out their duties. They are not involved in the day-to-day operations of our Group and these businesses, other than attending meetings of the board of directors on which they serve.

9.2.4 Service contracts with our Directors

Save for as disclosed below, as at the date of this Prospectus, there are no existing or proposed service contracts between our Directors and our Company which provide for benefits upon termination of employment:

Pursuant to the terms of Dr. Chan Boon Kheng's employment agreement with our Company dated 22 January 2026, Dr. Chan Boon Kheng is subject to certain non-compete restrictions during the restricted period, being the period commencing from 1 February 2026 and expiring six (6) months following the cessation date, being the date on which Dr. Chan Boon Kheng ceases to be an employee of our Company ("**Restricted Period**"). During the Restricted Period, Dr. Chan Boon Kheng shall not, within the restricted territory, carry on, be employed, engaged or interested in any restricted business, subject to certain exceptions under his employment agreement, including in respect of his existing disclosed shareholdings and directorships and holding or acquisition in aggregate of not more than 3% of the issued shareholding or other interest in any entity listed on a recognised stock exchange.

The restricted territory comprises Malaysia, Vietnam, Indonesia and such other Southeast Asian countries as may be applicable under the employment agreement, while a restricted business means any business which competes with, or is contemplated to compete with, our Group's business as defined in the employment agreement.

In consideration of Dr. Chan Boon Kheng's compliance with such restrictions, our Company shall pay him a non-compete sum equivalent to 100% of his average monthly base salary over the twelve months preceding the cessation date, payable monthly for each month during the Restricted Period, subject to applicable tax deductions. Our Company may by notice in writing to Dr. Chan Boon Kheng, reduce the Restricted Period and adjust the non-compete sum payments accordingly. In the event of a breach of the non-compete obligations, our Company may cease further payments of the non-compete sum and require repayment of any non-compete sum already received.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

9.2.5 Remuneration and material benefits in-kind of our Directors

The remuneration and material benefits in-kind (including any contingent or deferred remuneration) paid or proposed to be paid to our Directors for services rendered to us in all capacities to our Group for the FYE 31 March 2026 and FYE 31 March 2027 are as follows:

FYE 31 March 2026 (Paid as at the LPD)	Salary	Fees	Bonus	Statutory contributions	Allowances	Benefits-in-kind	Others	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
TSQLC	-	-	-	-	-	-	-	-
Ganen	-	-	-	-	-	-	-	-
Dr. Chan Boon Kheng	4,529	0	4,510	47	240	0	2	9,328
Stephen Hagger ⁽¹⁾	-	-	-	-	-	-	-	-
Dr. Chong Su-Lin ⁽¹⁾	-	-	-	-	-	-	-	-
Lim Tau Kien ⁽¹⁾	-	-	-	-	-	-	-	-
Zaida Khalida binti Shaari ⁽¹⁾	-	-	-	-	-	-	-	-
QKS	-	-	-	-	-	-	-	-

Note:

(1) Our Independent Non-Executive Directors were all appointed on 4 September 2026

FYE 31 March 2027 (Proposed)	Salary	Fees	Bonus	Statutory contributions	Allowances	Benefits-in-kind	Others	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
TSQLC	-	-	-	-	-	-	-	-
Ganen	-	-	-	-	-	-	-	-
Dr. Chan Boon Kheng	4,733	0	4,529	187	240	-	2	9,691
Stephen Hagger	-	143	-	-	-	-	-	143
Dr. Chong Su-Lin	-	129	-	-	-	-	-	129
Lim Tau Kien	-	135	-	-	-	-	-	135
Zaida Khalida binti Shaari	-	132	-	-	-	-	-	132
QKS	-	-	-	-	-	-	-	-

The remuneration of our Directors, which includes Directors' fees, bonus and such other allowances as well as other benefits, must be considered and recommended by our NRC and subsequently approved by our Board. Our Directors' fees must be further approved/endorsed by our shareholders at a general meeting.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

In addition to the remuneration and material benefits-in-kind disclosed above, the HSG SM Scheme comprises performance-based options, restricted stock units ("RSUs") and other options ("SM Options") that entitle Dr. Chan Boon Kheng to subscribe for, or receive, HSG Shares upon satisfaction of the applicable vesting conditions and, where applicable, exercise conditions. For clarity, no share-based compensation formed part of the remuneration of our Directors for the FYE 31 March 2026, and none of the awards granted to Dr. Chan Boon Kheng under the HSG SM Scheme were exercised during the FYE 31 March 2026.

During the FYE 31 March 2027, the following awards have been exercised/vested:

Option type	Offer Date	Number of SM Options exercised/ RSUs vested from 1 April 2026 up to the LPD	Exercise price (USD)
SM Options	21 May 2021	1,178,922 ⁽¹⁾	4.0800
RSUs	21 May 2021	362,745 ⁽¹⁾	N/A ⁽²⁾

Notes:

- (1) On 14 August 2026, 362,745 HSG Shares were issued to Dr. Chan Boon Kheng upon the settlement of 362,745 vested RSUs. On 31 August 2026, Dr. Chan Boon Kheng exercised 1,178,922 vested SM Options, pursuant to which he became entitled to 1,178,922 HSG Shares.
- (2) RSUs do not carry an exercise price and entitle Dr. Chan Boon Kheng to receive HSG Shares upon vesting, subject to the terms and conditions of the HSG SM Scheme.

As at the LPD, Dr. Chan Boon Kheng holds 2,675,217 performance-based options and 1,178,922 SM Options that remain unexercised, with exercise prices ranging from USD4.0800 to USD7.1493. Vested options may only be exercised (i) within 30 days after each annual vesting date (i.e. from 1 August to 31 August 2026 for the FYE 31 March 2026 options); or (ii) immediately prior to and conditional upon an IPO or a strategic stake sale. The unvested options remain subject to the applicable vesting conditions prescribed under the HSG SM Scheme and will only become exercisable, where applicable, upon satisfaction of such conditions. All performance-based options and SM Options granted under the HSG SM Scheme shall expire and automatically lapse on 31 January 2030 if they have not been exercised, vested, settled, cancelled, or otherwise ceased before that date.

The number of outstanding awards and the exercise prices disclosed above are subject to adjustment in connection with the implementation of the A1H Schemes following the segregation of the existing HSG incentive arrangements to align with the separation of the Indonesia Business Entities and our Group pursuant to the Reorganisation Exercise. See Section 14.4 and Annexure F of this Prospectus for further details on the A1H Schemes and the A1H Schemes By-Laws, respectively.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

9.2.6 Audit Committee

Our Audit Committee was formed by our Board on 4 September 2026. Our Audit Committee currently comprises the following members, all of whom are Independent Non-Executive Directors:

Name	Designation	Directorship
Lim Tau Kien	Chairman	Independent Non-Executive Director
Stephen Hagger	Member	Senior Independent Non-Executive Director
Zaida Khalida binti Shaari	Member	Independent Non-Executive Director

Our Audit Committee undertakes, among others, the following functions:

(a) External Auditors

- (i) To consider and recommend to our Board the nomination, appointment, re-appointment, resignation, dismissal or removal of the external auditors;
- (ii) To review and recommend to our Board the audit fees payable to the external auditors;
- (iii) To annually assess the suitability, objectivity, performance and independence of the external auditors taking into consideration, among others:
 - (1) the competency capability, audit quality and resource capacity of the external auditors;
 - (2) the adequacy of the audit scope, audit approach and audit plan;
 - (3) the ability of the external auditors to meet agreed timelines and respond to issues in a timely and effective manner;
 - (4) the conduct of the external auditors and their independence throughout the audit engagement;
 - (5) the nature and extent of non-audit services rendered by the external auditors and their affiliates whether such services may impair or appear to impair their independence; and
 - (6) written confirmation from the external auditors that they are, and have been independent in accordance with all relevant professional and regulatory requirements;
- (iv) To review and approve all proposed non-audit services to be provided by the external auditors and their affiliates, including the proposed fees, prior to the commencement of such services, where such approval is required under our policies or applicable regulatory requirements;
- (v) To discuss with the external auditors, prior to commencement of the audit, the audit plan, the nature scope, approach, areas of audit emphasis, reporting requirements and any changes to the planned scope of the audit;
- (vi) To review with the external auditors their audit report, management letters, key audit matters, significant audit findings, internal control observations and our Management's responses thereto;

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

- (vii) To review with the external auditors any significant financial reporting issues, significant judgements, significant and unusual transactions, going concern matters and other matters arising from the interim review or final audit;
- (viii) To discuss any problems, reservations, difficulties, or limitations encountered by the external auditors during the audit, including any restriction on the scope of audit or access to required information; and
- (ix) Upon request of the external auditors, to require our Chairman of our Audit Committee to convene a meeting of our Audit Committee to consider any matter which the external auditors believe should be brought to the attention of our Directors or shareholders.

(b) Internal audit

- (i) To consider and approve, or concur in, the appointment, replacement, reassignment or removal of the Head of Internal Audit and senior staff members of the internal audit function;
- (ii) To take cognisance of resignations of internal audit staff members, (for in-house internal audit function) or the internal audit service provider (for outsourced internal audit), and if required to provide the resigning staff member with an opportunity to submit reasons for such resignation;
- (iii) To review and approve the internal audit charter and ensure that the internal audit function has the necessary authority, independence, objectivity and access to information to carry out its work effectively;
- (iv) To review the adequacy of the scope, functions, competency, experience, staffing, budget, authority and resources of the internal audit function;
- (v) To review and approve the annual internal audit plan including the scope, methodology, risk coverage, resource allocation and significant changes to the approved plan;
- (vi) To review the results of the internal audit reports, internal audit assessments, and investigations undertaken, including our Management's response thereto;
- (vii) To assess whether appropriate and timely corrective actions have been taken by our Management on the recommendations of the internal audit function;
- (viii) To review the status of implementation of previous internal audit recommendations and to ensure that unresolved, overdue or recurring issues are escalated appropriately;
- (ix) To ensure that the internal auditors are provided with full cooperation, assistance and unrestricted access to all information, documents, records, personnel and resources required for the discharge of their duties;
- (x) To direct and, where appropriate, oversee any special reviews, assignments or investigations to be carried out by the internal auditors as and when necessary;
- (xi) To review investigation reports on any major defalcations, fraud, theft, misconduct, irregularity or suspected breach of internal controls, and our Management's responses and remedial actions;

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

- (xii) To annually assess the effectiveness, objectivity, independence and performance of the internal audit function; and
- (xiii) To meet with the internal auditors without the presence of our Management, other Directors and employee of our Company and/or our Group whenever deemed necessary.

(c) Financial Reporting

- (i) To review and monitor our financial reporting process and our Group, and to provide assurance to our Board that the financial information provided by our Management is relevant, reliable complete, accurate and timely;
- (ii) To review our quarterly results and annual financial statements as well as those of our Group prior to submission to our Board for approval, focusing particularly on:
 - (1) whether the financial statements give a true and fair view of the financial position and performance of our Company and our Group;
 - (2) changes in, or implementation of, major accounting policies and practices;
 - (3) significant financial reporting issues, significant judgements made by our Management, significant and unusual events or transactions, and how these matters are addressed;
 - (4) compliance with applicable financial reporting standards, accounting standards, the Listing Requirements and other applicable regulatory requirements;
 - (5) the going concern assumption; and
 - (6) litigation, claims, contingencies or actions that could materially affect the financial position, performance or results of our Company and our Group;
- (iii) To review with our Management and the external auditors, where applicable, the appropriateness of accounting policies, critical accounting estimates and judgements adopted by our Company and our Group;
- (iv) To assess the adequacy of resources, competency, systems and infrastructure of our finance function to support accurate, complete, consistent and timely financial reporting;
- (v) To recommend the quarterly results and annual financial statement to our Board for approval and, where applicable, release to Bursa Securities; and
- (vi) To review and recommend to our Board, our Audit Committee Report, Corporate Governance Overview Statement and Statement on Risk Management and Internal Control and Corporate Governance Report for inclusion in our annual report, announcement and publication, as applicable.

(d) Related Party Transactions and Conflict of Interest

- (i) To review and monitor related party transactions, recurrent related party transactions and conflict of interest situations that arise, persist or may arise within our Company and our Group;

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

- (ii) To review transactions, procedure or course of conduct that may raise questions of our Management, integrity, conflict of interest or potential conflict with the interests of our Company and our Group;
- (iii) To ensure that our Management establishes and maintains a comprehensive framework for identifying, evaluating, approving, reporting and monitoring related party transactions, recurrent related party transactions and conflict of interest situations;
- (iv) To review together with our Management and/or finance function, whether:
 - (1) related party transactions are fair, reasonable and undertaken under normal commercial terms, at arm's length, not detrimental to the interests of our minority shareholders and in the best interest of our Company and our Group;
 - (2) internal control procedures relating to such transaction are adequate and complied with;
 - (3) the relevant provisions of the Listing Requirements and other applicable laws, regulations and guidelines have been complied with;
 - (4) recurrent related party transactions have been carried out in accordance with the mandate approved by our shareholders, where applicable;
- (v) To review and report to our Board any significant conflict of interest situation and the measures taken to resolve, eliminate or mitigate such conflict; and
- (vi) To review the disclosure of related party, recurrent related party transactions and conflict of interest situations for inclusion in our annual report or other public disclosures, where required.

(e) Others

- (i) To review the adequacy and effectiveness of our Group's system of internal control and risk management, including financial, operational, compliance, information technology, cybersecurity and business continuity controls, where these matters fall within our Audit Committee's scope of responsibilities;
- (ii) To review and approve the whistleblowing policies and procedures established to address allegations raised by whistleblowers, and to ensure that independent investigations are conducted and appropriate follow-up actions are taken;
- (iii) To ensure that proper and timely investigations are carried out in respect of reports of improper conduct made by whistleblowers;
- (iv) To review investigation findings and, where appropriate, recommend corrective, disciplinary or remedial actions to our Board;
- (v) To review and approve our Group's policies and procedures for detecting and managing risks of improper conduct, bribery and corruption;
- (vi) To review the adequacy and effectiveness of anti-bribery and anti-corruption measures implemented by our Group;

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

- (vii) To ensure that bribery and corruption risk assessments are conducted periodically and that the results are incorporated into our Group's overall risk assessment process;
- (viii) To verify, at the end of each financial year, the allocation of shares, options or other grants pursuant to an employees' share option scheme, employees' share grant scheme or any other employees' share scheme implemented by our Company and/or our Group, to ensure compliance with the approved allocation criteria;
- (ix) To review and recommend to our Board any significant matters arising from our Audit Committee's oversight responsibilities; and
- (x) To perform such other functions as may be agreed by our Audit Committee or authorised by our Board from time to time.

9.2.7 NRC

Our NRC was established by our Board on 4 September 2026. Our NRC currently comprises the following members, all of whom are Independent Non-Executive Directors:

Name	Designation	Directorship
Zaida Khalida binti Shaari	Chairman	Independent Non-Executive Director
Dr. Chong Su-Lin	Member	Independent Non-Executive Director
Lim Tau Kien	Member	Independent Non-Executive Director

Our NRC undertakes, among others, the following functions:

(a) Remuneration

On matters relating to remuneration, our Nomination and Remuneration Committee is responsible:

- (i) To establish and recommend to our Board remuneration policies, procedures and frameworks for our Directors and Key Senior Management that are designed to recognise performance, support the long-term strategic objectives and values of our Group, and promote the attraction, retention and motivation of high-calibre individuals;
- (ii) To establish and recommend appropriate criteria and assessment frameworks for evaluating the performance and contribution of our Board, Board Committees and Key Senior Management on an annual basis, and to ensure that the remuneration framework appropriately supports our Group's long-term strategic objectives, sustainability agenda and risk appetite;
- (iii) To recommend to our Board the establishment of short and long-term incentive plans for eligible employees and eligible executives of our Group such as bonuses, share schemes or other equity-based incentive plans, including the setting of appropriate performance targets;
- (iv) To establish and recommend a remuneration framework that aligns remuneration with our Group's strategic objectives, corporate and individual performance, risk appetite and long-term sustainability, and which supports our long-term success;
- (v) Where necessary, to engage external professional advisors to assist and/or advise our NRC on the remuneration matters;

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

- (vi) To oversee the disclosures of remuneration made in our annual report and notice to general meetings;
- (vii) To provide clarification to the shareholders during our general meetings on matters pertaining to remuneration of our Directors and Key Senior Management as well as our overall remuneration framework, if required. Our Directors who are our shareholders should abstain from voting at our general meetings to approve their fees; and
- (viii) To oversee and monitor the administration of the ESS to ensure that it is in compliance with the ESS By-Laws as approved by our shareholders or such other similar scheme and/or incentive plans to be established by us from time to time including:
 - (1) To recommend to our Board, where it deems necessary, any amendment, modification, addition or deletion to the terms of reference of our NRC in relation to the implementation and administration of the ESS if applicable, as well as to the provisions in the ESS By-Laws;
 - (2) To review and determine the allocation and criteria of the ESGS Shares, the ESIS Shares and the ESOS Options under the ESS to our eligible Directors (if applicable) and employees, and where required recommend to our Board such allocations and criteria to be made to our Directors, Group CEO and major shareholders, if any;
 - (3) To review and approve the performance criteria (where applicable) or vesting conditions of such awards to be granted pursuant to the ESS;
 - (4) To undertake all acts necessary for the implementation and administration of the ESS in accordance with the ESS By-Laws; and
 - (5) To approve or recommend (where required) the appointment of trustees, advisers, administrators or other service providers and approve any documents or arrangements necessary for the effective administration of the ESS.

(b) Nomination

On matters relating to nomination, our NRC is responsible:

- (i) To identify, evaluate and recommend to our Board individuals who are suitable to fill vacancies or newly created positions on our Board and our Board Committee(s) using objective and transparent selection criteria. In making its recommendations, our NRC shall consider the following attributes of the candidates or factors:
 - (1) technical competency, skills, knowledge, expertise and experience;
 - (2) strong sense of professionalism;
 - (3) background, character, integrity and competence;
 - (4) contribution and performance;
 - (5) other commitments and time available to contribute inputs to our Board;

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

- (6) in the case of candidates for the position of Independent Non-Executive Directors, our NRC shall evaluate the candidate's ability to discharge such responsibilities or functions as expected from Independent Non-Executive Directors; and
 - (7) boardroom diversity including gender, age and ethnicity diversity.
- (ii) In identifying suitable candidates for appointment to our Board, our NRC shall consider candidates from a diverse range of sources, including recommendations from our existing Directors, Management, substantial shareholders, external search firms, directors' registries, professional bodies and other independent sources, where appropriate, to promote an objective, transparent and merit-based appointment process and to support our Board's diversity and succession planning objectives. Where the selection of candidates is based solely on recommendations from existing Board members, Management or substantial shareholders, our NRC shall provide the basis upon which such sources were considered sufficient and explain why alternative sources or search methods were not utilised;
- (iii) To formulate and implement a formal and transparent procedure and criteria for proposing new members to our Board and Board Committees;
- (iv) To nominate our Board individuals for election or re-election as Directors at our annual general meeting taking into consideration their performance and ability to continue to contribute to our Board in the light of knowledge, skills and experience required;
- (v) To assess the effectiveness of our Board, Board Committees and individual Directors on an annual basis, including evaluating the appropriate balance of skills, expertise, experience, independence, diversity, professionalism, integrity and other competencies required to effectively discharge the duties and responsibilities of our Board and oversee the implementation of action plans arising from our Board evaluation process;
- (vi) To review proposals for the appointment of our Directors and our Group CEO;
- (vii) To review and recommend to our Board matters relating to the independence of Directors in accordance with the criteria stipulated in the Listing Requirements and any actual, potential or perceived conflicts of interest, including the adequacy of measures implemented to identify, manage, mitigate or resolve such conflicts;
- (viii) To review the term of office and performance of our Board Committees, including but not limited to our Audit Committee and Risk Management Committee and each of its members annually to determine whether the Audit Committee, the Risk Management Committee and its members have carried out their duties in accordance with their respective terms of reference; and
- (ix) To formulate and review the Fit and Proper Policy, ensure that all our Directors satisfy the fit and proper criteria, and provide guidance for the assessment of candidates proposed for appointment to our Board as well as Directors seeking re-election.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

(c) Others

(i) Succession Planning

To oversee the development, implementation and periodic review of succession plans and, where appropriate, recommend to our Board the succession plans and policies for the appointment of our Chairman, Executive Directors, Non-Executive Directors, Group CEO, Group CFO and Key Senior Management, taking into consideration the challenges and opportunities facing our Group, as well as the skills, expertise and leadership capabilities required by our Board and our Group to ensure leadership continuity and long-term organisational sustainability.

(ii) Training and Development

To recommend, review and oversee the induction, orientation and continuing professional development of our Directors and assess annually the training needs of our Board.

9.2.8 Risk Management Committee

Our Risk Management Committee was established by our Board on 4 September 2026. Our Risk Management Committee currently comprises the following members, the majority of whom are Independent Non-Executive Directors:

Name	Designation	Directorship
Dr. Chong Su-Lin	Chairman	Independent Non-Executive Director
Stephen Hagger	Member	Senior Independent Non-Executive Director
Dr. Chan Boon Kheng	Member	Managing Director and Group CEO

Our Risk Management Committee undertakes, among others, the following functions:

(a) Risk Management

- (i) To review and recommend to our Board our Group's risk management policy, procedures and enterprise risk management framework to identify, analyse, evaluate, manage, monitor and report significant financial and non-financial risks;
- (ii) To conduct an annual review of our Group's risk management policy, procedures and framework and to recommend changes as needed to ensure that they remain adequate, effective and relevant in addressing the strategic, business, operational, financial, clinical, patient safety, regulatory, compliance, sustainability and reputational risks of our Group;
- (iii) To oversee our Management's implementation and maintenance of a sound risk management framework which identifies, assesses, manages, monitors and reports our Group's key risk areas;
- (iv) To review and recommend to our Board our Group's risk appetite, risk tolerance levels and key risk indicators, and to monitor whether our Group's risk exposure remain within the approved risk appetite and tolerance parameters;
- (v) To set reporting guidelines and requirements for our Management to report to our Risk Management Committee on our Group's key risks, emerging risks, risk indicators, material changes in risk profile, effectiveness of mitigating measures and management of its business risks;

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

- (vi) To review and evaluate the risk profile of our Group, including the integration of ESG and sustainability-related risks into the enterprise risk management framework, and to evaluate the measures taken by our Management to mitigate identified risks from time to time;
- (vii) To review and evaluate the adequacy of our Management's responses to issues identified in the risk registers, and to ensure that significant risks are appropriately managed within our Group's risk appetite and tolerance levels;
- (viii) To review new emerging risks, assess their likelihood and potential impact, and consider where appropriate controls, mitigation measures, policies or reporting mechanism should be formalised and disseminated across our Group;
- (ix) To ensure adequate infrastructure, resources and systems and processes are in place for the identification, assessment, measurement, monitoring, reporting and mitigation of risks within our Group and that such processes are operating in an efficient and effective manner;
- (x) To report to our Board any suspected frauds, irregularities, serious internal control deficiencies, material breaches of risk appetite or tolerance levels, or suspected infringement of laws, rules and regulations which come to its attention, and are of sufficient importance to warrant the attention of our Board;
- (xi) To review the adequacy and effectiveness of our Group's internal control systems and recommend improvements where necessary to safeguard our Group's assets, support operational effectiveness and efficiency, enhance the reliability of reporting and promote compliance with applicable laws and regulations;
- (xii) To review the status of the implementation of our Management's action plans in mitigating significant risks identified, including overdue, recurring or unresolved risk issues;
- (xiii) To oversee the adequacy of our Management's processes for identifying, assessing, managing and reporting clinical, patient safety, healthcare regulatory licensing and service quality risks across our Group;
- (xiv) To review the adequacy of our Group's business continuity, disaster recovery, emergency response and crisis management arrangements in relation to material risk events;
- (xv) To review the adequacy of our Management's processes for managing cybersecurity, information technology, data privacy and health information security risks; and
- (xvi) To review, where relevant, the risk implication of major business proposals. Investments, expansion plans, acquisitions, disposals, new service lines, major projects and other strategic initiatives prior to their submission to our Board for approval.

(b) Sustainability

- (i) To oversee the management of our Group's principal business risks and material ESG risks, and to ensure that sustainability considerations are integrated into our purpose, governance, strategy, business planning, operations and enterprise risk management framework;

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

- (ii) To review the process undertaken by our Management to identify, assess, prioritise and monitor material sustainability matters, including sustainability-related risks and opportunities that may affect our business, operations, financial performance, reputation, stakeholders and long-term value creation;
- (iii) To ensure that adequate resources, capabilities, systems, internal controls and processes are in place to support our achievement of sustainability commitments, objectives, metrics, and targets, and to monitor our Management's progress against such commitments, objectives and targets;
- (iv) To ensure that appropriate measures are implemented to enable us to identify, understand, monitor and respond to sustainability matters relevant to our Group's business, operations and industry, including climate-related risks and opportunities; and
- (v) To review and recommend to our Board disclosures relating to sustainability matters, including the Sustainability Statement in the Annual Report and, where applicable, other sustainability-related disclosures or reports of our Group, and to ensure compliance with applicable disclosure requirements, reporting standards and regulatory expectations prescribed by Bursa Securities and other relevant authorities.

9.3 KEY SENIOR MANAGEMENT

Our Key Senior Management is responsible for the day-to-day management and operations of our Group. The members of our Key Senior Management as at the date of this Prospectus are as follows:

Name	Age	Designation
Dr. Chan Boon Kheng	58	Managing Director and Group CEO
Anwar Anis	50	Group Chief Commercial Officer and Executive Director of A1H Super-specialty Centres
Poorani Ramachandran	49	Group CFO

9.3.1 Profiles of our Key Senior Management

(i) Dr. Chan Boon Kheng

For details on Dr. Chan Boon Kheng's profile, see Section 9.2.1(iii) of this Prospectus.

(ii) Anwar Anis

Anwar Anis bin Anis Ahmad, a Malaysian aged 50, is our Group Chief Commercial Officer and Executive Director of A1H Super-specialty Centres. He has over 22 years of experience in the private healthcare sector, with extensive expertise in healthcare commercial strategy, marketing, business development, hospital operations and executive management.

He graduated with a Bachelor of Science in Mechanical Engineering from Oklahoma State University, United States in 1998.

He began his career in August 1998 with Royal Selangor Pewter International Sdn Bhd as a Management Trainee before being appointed as an Engineer, where he was responsible for managing the workforce of the cold casting unit. In December 1999, he was transferred to Royal Selangor Marketing Sdn Bhd as Account Manager, Special Sales, where he was responsible for securing new accounts and projects until October 2000.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

In November 2000, he joined Express Rail Link Sdn Bhd (“ERL”) as Marketing Executive and was subsequently promoted to Senior Executive in 2002. During his tenure until March 2003, he was involved in marketing initiatives to promote ERL’s services to hotels, travel agents and hospitality industry players, as well as supporting the implementation of the company’s enterprise resource planning system and fare management processes.

In April 2003, he joined Gleneagles Intan Medical Centre (now known as Gleneagles Hospital Kuala Lumpur) as Manager, International Marketing. He was subsequently promoted to Senior Manager, Marketing and Business Development in 2004, where he established the International Marketing Department and led the marketing, public relations, corporate social responsibility, liaison and business development functions. He served with Gleneagles Intan Medical Centre until July 2007.

Between August 2007 and October 2008, he served as Sales and Marketing Manager of MSTS Asia Sdn Bhd, an oil and gas safety, survival and emergency response training provider, where he was responsible for sales and marketing functions, including the establishment of its Kuala Lumpur sales office and development of its mobile training unit.

Between November 2008 and July 2010, he served as Senior Manager, Marketing and Business Development at Pantai Hospital Kuala Lumpur. During this period, while continuing to lead Pantai Hospital Kuala Lumpur’s marketing function, he was also appointed Head of International Marketing and subsequently Group Marketing for Gleneagles Hospital Kuala Lumpur and network of eight (8) Pantai Hospitals in Kuala Lumpur, Selangor, Perak, Melaka, Johor and Penang, where he oversaw marketing activities across the group’s healthcare facilities, including the development of regional marketing strategies, referral processes and strategic partnerships.

He joined Sime Darby Healthcare Sdn Bhd, a core business division of Sime Darby Berhad, serving from August 2010 to January 2011. In this role, he held the appointment of Administrator at the group level within the Sime Darby Healthcare Division, where he led the group’s marketing functions. This included driving growth across corporate, international and expatriate patient segments, while strategically managing key institutional relationships with insurance companies and third-party administrators.

In January 2011, he joined Pantai Hospital Ipoh as Chief Operating Officer and was subsequently promoted to CEO in April 2011. During his tenure, he was responsible for the hospital’s overall operations and strategic initiatives and was involved in the development of the greenfield Pantai Hospital Manjung in Perak. From June 2013 to January 2017, he served as CEO of Pantai Hospital Kuala Lumpur, where he oversaw the hospital’s operations and strategic initiatives, including management restructuring, consultant engagement and recruitment, and redevelopment initiatives.

Between February 2017 and July 2024, he joined TE Healthcare Advisory Sdn Bhd (“TEHA”) initially as Consultant, before assuming a permanent position as Vice President in October 2017 and subsequently promoted as Director in October 2018. He also held various positions with TEHA’s parent company, TE Asia Healthcare Partners Pte Ltd (“TEAH”), including Vice President in October 2017, Senior Vice President from October 2019 and Director from October 2020. During this period, he supported TEAH’s healthcare initiatives, including developing clinical partnerships and overseeing hospital commissioning and operations. His responsibilities included providing commissioning support and project oversight for healthcare projects in Malaysia, including Cardiac Vascular Sentral Kuala Lumpur, ALTY Orthopaedic Hospital and Northern Heart Hospital Penang, as well as commissioning oversight for healthcare projects in Indonesia.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Following the completion of our Group's acquisition of the ASC Entities pursuant to the TE Asia Acquisition in August 2024, he was appointed Executive Director of A1H Super-specialty Centres. In this role, he is responsible for the strategic leadership, oversight and management of the ASC Entities' healthcare facilities, including ALTY Orthopaedic Hospital, Northern Heart Hospital Penang, Beacon Hospital, Cardiac Vascular Sentral Kuala Lumpur, Hospital Picaso and our Group's chiropractic and rehabilitation services under the "TAGS" brand. In October 2025, his role was expanded to Regional CEO of Columbia Asia, where he oversaw the management of Columbia Asia hospitals in Taiping, Batu Kawan and Shah Alam.

In April 2026, he was promoted as our Group Chief Commercial Officer while continuing to serve as Executive Director of A1H Super-specialty Centres and Regional CEO of Columbia Asia. In his capacity as Group Chief Commercial Officer, he provides strategic direction for corporate client services, international marketing and business development initiatives. He also oversees clinical practice transformation initiatives, including the transition towards value-based healthcare and adoption of diagnosis-related group models. He has since relinquished his role as Regional CEO of Columbia Asia and continues to serve as our Group Chief Commercial Officer and Executive Director of A1H Super-specialty Centres.

He is currently the Honorary Secretary of the Association of Private Hospitals Malaysia ("APHM") and serves as Vice President of the Malaysian Society for Quality in Health ("MSQH"), representing APHM since June 2024. MSQH is a Malaysian organisation dedicated to enhancing the quality and safety of healthcare services. He is also a member of the Consultative Council on Private Healthcare Costs, under the Ministry of Finance–MOH Joint Ministerial Committee on Private Healthcare Costs which supports initiatives in advancing reforms aimed at improving the affordability, transparency, and sustainability of Malaysia's private healthcare system. In addition, he has been appointed as an ex-officio member of the MOH's Medicine Advertisements Board ("MAB"). The MAB regulates advertisements relating to medicinal products, healthcare facilities, and medical services to protect Malaysian consumers from misleading health-related claims.

(iii) Poorani Ramachandran

Poorani Ramachandran, a Malaysian aged 49, is our Group CFO. She has over 25 years of experience in accounting, audit, finance, risk management and banking across insurance, development finance institutions and digital banking sectors.

She graduated with First Class Honours in Bachelor of Commerce from Lincoln University, New Zealand in 1999. She was admitted as a member of the New Zealand Institute of Chartered Accountants in 2003 and became a member of the Chartered Accountants Australia and New Zealand in 2014. She advanced to the status of Chartered Accountant Fellow of the Chartered Accountants Australia and New Zealand in 2019. She has also been a Chartered Accountant of the MIA since 2014, a certified Chartered Banker by the Asian Institute of Chartered Bankers in 2021 and a Chartered Professional in Islamic Finance by the Chartered Institute of Islamic Finance Professionals in 2024. In addition, she has also been an affiliate of the ICDM since 2022.

She began her career in January 2001 as an auditor with KPMG Singapore and served there until August 2003. In September 2003, she joined Jerneh Asia Berhad and its subsidiaries, which were principally involved in the insurance, reinsurance, and credit leasing sectors, as a Senior Executive in Internal Audit, a position she held until July 2004.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

From July 2004 to December 2009, she served at ING Insurance Berhad, ING Employee Benefits Berhad and ING Funds Berhad as an Assistant Manager and was subsequently promoted to Chief Internal Auditor. In this capacity, she led the internal audit function for the Malaysian ING entities and supported regional audit activities.

In January 2010, she joined Danajamin Nasional Berhad ("**Danajamin**") as Director of Internal Audit, where she established the internal audit function. In April 2014, she was assumed the role as the Director of Finance cum CFO, overseeing finance, capital management, information technology, administration and procurement functions.

Following the commencement of Bank Pembangunan Malaysia Berhad's ("**BPMB**") acquisition of Danajamin in September 2021, she was appointed as Group CFO of BPMB in February 2022. In this role, she was responsible for BPMB's finance, central procurement and recovery functions. Concurrently, she continued to serve as Director Finance cum CFO of Danajamin during the integration exercise until her departure in September 2022.

Prior to joining us in April 2025, she served as CFO of AEON Bank (M) Berhad between October 2022 and April 2025. During this period, she contributed to the establishment and successful launch of Malaysia's first Islamic digital bank in May 2024. She also led the setup of finance, administration, and procurement functions, including the implementation of core digital banking, enterprise resource planning and regulatory reporting systems.

She joined our Group as Group CFO in April 2025. In her current role, she oversees our Group's financial management, statutory and management reporting, financial planning and analysis, budgeting and forecasting, treasury and capital management, investment evaluation, financial risk management, data analytics and group procurement functions. She is responsible for ensuring compliance with applicable accounting standards, regulatory requirements and corporate governance obligations. She also develops and implements our Group's financial strategy and data analytics capabilities to support business insights and decision-making by our Board and our Management.

As at the LPD, she serves as a Commissioner on the board of commissioners of the several Indonesian companies as disclosed in Section 9.3.3 of this Prospectus.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

9.3.2 Shareholding of our Key Senior Management

The following table sets out the direct and indirect shareholding of each of our Key Senior Management (other than our Director who is a member of our Key Senior Management which has been disclosed in Section 9.2.2 of this Prospectus) before and after our IPO:

Name	Before our IPO ⁽¹⁾								After our IPO							
					After the issuance of new Shares pursuant to the HHHPL Partial Exchange				Assuming the Over-allotment Option is not exercised ⁽²⁾				Assuming the Over-allotment Option is fully exercised ⁽³⁾			
	Direct		Indirect		Direct		Indirect		Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Anwar Anis	-	-	-	-	-	-	-	-	438,000	(4)*	-	-	438,000	(4)*	-	-
Poorani	-	-	-	-	-	-	-	-	438,000	(4)*	-	-	438,000	(4)*	-	-
Ramachandran	-	-	-	-	-	-	-	-	438,000	(4)*	-	-	438,000	(4)*	-	-

Notes:

* *Negligible*

(1) *Based on our enlarged issued Shares of 16,273,585,398 after the Share Split.*

(2) *Based on our Enlarged Issued Shares.*

(3) Assuming the Over-allotment Option of 657,088,300 Shares, representing 15.0% of the total number of our IPO Shares offered, is fully exercised.

(4) *Assuming that our Key Senior Management fully subscribe for their respective entitlement under the Pink Form Allocations.*

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

9.3.3 Principal business activities performed by our Key Senior Management outside our Group in the past five (5) years

Save as disclosed below, none of our Key Senior Management (other than our Director who is also a member of our Key Senior Management which have been disclosed in Section 9.2.3 of this Prospectus) are involved in principal business activities outside our Group as at the LPD or hold directorships in other companies outside our Group, as at the LPD and in the past five (5) years preceding the LPD:

(i) Anwar Anis

Name of company/ entity	Principal activities	Involvement in business activities
Present Directorships and other involvement in principal business activities outside our Group		
• HSG	• Investment holding with investments in a comprehensive private healthcare platform in Malaysia, Indonesia, and Vietnam	• Shareholder (direct)
• Asian Heart Centers Pte Ltd	• Dormant ⁽¹⁾	• Shareholder (direct)
• Vietnam Cancer Centers Pte Ltd	• Investment holding with investment in a hospital in Vietnam	• Shareholder (direct)
Past Directorships		
• Can-Care Health Systems (M) Sdn Bhd	• Principally engaged in dealing of healthcare and medical products; providing training services, consultancy and educational programs for healthcare professionals, including product training sessions, workshops and patient navigation programs aimed at enhancing the knowledge, skills and professional development	• Director (Appointed on 29 May 2017 and resigned on 10 May 2024)
• Cardiac Center (Malaysia) Sdn Bhd	• Dormant ⁽¹⁾	• Director (Appointed on 1 April 2019 and resigned on 28 July 2026)
• Cardiac Ventures (Penang) Sdn Bhd	• Dormant ⁽¹⁾	• Director (Appointed on 17 October 2019 and resigned 23 September 2026)
• Integrated Oncology Center (Kuala Lumpur) Holdings Sdn Bhd	• Dormant ⁽¹⁾	• Director (Appointed on 28 April 2020 and resigned on 15 September 2026)
• TEHA	• Other management consultancy activities N.E.C ⁽²⁾	• Director (Appointed on 10 October 2018 and resigned on 14 July 2026)

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Notes:

- (1) Investment holding company in healthcare businesses, which have since been divested. There are no current immediate plans for this company.
- (2) The expression "N.E.C." shall have the meaning "not elsewhere classified".

(ii) Poorani Ramachandran

Name of company/ entity	Principal activities	Involvement in business activities
Present Directorships and other involvement in principal business activities outside our Group		
• PT Affinity Health Indonesia	• Private hospital activities	• Commissioner (Appointed on 1 November 2025)
• PT Belefina Sarana Medika	• Private hospital activities	• Commissioner (Appointed on 31 March 2026)
• PT Bumi Serpong Damai Medica	• Private hospital activities	• Commissioner (Appointed on 31 March 2026)
• PT Bumi Serpong Damai Properti	• Owning and leasing of real estate	• Commissioner (Appointed on 31 PT March 2026)
• PT Nusautama Merdicalindo	• Private hospital activities	• Commissioner (Appointed on 24 November 2025)
• PT Perdana Asia Medika	• Owning and leasing of real estate, management consulting and head office activities	• Commissioner (Appointed on 24 November 2025)
• PT Surabaya Cancer Center	• Private hospital activities and other management consulting activities	• President Commissioner (Appointed on 2 January 2026)

Past Directorships

Nil

The involvement of our Key Senior Management mentioned above in other principal business activities outside our Group will not affect their continued contributions to the day-to-day management of our Group and are not expected to require a significant amount of their time or attention or adversely affect the operations of our Group.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

9.3.4 Service contracts with our Key Senior Management

Save for Dr. Chan Boon Kheng, whose service contract provides for benefits upon termination of employment as disclosed in Section 9.2.4 of this Prospectus, as at the date of this Prospectus, there are no existing or proposed service contracts between our Key Senior Management and us which provide for benefits upon termination of employment.

9.3.5 Remuneration and material benefits in-kind of our Key Senior Management

The remuneration and material benefits in-kind of our Director who is also a member of our Key Senior Management are set out in Section 9.2.5 of this Prospectus. The aggregate remuneration and material benefits in-kind (including any contingent or deferred remuneration) paid or proposed to be paid to our Key Senior Management, other than our Director who is also a member of our Key Senior Management, for services rendered to us in all capacities to our Group for the FYE 31 March 2026 and FYE 31 March 2027 are as follows:

Key Senior Management	Remuneration band (FYE 31 March)	
	2026 (Paid as at the LPD)	2027 (Proposed)
	RM'000	RM'000
Anwar Anis	850 – 900	1,150 – 1,200
Poorani Ramachandran	850 - 900	1,250 – 1,300

The remuneration of our Key Senior Management, which includes salaries, bonus, fees and allowances as well as other benefits, must be considered and recommended by our NRC and subsequently approved by our Board.

In addition to the remuneration and material benefits in-kind disclosed above, the HSG LTIP comprises performance-based options that entitle the holders thereof to receive HSG Shares upon satisfaction of the applicable vesting conditions and exercise conditions. For clarity, no share-based compensation formed part of the remuneration of our Key Senior Management for the FYE 31 March 2026, and none of the awards granted to Dr. Chan Boon Kheng under the HSG SM Scheme were exercised during the FYE 31 March 2026.

During FYE 31 March 2027, the following performance-based options were exercised:

Key Senior Management	Offer Date	Number of performance-based options exercised from 1 April 2026 up to the LPD	Exercise price (USD)
Anwar Anis	9 December 2024	15,300 ⁽¹⁾	7.1493
Poorani Ramachandran	15 April 2025	26,226 ⁽²⁾	7.1493

Notes:

(1) On 31 August 2026, Anwar Anis exercised 15,300 vested performance-based options, pursuant to which he became entitled to 15,300 HSG Shares.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

- (2) *On 31 August 2026, Poorani Ramachandran exercised 26,226 vested performance-based options, pursuant to which she became entitled to 26,226 HSG Shares.*

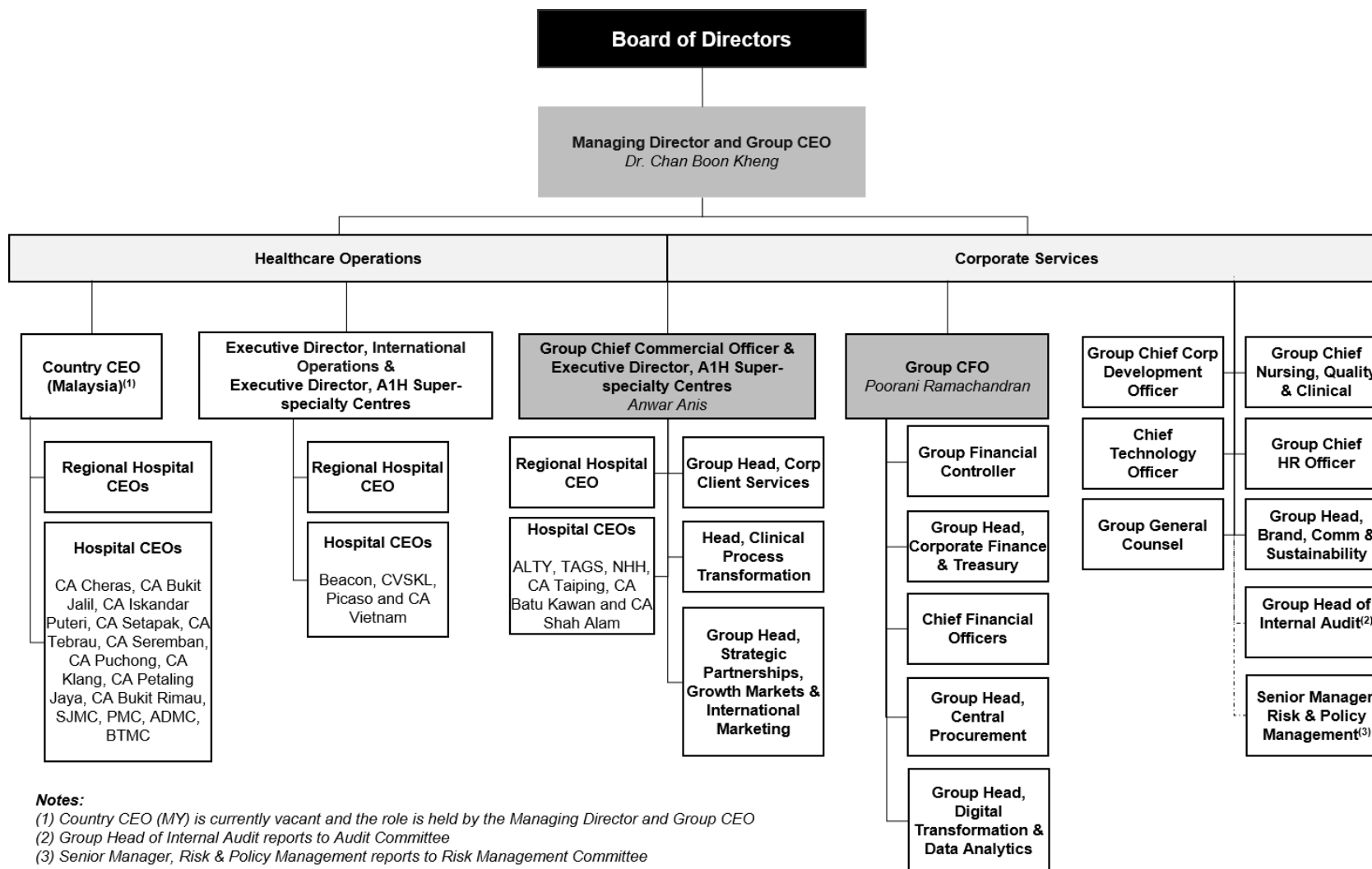
As at the LPD, Anwar Anis and Poorani Ramachandran hold 210,350 and 169,959 performance-based options, respectively, that remain unexercised, with exercise prices ranging from USD7.1493 to USD9.3700. Vested options may only be exercised (i) within 30 days after each annual vesting date (i.e. from 1 August to 31 August 2026 for the FYE 31 March 2026 options); or (ii) immediately prior to and conditional upon an IPO or a strategic stake sale. The unvested options remain subject to the applicable vesting conditions prescribed by the terms of the HSG LTIP and will only become exercisable, where applicable, upon satisfaction of such conditions. All performance-based options granted under the HSG LTIP shall expire and automatically lapse on 31 January 2030 if they have not been exercised, vested, settled, cancelled, or otherwise ceased before that date.

The number of outstanding awards and the exercise prices disclosed above are subject to adjustment in connection with the implementation of the A1H Schemes following the segregation of the existing HSG incentive arrangements to align with the separation of the Indonesia Business Entities and our Group pursuant to the Reorganisation Exercise. See Section 14.4 and Annexure F of this Prospectus for further details on the A1H Schemes and the A1H Schemes By-Laws, respectively.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

9.4 MANAGEMENT REPORTING STRUCTURE

Our management reporting structure is as follows:



9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

9.5 ASSOCIATIONS OR FAMILY RELATIONSHIP BETWEEN OUR SUBSTANTIAL SHAREHOLDERS, PROMOTER, DIRECTORS AND KEY SENIOR MANAGEMENT

Save as disclosed below, there are no associations or family relationships between our substantial shareholders, Promoter, Directors and Key Senior Management:

- (i) TSQLC, who is our substantial shareholder, Chairman and Non-Independent Non-Executive Director is:
 - (a) a director and sole shareholder of HL Holdings, our substantial shareholder;
 - (b) a director and substantial shareholder of Davos, our substantial shareholder;
 - (c) a director of HLIH, our substantial shareholder;
 - (d) a shareholder of Hong Realty, our substantial shareholder;
 - (e) a shareholder, Chairman and CEO as well as indirect substantial shareholder of HLCM, our substantial shareholder;
 - (f) a director and indirect substantial shareholder of HLT, our substantial shareholder;
 - (g) an indirect substantial shareholder of HLHG, our substantial shareholder;
 - (h) a representative of HSG and HLHG (which is part of the Hong Leong Group) on our Board;
 - (i) the Chairman and indirect substantial shareholder of HSG who is our Promoter and substantial shareholder;
 - (j) cousin of Kwek Leng Beng and Kwek Leng Kee, our substantial shareholders; and
 - (k) father of QKS, who is the alternate Director to TSQLC.
- (ii) Ganen, who is our Non-Independent Non-Executive Director is:
 - (a) a director of HLT, our substantial shareholder;
 - (b) a representative of HSG and funds managed by TPG on our Board;
 - (c) a director of HSG, who is our Promoter and substantial shareholder;
 - (d) a director of OHA 1, our substantial shareholder; and
 - (e) a director of OHH, our substantial shareholder.
- (iii) QKS, who is the alternate Director to TSQLC, our Chairman and Non-Independent Non-Executive Director is:
 - (a) a director of HL Holdings, our substantial shareholder;
 - (b) a director of HLHG, our substantial shareholder;
 - (c) a director of HLT, our substantial shareholder;

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

- (d) a representative of HSG and HLHG (which is part of the Hong Leong Group) on our Board;
 - (e) a director of HSG who is our Promoter and substantial shareholder;
 - (f) a shareholder of HLCM, our substantial shareholder;
 - (g) son of TSQCLC who is our substantial shareholder, Chairman and Non-Independent Non-Executive Director; and
 - (h) son of a cousin of Kwek Leng Beng and Kwek Leng Kee, our substantial shareholders.
- (iv) Dr. Chan Boon Kheng, who is our Managing Director and Group CEO, is a director and shareholder of HSG who is our Promoter and substantial shareholder.
- (v) Kwek Leng Beng, who is our substantial shareholder is:
 - (a) cousin of TSQCLC who is our substantial shareholder, Chairman and Non-Independent Non-Executive Director;
 - (b) uncle of QKS who is the alternate Director to TSQCLC;
 - (c) a director and substantial shareholder of Kwek Holdings, our substantial shareholder;
 - (d) a director, shareholder and indirect substantial shareholder of HLIH, our substantial shareholder;
 - (e) a director, shareholder and direct and indirect substantial shareholder of Hong Realty, our substantial shareholder; and
 - (f) a director and shareholder of HLCM, our substantial shareholder.
- (vi) Kwek Leng Kee, who is our substantial shareholder is:
 - (a) cousin of TSQCLC who is our substantial shareholder, Chairman and Non-Independent Non-Executive Director;
 - (b) uncle of QKS who is the alternate Director to TSQCLC;
 - (c) a director and substantial shareholder of Davos, our substantial shareholder;
 - (d) a director and indirect substantial shareholder of HLIH, our substantial shareholder;
 - (e) a director, shareholder and indirect substantial shareholder of Hong Realty, our substantial shareholder; and
 - (f) a shareholder of HLCM, our substantial shareholder.

9. INFORMATION ON OUR PROMOTER, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

9.6 DECLARATION BY OUR DIRECTORS, KEY SENIOR MANAGEMENT AND PROMOTER

As at the LPD, none of our Directors or Key Senior Management are and have been involved in any of following events (whether in or outside Malaysia):

- (i) in the last 10 years, a petition under any bankruptcy or insolvency laws was filed (and not struck out) against him/her or any partnership in which him/her was a partner or any corporation of which him/her was a director or member of key senior management; and
- (ii) disqualified from acting as a director of any corporation, or from taking part directly or indirectly in the management of any corporation.

As at the LPD, none of our Directors, Key Senior Management and Promoter are and have been involved in any of following events (whether in or outside Malaysia):

- (i) in the last 10 years, charged or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;
- (ii) in the last 10 years, any judgment was entered against him/her/it, or finding of fault, misrepresentation, dishonesty, incompetence or malpractice on his/hers/its part, involving a breach of any law or regulatory requirement that relates to the capital market;
- (iii) in the last 10 years, the subject of any civil proceeding, involving an allegation of fraud, misrepresentation, dishonesty, incompetence or malpractice on his/hers/its part that relates to the capital market;
- (iv) the subject of any order, judgment or ruling of any court, government or regulatory authority or body temporarily enjoining him/her/it from engaging in any type of business practice or activity;
- (v) in the last 10 years, such person has been reprimanded or issued any warning by any regulatory authority, securities or derivatives exchange, professional body or government agency; and
- (vi) there is any unsatisfied judgment against him/her/it.