

11. CONFLICT OF INTEREST

11.1 INTEREST IN ENTITIES WHICH CARRY ON A SIMILAR TRADE AS THAT OF OUR GROUP OR WHICH ARE OUR CUSTOMERS OR SUPPLIERS

11.1.1 Involvement of our Directors and/or substantial shareholders in entities which carry on a similar trade as that of our Group

Save as disclosed below, as at the LPD, our Directors and/or substantial shareholders do not have any interest, direct and indirect, in any entities carrying on a similar trade as that of our Group:

No.	Entity/(ies)	Director(s) and/or substantial shareholder(s) of our Company involved	Principal activity	Nature of interest
(i)	IMU Health Sdn Bhd, IMU Education Sdn Bhd and IMU Healthcare Sdn Bhd (collectively, "IMU Health Group")	Substantial shareholders HLHG, HLCM, HL Holdings, TSQCLC, HLIH, Hong Realty, Davos, Kwek Leng Kee, Kwek Holdings and Kwek Leng Beng Directors TSQCLC, Dr. Chan Boon Kheng, Ganen and QKS	The IMU Health Group is principally involved in managing educational institutions, colleges, schools and other centres of learning, and the provision of management and healthcare services	IMU Health Sdn Bhd is a wholly-owned subsidiary of Inbound Education Holdings Sdn Bhd, which in turn is a wholly-owned subsidiary of Inbound Education Partners Sdn Bhd. Inbound Education Partners Sdn Bhd is 38.6% owned by HLHG. IMU Education Sdn Bhd and IMU Healthcare Sdn Bhd are wholly-owned subsidiaries of IMU Health Sdn Bhd. IMU Education Sdn Bhd operates IMU Healthcare, a healthcare clinic on campus ("IMU Clinic"). HLCM, HL Holdings, TSQCLC, HLIH, Hong Realty, Davos, Kwek Leng Kee, Kwek Holdings and Kwek Leng Beng are substantial shareholders of all the entities in the IMU Health Group by virtue of their respective interest in HLHG. See Section 9.1.1 of this Prospectus for further details. TSQCLC is also a director of HLCM, HL Holdings, HLIH and Davos. Dr. Chan Boon Kheng is a director of IMU Health Sdn Bhd and Inbound Education Holdings Sdn Bhd. Ganen is a director of Inbound Education Partners Sdn Bhd. QKS is a director of IMU Education Sdn Bhd.

11. CONFLICT OF INTEREST (Cont'd)

No.	Entity/(ies)	Director(s) and/or substantial shareholder(s) of our Company involved	Principal activity	Nature of interest
(ii)	(a) PTNM, PTBSM and PTBSDM (collectively, "PTNM Hospital Group")	Substantial shareholders HSG, HLT, HLHG, HLCM, HL Holdings, TSQLC, HLIH, Hong Realty, Davos, Kwek Leng Kee, Kwek Holdings, Kwek Leng Beng, Calico, OHA 1, OHA 2, OHH, TPG Asia VIII and TPG Asia VIII Fund	(a) PTNM – Private hospital activities	Following the disposal of the Indonesia Business Entities:
	(b) PTAHI Group, (collectively, "PTNM Hospital Group and PTAHI Group")	Directors TSQLC, Dr. Chan Boon Kheng, Ganen and QKS	(b) PTBSM – Private hospital activities (c) PTBSDM – Private hospital activities (d) PTAHI – Private hospital activities (e) PTSCC – Other consultancy management activities and private clinic activities	(a) PTNM has become a subsidiary of HSG via HSG's equity interest in SHPL, UMPL and PTPAM. PTBSM and PTBSDM are subsidiaries of PTNM; and (b) PTAHI has become a subsidiary of HSG via HSG's equity interest in SHPL, AHCH and CAHA. PTSCC is a subsidiary of PTAHI. See Section 6.1.2(i) of this Prospectus for further details on the Reorganisation Exercise.
			PTNM Hospital Group and PTAHI Group operate healthcare facilities exclusively in Indonesia, namely: (i) Columbia Asia Hospital – Medan; (ii) Columbia Asia Hospital – Semarang; (iii) Columbia Asia Hospital – Pulomas; (iv) Columbia Asia Hospital – Aksara; (v) Columbia Asia Hospital – Bumi Serpong Damai; (vi) RS Premier Jatinegara; (vii) RS Premier Bintaro; (viii) RS Premier Surabaya; and (ix) Adi Husada Cancer Center.	HLT, HLHG, HLCM, HL Holdings, TSQLC, HLIH, Hong Realty, Davos, Kwek Leng Kee, Kwek Holdings, Kwek Leng Beng, Calico, OHA 1, OHA 2, OHH, TPG Asia VIII and TPG Asia VIII Fund are substantial shareholders of the above companies by virtue of their respective interest in HSG. See Section 9.1.1 of this Prospectus for further details. TSQLC is also a director of HSG, HLT, HLCM, HL Holdings, HLIH and Davos. Dr. Chan Boon Kheng is a director of HSG and holds less than 0.2% equity interest in HSG as at the LPD. Ganen is a director of HSG, HLT, OHA 1 and OHH. QKS is a director of HSG, HLT and HLHG.

11. CONFLICT OF INTEREST (Cont'd)

No.	Entity/(ies)	Director(s) and/or substantial shareholder(s) of our Company involved	Principal activity	Nature of interest
(iii)	Hung Viet Trading Joint Stock Company	<u>Substantial shareholders</u> OHA 1, OHA 2, OHH, TPG Asia VIII and TPG Asia VIII Fund	Provision of medical services. Operates Hung Viet Cancer Hospital and General Clinic	Hung Viet Trading Joint Stock Company is 75.0%-owned by Hung Viet Healthcare Service Consultation and Investment Company Limited, which in turn is wholly-owned by Hanoi Cancer Centers Pte Ltd. Hanoi Cancer Centers Pte Ltd is 50.0%-owned by Vietnam Cancer Centers Pte Ltd, which in turn is 96.0%-owned by Integrated Oncology Centers Pte Ltd. Integrated Oncology Centers Pte Ltd is wholly-owned by TEAHP, which in turn is wholly-owned by TE Asia Healthcare Holdings, Ltd. TE Asia Healthcare Holdings Ltd is wholly-owned by OHA 1. OHA 2, OHH, TPG Asia VIII and TPG Asia VIII Fund are substantial shareholders of Hung Viet Trading Joint Stock Company by virtue of their respective interest in OHA 1. See Section 9.1.1 of this Prospectus for further details.
(iv)	Manipal Health Enterprises Private Limited	<u>Substantial shareholders</u> TPG Asia VIII and TPG Asia VIII Fund	Provision of medical services. Operates Manipal Health ("Manipal Hospital")	Manipal Health Enterprises Private Limited is 9.1%-owned by TPG SG Magazine Pte Ltd, which in turn is wholly-owned by TPG Magazine Holdings Pte Ltd. TPG Magazine Holdings Pte Ltd is wholly-owned by TPG Asia VIII in respect of its ordinary shares. TPG Asia VIII Fund is a substantial shareholder of Manipal Health Enterprises Private Limited by virtue of its interest in TPG Asia VIII. See Section 9.1.1 of this Prospectus for further details.

11. CONFLICT OF INTEREST (Cont'd)

Notwithstanding, our Board is of the view that any existing and potential conflict of interest situation that may arise through the interests of our Directors and substantial shareholders in other entities which are carrying on a similar trade as that of our Group is mitigated in view of the following:

(i) IMU Health Group

- (a) Our Group is a private hospital group through nationwide healthcare facilities, providing extensive healthcare services, including accident and emergency, ambulatory and surgical services, cancer care and other specialist services, including outpatient and inpatient offerings. Our facilities are positioned to serve a broader patient base requiring hospital-based treatment, major surgical procedures, inpatient admission and emergency care. In contrast, IMU Clinic, which is owned by the IMU Health Group, is a single-site healthcare clinic comprising medical, dental, chiropractic and traditional Chinese medicine, with only outpatient offerings, in Bukit Jalil, Kuala Lumpur. IMU Clinic does not provide hospital-based inpatient care or major surgical services. As such, the two (2) groups differ fundamentally in business activities, customer segments and target markets.
- (b) In view of the difference in scope and scale, and that our Group has secondary, tertiary and quaternary hospitals and tertiary hospitals with specialty focus, IMU Clinic is not considered to be in competition with our Group.
- (c) Dr. Chan Boon Kheng is a non-executive director of IMU Health Sdn Bhd while QKS is a non-executive director of IMU Education Sdn Bhd. They are not involved in the day-to-day operations of the IMU Health Group. The IMU Health Group has its own independent and standalone management teams to undertake its day-to-day operations.
- (d) Dr. Chan Boon Kheng made a co-investment in IMU Health Sdn Bhd through an interest in a co-investment vehicle. In connection with such investment, Dr. Chan Boon Kheng is entitled to a profit share in IMU Health Sdn Bhd. The entitlement was granted as an investment incentive arrangement linked to Dr. Chan Boon Kheng's investment in IMU Health Sdn Bhd, and is not tied to, or granted in connection with, any executive role or day-to-day management function within the IMU Health Group. The entitlement represents a contractual right to receive cash payments only and does not constitute an equity interest, shareholding or other ownership interest in the IMU Health Group.

(ii) PTNM Hospital Group and PTAHI Group

- (a) We currently operate healthcare facilities in Malaysia and Vietnam, whereas the PTNM Hospital Group and the PTAHI Group operate healthcare facilities exclusively in Indonesia, namely: (i) Columbia Asia Hospital – Medan; (ii) Columbia Asia Hospital – Semarang; (iii) Columbia Asia Hospital – Pulomas; (iv) Columbia Asia Hospital – Aksara; (v) Columbia Asia Hospital – Bumi Serpong Damai; (vi) RS Premier Jatinegara; (vii) RS Premier Bintaro; (viii) RS Premier Surabaya; and (ix) Adi Husada Cancer Center. Accordingly, the respective businesses operate in distinct geographical markets, serve different customer bases and are subject to different market dynamics, such that there is no direct overlap in our target markets, patient bases or business operations.

11. CONFLICT OF INTEREST (Cont'd)

Apart from operating in different geographical markets, the respective businesses are also differentiated by the nature and complexity of healthcare services provided, the patient segments served and the operating scales. Our Group operates a network of private healthcare facilities across Malaysia and Vietnam, providing extensive healthcare services to a broad patient base, with secondary, tertiary and quaternary hospitals and tertiary hospitals with specialty focus. In contrast, the PTNM Hospital Group and the PTAHI Group are designed to meet the needs of the local patient population in Indonesia. Notwithstanding that our Group, the PTNM Hospital Group and the PTAHI Group are all involved in the provision of healthcare services, the PTNM Hospital Group and the PTAHI Group are not considered competitors of our Group, given that the respective businesses operate in distinct geographical markets, differing scales, clinical focus and service offerings.

- (b) As disclosed in Section 10.1.1(1) of this Prospectus, pursuant to the management services agreements entered into by our Group with PTNM, PTSCC and PTAHI, our Group has been providing services to: (i) PTNM since 1 April 2026; (ii) PTSCC since 17 April 2025; and (iii) PTAHI since 30 June 2015. Our Group and PTNM, PTSCC and PTAHI have mutually terminated all these agreements on [●]. Subsequently, our Company has entered into services agreements with: (a) PTNM and PTAHI; and (b) PTPAM, on [●], to provide services including advisory and support services to PTNM, PTAHI and PTPAM for a term of three (3) years until [●], subject to renewal upon mutual agreement in writing. CGBC has entered into an information technology services agreement with PTNM and PTAHI on [●] to provide information technology related services to PTNM and PTAHI for a term of three (3) years until [●], subject to renewal upon mutual agreement in writing. Either party may terminate the agreements: (a) at any time before the expiry of the agreements by providing written notice of not less than 90 days to the other party, unless waived by the other party; and (2) by providing written notice of not less than 30 days to the other party in the event of default under the agreements.

The provision of such services forms part of our Group's ordinary business activities and is within the scope of services that our Group provides in the ordinary course of business. Such services are provided on an as-required basis, and the time commitment required from the relevant personnel is not expected to be substantial or to affect their commitment to our Group or their ability to discharge their respective roles and responsibilities within our Group.

The services described above are intended to facilitate operational continuity and support the preservation of the standards, positioning and goodwill associated with our Group's brands. They will be subject to review and approval of our Audit Committee, and subject to the thresholds and approval for recurrent related party transactions prescribed under the Listing Requirements which may necessitate an announcement and, if applicable, the mandate or approval of our shareholders upon our Listing.

- (c) Our Directors, our Key Senior Management and our substantial shareholders are not involved in the day-to-day management of the PTNM Hospital Group and the PTAHI Group. The PTNM Hospital Group and the PTAHI Group have their own respective independent and standalone management teams to undertake their day-to-day operations and general management of the respective companies.

11. CONFLICT OF INTEREST *(Cont'd)*

Dr. Chan Boon Kheng, Poorani Ramachandran and a director of a few of our subsidiaries are members of the boards of commissioners of PTPAM and the operating companies within the PTNM Group and PTAHI Group, i.e. PTNM, PTSCC, PTAHI, PTBSM, PTBSDM and PTBSDP. Their role as members of the board of commissioners of these companies are pursuant to the service agreements as stated in item (b) above and forms part of our Group's ordinary business activities and is within the scope of services that our Group provides in the ordinary course of business.

The board of commissioners is distinct from the board of directors and perform supervisory, advisory and support functions. They are not involved in the executive functions or the day-to-day operations and management of the PTNM Hospital Group and the PTAHI Group. In addition, the boards of commissioners comprise several members, of which Dr. Chan Boon Kheng, Poorani Ramachandran and the relevant director are not the sole members for some of the entities within the PTNM Hospital Group and the PTAHI Group. Their time commitment in respect of such roles is limited and does not detract from their ability to discharge their duties and responsibilities to our Group. Their roles as members of boards of commissioners of the PTNM Hospital Group and the PTAHI Group are subject to clearly defined scopes of responsibility.

Further, they are subject to confidentiality obligations and information segregation requirements. They are not permitted to disclose or use confidential or commercially sensitive information of our Group for the benefit of the PTNM Hospital Group and the PTAHI Group. They are obliged to discharge their roles impartially and objectively. The continued appointments are intended to facilitate the effective provision of services, including by enabling the relevant personnel to maintain an appropriate understanding of the operations, requirements and strategic direction of the PTNM Hospital Group and the PTAHI Group. This will also support coordination and communication between our Group and the PTNM Hospital Group and the PTAHI Group in relation to the services provided by our Group.

Separately, there are some secondment arrangements between our Group and the PTNM Hospital Group and the PTAHI Group as disclosed in Sections 10.1.1(9) and 10.1.1(10) of this Prospectus. Under these arrangements, the relevant seconded employees will provide services to either our Group or the PTNM Hospital Group and the PTAHI Group, as applicable, during the relevant secondment period, and will not concurrently participate in the day-to-day operations or management of both our Group and the PTNM Hospital Group and the PTAHI Group.

- (d) We are not reliant or dependent on the PTNM Hospital Group and the PTAHI Group for the conduct of our business operations. We have independent access to our sources of supplies, customers, operational resources, production facilities and management capabilities, and is able to carry on our business independently of the PTNM Hospital Group and the PTAHI Group. Accordingly, the PTNM Hospital Group and the PTAHI Group do not have control over, or have any influence on, the day-to-day operations and general management of our Group.

Save for the secondment arrangements disclosed in item (ii)(c) of Section 11.1.1 of this Prospectus, there is no sharing of physical premises, staff and equipment between our Group and the PTNM Hospital Group and the PTAHI Group. The procurement process of both the PTNM Hospital Group and the PTAHI Group and our Group are separate and independent from each other.

Consequently, the operations of our Group and the PTNM Hospital Group and the PTAHI Group are entirely independent.

11. CONFLICT OF INTEREST (Cont'd)**(iii) Hung Viet Trading Joint Stock Company**

- (a) Both our Group and Hung Viet Trading Joint Stock Company operate distinct businesses. Our Group is a private hospital group through nationwide healthcare facilities, providing extensive healthcare services, including accident and emergency, ambulatory and surgical services, cancer care and other specialist services. Our facilities are positioned to serve a broader patient base requiring hospital-based treatment, major surgical procedures, inpatient admission and emergency care. In particular, Columbia Asia Hospital Binh Duong is a secondary/tertiary care hospital, which provides core clinic specialties including arthroplasty, cardiology, dermatology, general surgery and others. In contrast, Hung Viet Cancer Hospital and General Clinic comprises: (i) a private oncology hospital providing oncology treatment to cancer patients in Hanoi, northern Vietnam; and (ii) a general examination centre providing comprehensive health check-up services.
- (b) Hung Viet Cancer Hospital and General Clinic operates in Hanoi, northern Vietnam whereas Columbia Asia Hospital Binh Duong operates in southern Vietnam. Accordingly, Hung Viet Trading Joint Stock Company is not considered to be in competition with our Group as the respective businesses do not operate in the same geographical markets.
- (c) Our Directors and our Key Senior Management are not involved in the day-to-day management of Hung Viet Trading Joint Stock Company. Hung Viet Trading Joint Stock Company has its own independent and standalone boards of directors and management teams to undertake its day-to-day operations, save for an employee of UMPL who has been seconded to our Group and forms part of the management team of CABD and who, pursuant to an arrangement between UMPL and TEAHP, also provides certain services, including providing advices and consulting services to Hung Viet Cancer Hospital and General Clinic. However, he: (i) is not involved in the day-to-day operations of Hung Viet Cancer Hospital and General Clinic; and (ii) is only expected to spend approximately 52 days annually in providing such services at Hung Viet Cancer Hospital and General Clinic and the time commitment required in respect of such services is limited and does not detract his ability to discharge his duties and responsibilities to our Group. In other words, the operations and management of our Group and Hung Viet Cancer Hospital and General Clinic remain independent.
- (d) The respective businesses are differentiated by their clinical focus, service offerings and target patient segments such that there is no competition between the two (2) groups.
- (e) TPG Asia VIII Fund does not direct the business operations of Hung Viet Trading Joint Stock Company, which is guided and managed by its management team independently of TPG Asia VIII Fund, and TPG Asia VIII Fund's interest in Hung Viet Trading Joint Stock Company is for investment purposes.

(iv) Manipal Health Enterprises Private Limited

- (a) Manipal Hospital operates in India whereas our Group operates in Malaysia and Vietnam only. Manipal Hospital operates a large multi-specialty hospital network primarily serving patients in India and international patients seeking treatment in India. The respective businesses operate in distinct geographical locations, serve different customer bases and are subject to different market dynamics such that there is no direct overlap in their target markets, patient bases or business operation. Accordingly, Manipal Health Enterprises Private Limited is not considered to be in competition with our Group.

11. CONFLICT OF INTEREST (Cont'd)

- (b) Our Directors and our Key Senior Management have no operational or business involvement with Manipal Hospital, at all, whether day-to-day or otherwise. Manipal Hospital has its own independent and standalone boards of directors and management teams to undertake its day-to-day operations. In other words, the operations and management of our Group and Manipal Hospital are independent.
- (c) TPG Asia VIII Fund does not direct the business operations of Manipal Health Enterprises Private Limited, which is guided and managed by its management team independently of TPG Asia VIII Fund, and TPG Asia VIII Fund's interest in Manipal Health is for investment purposes. TPG Asia VIII Fund has a deemed indirect interest of 9.1% in Manipal Health Enterprises Private Limited, and is not the controlling shareholder of Manipal Health Enterprises Private Limited.

11.1.2 Involvement of our Directors and/or substantial shareholders in entities which are our customers and/or suppliers

Save as disclosed below, as at the LPD, our Directors and substantial shareholders do not have any interest, direct and indirect, in any entities which are customers and/or suppliers of our Group ("**Related Entities**"):

No.	Entity/(ies)	Director(s) and/or substantial shareholder(s) of our Company involved	Nature of transaction	Principal activity	Nature of interest
(i)	Customers PTNM, PTSCC and PTAHI Supplier UMPL	Substantial shareholders HSG, HLT, HLHG, HLCM, HL Holdings, TSQCLC, HLIH, Hong Realty, Davos, Kwek Leng Kee, Kwek Holdings, Kwek Leng Beng, Calico, OHA 1, OHA 2, OHH, TPG Asia VIII and TPG Asia VIII Fund Directors TSQCLC, Dr. Chan Boon Kheng, Ganen and QKS	(a) Provision of services by our Group to PTNM, PTSCC and PTAHI (b) Granting of a non-exclusive, non-transferable and royalty-free license to use certain trademarks by our Company to: (i) PTNM; and (ii) PTAHI (c) Secondment of employee from CMC to PTNM	(a) PTNM – Private hospital services (b) PTAHI – Private hospital services (c) PTSCC – Other consultancy management activities and private clinic services (d) UEMPL – Investment holding with subsidiary companies mainly involved in provision of healthcare services in Indonesia	Following the disposal of the Indonesia Business Entities: (a) PTNM has become a subsidiary of HSG via HSG's equity interest in SHPL, UEMPL and PTPAM. PTBSM and PTBSDM are subsidiaries of PTNM; (b) PTAHI has become a subsidiary of HSG via HSG's equity interest in SHPL, AHCH and CAHA. PTSCC is a subsidiary of PTAHI; and (c) UEMPL has become a subsidiary of HSG via HSG's equity interest in SHPL. See Section 6.1.2(i) of this Prospectus for further details on the Reorganisation Exercise.

11. CONFLICT OF INTEREST (Cont'd)

No.	Entity/(ies)	Director(s) and/or substantial shareholder(s) of our Company involved	Nature of transaction	Principal activity	Nature of interest
			(d) Secondment of employee from UMPL to CABD		HLT, HLHG, HLCM, HL Holdings, TSQLC, HLIH, Hong Realty, Davos, Kwek Leng Kee, Kwek Holdings, Kwek Leng Beng, Calico, OHA 1, OHA 2, OHH, TPG Asia VIII and TPG Asia VIII Fund are substantial shareholders of the above companies by virtue of their respective interest in HSG. See Section 9.1.1 of this Prospectus for further details. TSQLC is also a director of HSG, HLT, HLCM, HL Holdings, HLIH and Davos. Dr. Chan Boon Kheng is a director of HSG and he holds less than 0.2% equity interest in HSG as at the LPD. Ganen is a director of HSG, HLT, OHA 1 and OHH. QKS is a director of HSG, HLT and HLHG.
(ii)	Suppliers Clinipath (Malaysia) Sdn Bhd, DNA Laboratories Sdn Bhd and Innoquest Pathology Sdn Bhd	Director Ganen	Provision of laboratory services by Clinipath (Malaysia) Sdn Bhd, DNA Laboratories Sdn Bhd and Innoquest Pathology Sdn Bhd to our Group	(a) Clinipath (Malaysia) Sdn Bhd – Pathological and medical laboratory services	Clinipath (Malaysia) Sdn Bhd is 50.0%-owned by Mpath Sdn Bhd, which in turn is a wholly-owned subsidiary of Innoquest Pathology Sdn Bhd. Innoquest Pathology Sdn Bhd is a wholly-owned subsidiary of Quantum Diagnostics Sdn Bhd. Quantum Diagnostics Sdn Bhd is a wholly-owned subsidiary of PAH (Malaysia) Two Sdn Bhd, which in turn is a 99.9%-owned subsidiary of PAH (Malaysia) One Sdn Bhd. PAH (Malaysia) One Sdn Bhd is a wholly-owned subsidiary of PAH (Malaysia) Sdn Bhd, which in turn is a wholly-owned subsidiary of PAH Holdings (Singapore) Pte Ltd.

11. CONFLICT OF INTEREST (Cont'd)

No.	Entity/(ies)	Director(s) and/or substantial shareholder(s) of our Company involved	Nature of transaction	Principal activity	Nature of interest
				(b) DNA Laboratories Sdn Bhd – Research, development and manufacturing of in-vitro DNA based molecular diagnostic kits and provides laboratory services for genetic screening to detect human chromosomal abnormalities and licensing of in-vitro DNA (c) Innoquest Pathology Sdn Bhd – Provision of pathology lab services and investment holdings of a company which is involved in the provision of diagnostic laboratory and cytology services in Malaysia	DNA Laboratories Sdn Bhd is a wholly-owned subsidiary of Lifestrands Genomics Pte Ltd. Lifestrands Genomics Pte Ltd is a wholly-owned subsidiary of PAH Holdings (Singapore) Pte Ltd. PAH Holdings (Singapore) Pte Ltd is a wholly-owned subsidiary of PAH Holdings Pte Ltd, which in turn is a wholly-owned subsidiary of Pathology Asia Holdings Pte Ltd. Ganen is a director of Pathology Asia Holdings Pte Ltd.

11. CONFLICT OF INTEREST (Cont'd)

No.	Entity/(ies)	Director(s) and/or substantial shareholder(s) of our Company involved	Nature of transaction	Principal activity	Nature of interest
(iii)	Customer Hong Leong Group	Substantial shareholders HLCM, HL Holdings, TSQCLC, HLIH, Hong Realty, Davos, Kwek Leng Kee, Kwek Holdings and Kwek Leng Beng Directors TSQCLC and QKS	Provision of medical services by our Group to the Hong Leong Group	Investment holding company with subsidiaries principally involved in banking and financial services, manufacturing and distribution of products (such as motorcycles, ceramic tiles and cement), assembly and testing of semi-conductor products, property development and investments, hospitality and leisure and principal investments	HL Holdings, TSQCLC, HLIH, Hong Realty, Davos, Kwek Leng Kee, Kwek Holdings and Kwek Leng Beng are major shareholders of HLCM. See Section 9.1.1 of this Prospectus for further details. TSQCLC, HLIH, Hong Realty, Davos, Kwek Leng Kee, Kwek Holdings and Kwek Leng Beng are major shareholders of GCA. TSQCLC is also a director of HLCM, HL Holdings, HLIH and Davos. TSQCLC and QKS are directors of certain subsidiaries of the Hong Leong Group.
(iv)	Customer Novotech Clinical Research (Malaysia) Sdn Bhd	Substantial shareholders TPG Asia VIII and TPG Asia VIII Fund	Provision of medical services by SJPMC to Novotech Clinical Research (Malaysia) Sdn Bhd	Clinical research services	Novotech Clinical Research (Malaysia) Sdn Bhd is a 99.9%-owned subsidiary of Novotech SG Holdings Pte Ltd, which in turn is a wholly-owned subsidiary of Novotech Health Holdings Pte Ltd. Novotech Health Holdings Pte Ltd is a 84.4%-owned subsidiary of TPG Kepler Bidco Pte Ltd, which in turn is a wholly-owned subsidiary of TPG Kepler Holdco Pte Ltd. TPG Kepler Holdco Pte Ltd is wholly-owned by TPG Asia VIII in respect of its ordinary shares. TPG Asia VIII Fund is a substantial shareholder of Novotech Clinical Research (Malaysia) Sdn Bhd by virtue of its interest in TPG Asia VIII. See Section 9.1.1 of this Prospectus for further details.

11. CONFLICT OF INTEREST (Cont'd)

No.	Entity/(ies)	Director(s) and/or substantial shareholder(s) of our Company involved	Nature of transaction	Principal activity	Nature of interest
(v)	Suppliers IMC Education Sdn Bhd and IMU Education Sdn Bhd	Substantial shareholders HLHG, HLCM, HL Holdings, TSQLC, HLIH, Hong Realty, Davos, Kwek Leng Kee, Kwek Holdings and Kwek Leng Beng Directors TSQLC, Dr. Chan Boon Kheng, Ganen and QKS	(a) Provision of education services by IMC Education Sdn Bhd and IMU Education Sdn Bhd to our Group (b) Payment of medical services by CBJ to IMU Education Sdn Bhd	(a) IMC Education Sdn Bhd – Provision of educational programs and training courses for healthcare and related fields (b) IMU Education Sdn Bhd – Management of educational institutions, colleges, schools and other centres of learning, research and education	IMC Education Sdn Bhd is a 90.5%-owned subsidiary of IMU Health Sdn Bhd. IMU Education Sdn Bhd holds less than 0.1% equity interest in IMC Education Sdn Bhd. IMU Education Sdn Bhd is a wholly-owned subsidiary of IMU Health Sdn Bhd. IMU Health Sdn Bhd is a wholly-owned subsidiary of Inbound Education Holdings Sdn Bhd, which in turn is a wholly-owned subsidiary of Inbound Education Partners Sdn Bhd. Inbound Education Partners Sdn Bhd is 38.6% owned by HLHG. HLHG, HL Holdings, TSQLC, HLIH, Hong Realty, Davos, Kwek Leng Kee, Kwek Holdings and Kwek Leng Beng are major shareholders of IMC Education Sdn Bhd and IMU Education Sdn Bhd by virtue of their respective interest in HLHG. See Section 9.1.1 of this Prospectus for further details. TSQLC is also a director of HLCM, HL Holdings, HLIH and Davos. Dr. Chan Boon Kheng is a director of IMU Health Sdn Bhd and Inbound Education Holdings Sdn Bhd. Ganen is a director of Inbound Education Partners Sdn Bhd. QKS is a director of IMU Education Sdn Bhd.

11. CONFLICT OF INTEREST (Cont'd)

Notwithstanding, our Board is of the view that the interests of certain Directors and substantial shareholders of our Company in the Related Entities which are customers and/or suppliers of our Group (collectively referred to as “**Related Customers**” and/or “**Related Suppliers**”, as the case may be, where the definition of “Related Customers” and “Related Suppliers” may refer to any one (1) or more of such Related Entities) do not give rise to any conflict of interest situation due to the following:

- (a) the PTNM Group and the PTAHI Group are not in competition with our Group in view of the geographical footprint, differing scales, clinical focus and service offerings between our Group and the PTNM Group and the PTAHI Group;
- (b) save for PTNM Group and the PTAHI Group, the other Related Customers and Related Suppliers are not in competition with our business and operations as they do not carry on a similar trade as that of our Group. We are also not involved in the day-to-day business of the Related Customers and the Related Suppliers;
- (c) save for the secondment of employees as disclosed in Section 11.1.2(i) of this Prospectus, all services provided to the Related Customers are within the ordinary course of our Group’s business and fall within the scope of services provided by our Group;
- (d) save for the laboratory services provided by both Clinipath (Malaysia) Sdn Bhd and DNA Laboratories Sdn Bhd as disclosed in Section 11.1.2(ii) of this Prospectus which are not regarded as related party transactions as there are no other interested relationships except for common directorships and where our Company was unable to determine whether the services provided by Clinipath (Malaysia) Sdn Bhd and DNA Laboratories Sdn Bhd were carried out on an arm’s length basis due to the lack of direct comparables, all the services provided to the Related Customers and all the services received from the Related Suppliers are transacted on an arm’s length basis and on normal commercial terms which are not more favourable to them than those generally available to third parties;
- (e) we are not dependent on any of the Related Customers and none of them are our Group’s major customers. For the FYE 31 March 2024, FYE 31 March 2025 and FYE 31 March 2026, the aggregate sales to the Related Customers represented approximately 0.8%, 0.5% and 0.4% respectively, of our total revenue;
- (f) we are not dependent on any of the Related Suppliers and none of them are our Group’s major suppliers. For the FYE 31 March 2024, FYE 31 March 2025 and FYE 31 March 2026, the aggregate purchases from the Related Suppliers represented approximately 0.2%, 0.4% and 0.3% respectively, of our total PATAMI;
- (g) in addition, the involvement of our Directors and/or substantial shareholders in the Related Entities does not affect their contributions to our Group as:
 - (i) the Related Entities are managed by their own respective management teams and our Directors are not involved in the day-to-day operations of the Related Entities;
 - (ii) TSQLC, Ganen and QKS are holding a non-executive role in our Group and thus are not involved in the day-to-day operations of our Group; and
- (h) TSQLC, Dr. Chan Boon Kheng, Ganen, QKS, and persons connected to them will abstain from deliberation and voting at Board meetings in relation to any transaction with the Related Entities, if any.

11. CONFLICT OF INTEREST (Cont'd)

As set out in Section 10.2.1 of this Prospectus, our Audit Committee will review any conflict of interest situation that may arise within our Company or our Group. This includes assessing any transaction, procedure or conduct that could raise concerns regarding management integrity and the measures taken to resolve, eliminate, or mitigate such conflicts to ensure that any such transactions are carried out on terms that are not detrimental to our Group and is in the best interest of our Group. Any future dealings with parties in which our Directors and/or substantial shareholders have an interest, direct or indirect, will be based on established procedures for related party transactions to ensure that they are carried out on an arm's length basis, on terms that are not more favourable to the related party than those generally available to third parties, are not detrimental to the minority shareholders and are in the best interest of our Group, and in accordance with the Listing Requirements in respect of related party transactions.

Notwithstanding the above, the interests held by our Directors and substantial shareholders and the interests that may be held by our Directors and substantial shareholders in the future in other businesses or corporations which are carrying on a similar trade as our Group and/or our customers or suppliers may give rise to a conflict of interest situation with our business. Although such interests may give rise to a conflict of interest situation, our Directors and substantial shareholders and persons connected to them shall abstain from deliberating and voting on all resolutions pertaining to such matters or transactions that require the approval of our shareholders in respect of their direct or indirect interests. Such transactions will be carried out on an arm's length basis and on normal commercial terms.

11.2 DECLARATION BY ADVISERS ON CONFLICTS OF INTEREST

11.2.1 Declaration by Maybank IB

Maybank IB, being the Principal Adviser, Joint Lead Global Coordinator, Joint Bookrunner, Sole Managing Underwriter and Joint Underwriter for our IPO, and its related and associated companies (collectively, the "**Maybank Group**") form a diversified financial group and are engaged in a wide range of investment and commercial banking, brokerage, securities trading, assets and funds management and credit transaction services businesses. The Maybank Group may in the future, engage in transactions with and perform services for our Company and/or our affiliates, in addition to the roles set out in this Prospectus. In addition, in the ordinary course of business, any member of the Maybank Group may at any time offer or provide its services to or engage in any transaction (on its own account or otherwise) with any member of our Group, our shareholders and/or our affiliates and/or any other entity or person, hold long or short positions in securities issued by our Company and/or our affiliates, and may trade or otherwise effect transactions for its own account or the account of its customers in debt or equity securities or senior loans of any member of our Group and/or our affiliates. This is a result of the businesses of the Maybank Group generally acting independently of each other, and accordingly, there may be situations where parts of the Maybank Group and/or its customers now have or in the future, may have interest or take actions that may conflict with the interest of our Group. Nonetheless, the Maybank Group is required to comply with applicable laws and regulations issued by the relevant authorities governing its advisory business, including the Financial Services Act 2013 and Islamic Financial Services Act 2013, which require, among others, segregation between dealing and advisory activities and Chinese wall between different business divisions.

Etika Life Insurance Berhad and Etika Family Takaful Berhad (collectively referred to as "**Etika**"), which are part of the insurance/takaful arm of the Maybank Group, are empanelled at certain of our hospitals.

11. CONFLICT OF INTEREST (Cont'd)

As at 7 September 2026, the Maybank Group has, in its ordinary course of business, extended various credit facilities, amounting to approximately RM618.9 million, of which approximately RM199.3 million was outstanding ("**Maybank Credit Facilities**"). In addition, the Maybank Group has offered to provide a new term revolving credit facility ("**Proposed New Maybank RC Facility**") of up to RM400.0 million to our Group to fund general corporate, investment, capital expenditure and working capital requirements, which includes but is not limited to, part-finance the Pre-IPO Distribution. None of the Maybank Credit Facilities and Proposed New Maybank RC Facility was granted on the condition that Maybank IB be appointed as the Principal Adviser, Joint Lead Global Coordinator, Joint Bookrunner, Sole Managing Underwriter and Joint Underwriter for our IPO.

None of the proceeds raised from our IPO, whether from our Public Issue or Offer for Sale, will be utilised to repay the Maybank Credit Facilities and the Proposed New Maybank RC Facility.

Notwithstanding the above, Maybank IB is of the view that the above does not give rise to any conflict of interest situation in its capacity as the Principal Adviser, Joint Lead Global Coordinator, Joint Bookrunner, Sole Managing Underwriter and Joint Underwriter for our IPO, due to the following reasons:

- (i) the extension of the credit facilities and provision of insurance related services arose in the ordinary course of business of the Maybank Group;
- (ii) the Maybank Credit Facilities granted to our Group and the Proposed New Maybank RC Facility were extended on an arm's length basis and on normal commercial terms, and were not conditional upon the appointment of Maybank IB as the Principal Adviser, Joint Lead Global Coordinator, Joint Bookrunner, Sole Managing Underwriter and Joint Underwriter for our IPO. Additionally, the Maybank Group will not be repaid from the proceeds from our IPO, whether from our Public Issue or Offer for Sale;
- (iii) the conduct of the Maybank Group in its banking business is strictly regulated by, among others, the Financial Services Act 2013, Islamic Financial Services Act 2013 and the Maybank Group's own internal controls and checks; and
- (iv) the aggregate credit facilities extended/offered and the aggregate outstanding amount of credit facilities extended/offered as at 7 September 2026 of RM1,018.9 million and RM199.3 million respectively are not material as they represent approximately 1.1% and 0.2% of the audited consolidated NA attributable to equity holders of Maybank as at 31 December 2025 while the total insurance claims paid to our Group for the FYE 31 December 2025 is not material as compared to the insurance/Takaful service expenses of Etiqa.

Accordingly, Maybank IB confirms that there is no conflict of interest situation in its capacity as the Principal Adviser, Joint Lead Global Coordinator, Joint Bookrunner, Sole Managing Underwriter and Joint Underwriter for our IPO.

11.2.2 Declaration by UBS

UBS, being the Joint Lead Global Coordinator and Joint Bookrunner for our IPO together with its respective subsidiaries, branches, affiliates and associates (collectively, the "**UBS Group**"), in its capacity as principal or agent, are and may in the future be involved in a wide range of commercial banking and investment banking activities globally, including investment advisory, asset management, wealth management, research, securities insurance, trading (customer and proprietary) and brokerage, from which conflicting interests or duties may arise. The UBS Group has engaged, and may in the future engage, in transactions with, and has performed, and may in the future perform, services for our Company and/or our affiliates.

11. CONFLICT OF INTEREST (Cont'd)

In addition, in the ordinary course of its global investment banking and commercial banking activities, UBS and other members of the UBS Group may at any time offer or provide services to or engage in any transaction (on its own account or otherwise) with our Group and/or any other persons, or hold long or short positions, and may trade or otherwise effect transactions, for its own account or the accounts of its customers, in debt or equity securities (or related derivative instruments) or senior loans of members of our Group.

UBS maintains internal procedures designed to identify and mitigate any conflicts of interest between Global Banking engagements. UBS confirms that there is no conflict of interest situation in its capacity as the Joint Lead Global Coordinator and Joint Bookrunner for our IPO.

11.2.3 Declaration by TPG Capital BD

TPG Capital BD, being the Joint Global Coordinator and Joint Bookrunner for our IPO, together with its subsidiaries, affiliates and associated entities (collectively, the "**TPG Capital BD Group**"), may in the ordinary course of business engage in investment banking, capital markets, advisory and other financial services activities from which conflicting interests or duties may arise.

The TPG Capital BD Group has engaged, and may in the future engage, in transactions with and perform services for our Company and/or our affiliates. Subject to applicable laws and regulations, members of the TPG Capital BD Group may also effect transactions for their own account or the accounts of their clients in securities or other financial instruments of our Company and/or our affiliates.

TPG Capital BD is also an indirect subsidiary of TPG which controls the general partners and/or management entities of the TPG Entities, which collectively hold 71.0% equity interest in OHH, the indirect shareholder of HSG, being the Selling Shareholder in our IPO, via Calico.

Notwithstanding the above, TPG Capital BD is of the view that any potential conflict of interest that may arise from carrying out its role in our IPO is adequately identified, mitigated or eliminated on the following basis:

- (i) TPG Capital BD is regulated as a member of the United States Financial Industry Regulatory Authority and has participated in a similar capacity in multiple securities offerings globally, and accordingly regularly manages apparent and potential conflict of interest situations arising in offerings in which TPG could be viewed to have an indirect interest;
- (ii) TPG Capital BD's role is limited to investor engagement and marketing activities outside of Malaysia, with no involvement in the solicitation of Malaysian retail investors or the domestic institutional bookbuilding process; and
- (iii) the involvement of the other independent Joint Lead Global Coordinators, Joint Global Coordinators and Joint Bookrunners for our IPO, who will exercise independent due diligence and provide an objective viewpoint on pricing, allocation and investor engagement.

Based on the above, TPG Capital BD confirms that there is no conflict of interest situation in its capacity as the Joint Global Coordinator and Joint Bookrunner for our IPO.

11. CONFLICT OF INTEREST (Cont'd)

11.2.4 Declaration by Hong Leong IB

Hong Leong IB, being the Joint Global Coordinator, Joint Bookrunner and Joint Underwriter for our IPO, together with its subsidiaries and associated companies, as well as its penultimate holding company, namely HLFG, and the subsidiaries and associated companies of HLFG (collectively, the "**HL Group**"), form a diversified financial group and are engaged in a wide range of investment and commercial banking, brokerage, securities trading, assets and funds management and credit transaction services businesses.

Hong Leong IB wishes to disclose the following corporate relationship:

- (i) Hong Leong IB is a subsidiary of Hong Leong Capital Berhad, which in turn is a subsidiary of HLFG;
- (ii) Hong Leong Share Registration Services Sdn Bhd is a subsidiary of HL Management Co Sdn Bhd ("**HLMC**"); and
- (iii) HLHG, an indirect substantial shareholder of our Company.

HLFG, HLHG and HLMC are subsidiaries of HLCM, in which TSQCLC is a substantial shareholder. TSQCLC is an indirect substantial shareholder and a director of our Company. Notwithstanding that a potential of conflict may arise in view of TSQCLC's economic interest in our IPO and Hong Leong IB's role in the marketing and distribution of the offering, Hong Leong IB is of the view that no actual conflict of interest arises, having regard to the safeguards and mitigation measures implemented as described below.

Any member of the HL Group may, in the ordinary course of business, may at any time offer or provide its services to or engage in any transaction (on its own account or otherwise) with our Group, hold long or short positions, and may trade or otherwise effect transactions for its own account or the account of its customers in debt or equity securities or senior loans of our Group.

As at 31 August 2026, the HL Group, has in its ordinary course of business, extended a credit facility to our Group, amounting to RM10,000, of which RM6,250 was outstanding ("**HL Credit Facility**"). The HL Credit Facility was not granted on the condition that Hong Leong IB be appointed as the Joint Global Coordinator, Joint Bookrunner and Joint Underwriter for our IPO.

Hong Leong IB has not imposed any requirement or condition that any part of the proceeds raised from our IPO be utilised to repay the HL Credit Facility.

Notwithstanding the above, Hong Leong IB is of the view that the aforesaid relationship and lending relationship would not give rise to a conflict of interest situation in its capacity as the Joint Global Coordinator, Joint Bookrunner and Joint Underwriter for our IPO as:

- (i) Hong Leong IB is a licensed investment bank and its appointment as the Joint Global Coordinator, Joint Bookrunner and Joint Underwriter for our IPO and the extension of the banking facilities by the HL Group arose in its ordinary course of business;
- (ii) the conduct of the HL Group in its banking business is strictly regulated by the Financial Services Act 2013, Islamic Financial Services Act 2013 and, where applicable, the CMSA, as well as the HL Group's own internal controls and checks;
- (iii) the said HL Credit Facility, is negligible to the audited NA of the HL Group as at 30 June 2026;
- (iv) Hong Leong IB's role as the Joint Global Coordinator and Joint Bookrunner is limited to investor engagement and the institutional bookbuilding process in Malaysia only; and

11. CONFLICT OF INTEREST (Cont'd)

- (v) the involvement of the other independent Joint Lead Global Coordinators, Joint Global Coordinators and Joint Bookrunners for our IPO, who will exercise independent due diligence and provide an objective viewpoint on pricing, allocation and investor engagement.

Hong Leong IB confirms that, there is no conflict of interest situation in its capacity as the Joint Global Coordinator, Joint Bookrunner and Joint Underwriter for our IPO.

11.2.5 Declaration by CIMB IB

CIMB IB, being the Joint Global Coordinator, Joint Bookrunner and Joint Underwriter for our IPO, together with its holding company, CIMB Group Holdings Berhad, and the subsidiaries, affiliated, related and associated companies of its holding company ("**CIMB Group**"), form a diversified financial group and are engaged in a wide range of businesses relating to, among others, retail banking, investment banking, commercial banking, brokerage, securities trading, asset and fund management and credit transaction services. The CIMB Group has engaged, and may in the future engage, in transactions with and perform services for our Group, in addition to the roles as set out in this Prospectus.

In addition, in the ordinary course of business, any member of the CIMB Group may at any time offer or provide its services to or engage in any transactions (on its own account or otherwise) with our Group, the shareholders of our Company and/or any other entity or person, hold long or short positions in securities issued by our Company and/or our affiliates, make investment recommendations and/or publish or express independent research views on such securities, and may trade or otherwise effect transactions for its own account or the account of its clients in debt or equity securities or senior loans of any member of our Group. This is a result of the businesses of the CIMB Group generally acting independently of each other. Accordingly, there may be situations where parts of the CIMB Group and/or its clients now have or may in the future have interests or take actions that may conflict with the interests of our Group.

As at 31 August 2026, the CIMB Group has, in its ordinary course of business, extended various credit facilities to our Group, of which approximately RM398.8 million was outstanding ("**CIMB Credit Facilities**"). In addition, the CIMB Group has offered to provide a new revolving credit facility ("**Proposed New CIMB RC Facility**") of up to RM500.0 million to our Group to fund general corporate, investment, capital expenditure and working capital requirements, which includes but is not limited to, part-finance the Pre-IPO Distribution. If the Proposed New CIMB RC Facility is drawn down, up to RM[•] million of the gross proceeds to be raised from our IPO will be utilised to partially repay the outstanding borrowings thereunder. None of the credit facilities was granted on the condition that CIMB be appointed as the Joint Global Coordinator, Joint Bookrunner and Joint Underwriter for our IPO.

Notwithstanding the above, CIMB IB is of the view that the above do not give rise to any conflict of interest situation in respect of its capacity as the Joint Global Coordinator, Joint Bookrunner and Joint Underwriter for our IPO and any potential conflict of interest that exists or is likely to exist in relation to the aforementioned capacity is mitigated by the following:

- (i) these credit facilities were extended on an arm's length basis and in the ordinary course of business of the CIMB Group;
- (ii) the total aggregate approved limit and aggregate outstanding amount of all CIMB Credit Facilities together with the Proposed New CIMB RC Facility as at 31 August 2026 of approximately RM1.1 billion and RM398.8 million respectively are not material as they represent approximately 1.5% and 0.6% of the audited consolidated NA of the CIMB Group as at 31 December 2025;
- (iii) CIMB IB is a licensed investment bank and its appointment as the Joint Global Coordinator, Joint Bookrunner and Joint Underwriter for our IPO is in the ordinary course of its business and CIMB IB does not receive or derive any financial interest or benefits, save for the professional fees received in relation to the aforementioned appointment for our IPO;

11. CONFLICT OF INTEREST *(Cont'd)*

- (iv) the conduct of the CIMB Group in its banking business is strictly regulated by, among others, the Financial Services Act 2013, Islamic Financial Services Act 2013, the CMSA and the CIMB Group's own internal controls and checks; and
- (v) CIMB IB is required under its investment banking license to comply with applicable laws, regulations and guidelines issued by the relevant authorities governing its business, which require, among others, clear segregation between dealing and advisory activities, implementation of the "Chinese Wall" policies between different business divisions and the formation of an independent committee to review its business operations.

Accordingly, CIMB IB confirms that there is no conflict of interest situation in its capacity as the Joint Global Coordinator, Joint Bookrunner and Joint Underwriter for our IPO.

11.2.6 Declaration by Jefferies

Jefferies, being the Joint Global Coordinator and Joint Bookrunner for our IPO, together with its parent, Jefferies Financial Group Inc, its subsidiaries and affiliates (collectively, the "**Jefferies Group**"), form a diversified holding company engaged through consolidated subsidiaries in a variety of businesses, including investment banking, investment management, corporate finance, securities underwriting, trading, research and brokerage activities, in each case from which conflicting interests or duties may arise. In the ordinary course of business, the Jefferies Group may trade the securities of our Company and our subsidiaries, the Selling Shareholder, our Promoter and/or their respective affiliates for its own account and for the accounts of other customers, and may at any time hold a long or short position in such securities. Further, the Jefferies Group, its directors, officers and employees may invest on a principal basis or manage or advise funds that invest on a principal basis in any company that may be involved in our IPO or other transactions contemplated by this Prospectus. Other than the roles of Jefferies set out in this Prospectus, any member of the Jefferies Group may, in the future, engage in transactions with and perform services for our Company and/or our affiliates.

Jefferies confirm that there is no conflict of interest situation in its capacity as the Joint Global Coordinator and Joint Bookrunner for our IPO.

11.2.7 Declaration by OCBC

OCBC, being the Joint Global Coordinator and Joint Bookrunner for our IPO, together with its subsidiaries, associated companies and affiliates (collectively, the "**OCBC Group**"), form a diversified financial group. These entities engage in a wide range of retail, commercial and investment banking, brokerage, fund management and other activities for their own account and for the account of others.

The OCBC Group may be involved in the ordinary course of their business in commercial and investment banking with our Group and/or any of our affiliates, including the purchase and sale of securities, holding of long or short positions in securities issued by our Group, making investment recommendations and/or publishing or expressing independent research views on such securities, or otherwise participating in financing arrangements or financial advisory relationships which may create potential conflict of interest with the appointment of OCBC as a Joint Global Coordinator and Joint Bookrunner for our IPO. Furthermore, any member of the OCBC Group may at any time offer or provide its services to or engage in any transactions (on its own account or otherwise) with our Group and/or any of our affiliates and may trade or otherwise effect transactions for its own account or the account of its customers in debt or equity securities (or related derivative instruments) or senior loans. This is a result of the businesses of the OCBC Group generally acting independently of each other, and accordingly there may be situations where parts of the OCBC Group now have or in the future, may have interest or take actions that may conflict with the interests of our Group.

Further, Great Eastern Life Assurance (Malaysia) Berhad and Great Eastern Takaful Berhad, which are part of the OCBC Group, are also empanelled at certain of our hospitals.

11. CONFLICT OF INTEREST (Cont'd)

As at 31 August 2026, the OCBC Group has, in its ordinary course of business, extended various credit facilities to our Group, of which approximately RM614.1 million was outstanding ("**OCBC Credit Facilities**"). In addition, the OCBC Group has offered to provide new revolving credit facilities ("**Proposed New OCBC RC Facilities**") of up to RM500.0 million to our Group to fund general corporate, investment, capital expenditure and working capital requirements, which includes but is not limited to, part-finance the Pre-IPO Distribution. None of the credit facilities was granted on the condition that OCBC be appointed as the Joint Global Coordinator and Joint Bookrunner for our IPO. None of the proceeds raised from our IPO, whether from our Public Issue or Offer for Sale, will be utilised to repay the credit facilities from the OCBC Group.

Notwithstanding the above, OCBC is of the view that the above does not give rise to any conflict of interest situation in its capacity as Joint Global Coordinator and Joint Bookrunner for our IPO due to the following:

- (i) OCBC is a licensed banking group and the OCBC Credit Facilities were granted by the OCBC Group in the ordinary course of business and were negotiated on an arm's length basis;
- (ii) there are established "Chinese Walls" between the departments and companies within the OCBC Group to ensure confidentiality of sensitive information, and each department and company within the OCBC Group has separate and distinct operations which are independent of each other;
- (iii) the conduct of the respective businesses of the OCBC Group is regulated by the applicable laws and regulations issued by the relevant authorities governing their respective businesses, and their own internal control and checks;
- (iv) none of the OCBC Credit Facilities, including the Proposed New OCBC RC Facilities, were granted subject to any condition requiring OCBC's appointment as the Joint Global Coordinator and Joint Bookrunner for our IPO;
- (v) none of the proceeds raised from our IPO, whether our Public Issue or Offer for Sale, will be utilised to repay the OCBC Credit Facilities or the Proposed New OCBC RC Facilities; and
- (vi) the total aggregate approved limit and aggregate outstanding amount of all credit facilities (inclusive of the Proposed New OCBC RC Facilities) as at 31 August 2026 of approximately RM1,899.0 million and RM614.1 million respectively are not material as they represent approximately 1.0% and 0.3% of the audited consolidated NA of the OCBC Group of approximately SGD62.4 billion (approximately RM197.6 billion, based on an exchange rate of SGD1:RM3.1639632) as at 31 December 2025.

Accordingly, OCBC, confirms that there is no conflict of interest situation in its capacity as the Joint Global Coordinator and Joint Bookrunner for our IPO.

11.2.8 Declaration by AmInvestment Bank

AmInvestment Bank, being the Joint Bookrunner and Joint Underwriter for our IPO, are a wholly-owned subsidiary of AMMB Holdings Berhad ("**AMMB**"). AMMB and its group of companies (collectively, the "**AmBank Group**") form a diversified financial group and are engaged in a wide range of businesses relating to, amongst others, investment banking, commercial banking, private banking, brokerage, securities trading, asset and funds management as well as credit transaction services. The AmBank Group's securities business is primarily in the areas of securities underwriting, trading and brokerage activities, foreign exchange, commodities and derivatives trade.

11. CONFLICT OF INTEREST (Cont'd)

The AmBank Group has engaged, and may in the future engage, in transactions with and/or perform services for our Company and/or our affiliates. In addition, in the ordinary course of its business, any member of the AmBank Group may at any time extend services to or engage in any transaction (on its own account or otherwise) with our Group, our shareholders and/or our affiliates and/or any other entity or person, hold long or short positions in securities issued by our Company and/or any of our affiliates, make investment recommendations and/or publish or express independent research views on such securities, and may trade or otherwise effect transactions for its own account or the account of its clients, in debt or equity securities or senior loans. This is a result of the businesses of the AmBank Group generally acting independently of each other and, accordingly, there may be situations where parts of the AmBank Group and/or its existing or future clients may have interests or take actions that may conflict with the interests of our Company.

As at 17 September 2026, the Ambank Group has, in its ordinary course of business, extended credit facilities to our Group, of which approximately RM105.4 million was outstanding ("**Ambank Credit Facilities**"). In addition, the Ambank Group has offered to provide a new revolving credit facility ("**Proposed New Ambank RC Facility**") of up to RM700.0 million to our Group to fund general corporate, investment, capital expenditure and working capital requirements, which includes but is not limited to, part-finance the Pre-IPO Distribution. If the Proposed New Ambank RC Facility is drawn down, up to RM[•] million of the gross proceeds to be raised from our IPO will be utilised to partially repay the outstanding borrowings thereunder.

None of the facilities above were granted on the condition that AmInvestment Bank be appointed as the Joint Bookrunner and Joint Underwriter for our IPO.

Notwithstanding the above, AmInvestment Bank confirms that there is no conflict of interest situation in its capacity as the Joint Bookrunner and Joint Underwriter for our IPO for the following reasons:

- (i) the credit facilities offered by the AmBank Group to our Group are in the ordinary course of business. Further, the total aggregate approved limit and aggregate outstanding amount of all credit facilities (inclusive of the Proposed New Ambank RC Facility) as at 31 August 2026 of approximately RM945.0 million and RM105.4 million respectively are not material as they represent approximately 4.4% and 0.5% of the unaudited NA of the AmBank Group of RM21.4 billion as at 30 June 2026
- (ii) the AmBank Group forms a diversified financial group and is engaged in a wide range of transactions in the ordinary course of its business as highlighted above. In addition, AmInvestment Bank is a licensed investment bank and its appointment as the Joint Bookrunner and Joint Underwriter for our IPO is in the ordinary course of its investment banking business; and
- (iii) each entity and department within the AmBank Group is subject to internal controls and procedures governing the sharing of information between entities and departments. In addition, the respective entities and departments maintain separate and distinct operations, with decisions made independently of one another. The conduct of AmInvestment Bank is also regulated by BNM.

AmInvestment Bank confirms that there is no conflict of interest situation in its capacity as the Joint Bookrunner and Joint Underwriter for our IPO.

11. CONFLICT OF INTEREST *(Cont'd)*

11.2.9 Declaration by J.P. Morgan

J.P. Morgan, being the Joint Bookrunner for our IPO, together with its affiliated, related and associated companies, as well as its holding company, J.P. Morgan Chase Bank Berhad, and the subsidiaries and associated companies of its holding company (collectively, the "**J.P. Morgan Group**"), form a diversified financial group and are engaged in a wide range of businesses relating to, among others, retail banking, investment banking, commercial banking, brokerage, securities trading, asset and fund management and credit transaction services. The J.P. Morgan Group has engaged, and may in the future engage, in transactions with and perform services for our Company and/or our affiliates, in addition to the role set out in this Prospectus.

In addition, in the ordinary course of business, any member of the J.P. Morgan Group may at any time offer or provide its services to or engage in any transaction (on its own account or otherwise) with our Company and/or any other persons, hold long or short positions in securities issued by our Company and/or our affiliates, make investment recommendations and/or publish or express independent research views on such securities, and may trade or otherwise effect transactions for its own account or the accounts of its customers in debt or equity securities (or related derivative instruments) or senior loans of members of our Company and/or our affiliates. This is a result of the business of the J.P. Morgan Group generally acting independent of each other, and accordingly, there may be situations where parts of the J.P. Morgan Group and/or its customers now have or in the future, may have interest or take actions that may conflict with the interest of our Company and/or our affiliates.

J.P. Morgan confirms that there is no conflict of interest situation in its capacity as the Joint Bookrunner for our IPO.

11.2.10 Declaration by RHB IB

RHB IB, being the Joint Bookrunner and Joint Underwriter for our IPO, together with its subsidiaries and associated companies, as well as its holding company, RHB Bank Berhad, and the subsidiaries and associated companies of RHB Bank Berhad (collectively, the "**RHB Banking Group**") form a diversified financial group and may extend credit facilities or engage in private banking, commercial banking and investment banking transactions including, among others, brokerage, securities trading, asset and fund management and credit transaction service businesses in its ordinary course of business with our Group. The RHB Banking Group has engaged, and may in the future engage, in transactions with and perform services for our Group, in addition to the role set out in this Prospectus.

In addition, any member of the RHB Banking Group may at any time, in the ordinary course of business, offer to provide its services to or engage in any transaction (whether for its own account or otherwise) with any member of our Group, our Directors, shareholders, affiliates and/or any other entity or person, hold long or short positions in securities issued by our Company and/or our affiliates, make investment recommendations and/or publish or express independent research views on such securities, and may trade or otherwise effect transactions for its own account or the account of its customers in debt or equity securities or senior loans of any member of our Group and/or our Company's affiliates. This is a result of the businesses of the RHB Banking Group generally acting independently of each other and, accordingly, there may be situations where parts of the RHB Banking Group and/or its customers now have or may in the future have interests or take actions that may conflict with the interests of our Group. The related companies of RHB Banking Group may also subscribe for our IPO Shares to be offered under the Institutional Offering following the bookbuilding process.

Further, Puan Zaida Khalida binti Shaari, our Independent Non-Executive Director, also serves as an Independent Non-Executive Director of RHB Islamic Bank Berhad ("**RHB Islamic**"), a wholly-owned subsidiary of RHB Bank Berhad and a related company of RHB IB. RHB Islamic is not involved in our IPO and Puan Zaida Khalida binti Shaari is not involved in the decision-making process of RHB IB in relation to our IPO.

11. CONFLICT OF INTEREST (Cont'd)

As at 22 September 2026, the RHB Banking Group has, in its ordinary course of business, extended various credit facilities to our Group, of which approximately RM508.1 million was outstanding ("**RHB Credit Facilities**"). In addition, the RHB Banking Group has offered to provide a new revolving credit facility ("**Proposed New RHB RC Facility**") of up to RM150.0 million to our Group to fund general corporate, investment, capital expenditure and working capital requirements, which includes but is not limited to, part-finance the Pre-IPO Distribution. If the Proposed New RHB RC Facility is drawn down, up to RM[•] million of the gross proceeds to be raised from our IPO will be utilised to partially repay the outstanding borrowings thereunder.

Notwithstanding the above, RHB IB is of the view that the abovementioned do not give rise to any conflict of interest situation in its capacity as the Joint Bookrunner and Joint Underwriter for our IPO due to the following reasons:

- (i) the Credit Facilities were provided by the RHB Banking Group on an arm's length basis and in the ordinary course of business; Further, the total aggregate approved limit and aggregate outstanding amount of all credit facilities (inclusive of the Proposed New RHB RC Facility) as at 22 September 2026 of approximately RM807.1 million and RM508.1 million respectively are not material as they represent approximately 2.4% and 1.5% of the audited consolidated NA attributable to the owners of RHB Bank Berhad as at 31 December 2025 of approximately RM34.1 billion;
- (ii) the equity capital markets division of RHB IB ("**RHB ECM**") is required under its investment banking licence to comply with strict policies and guidelines issued by the SC, Bursa Securities and BNM governing its advisory operations. These guidelines require, among others, the establishment of Chinese wall policies, clear segregation between dealing and advisory activities and the formation of an independent committee to review its business operations. The team in charge of our IPO in RHB IB is independent from the team handling the credit facilities. Further, there is no involvement by RHB ECM for any credit application process undertaken by other departments within the RHB Banking Group;
- (iii) RHB IB is a licensed investment bank and its appointment as the Joint Bookrunner and Joint Underwriter for our IPO is in its ordinary course of business; and
- (iv) the conduct of the RHB Banking Group in its banking business is strictly regulated by the Financial Services Act 2013, Islamic Financial Services Act 2013, CMSA and its own internal controls and checks which includes, segregation of reporting structures, in that its activities are monitored and reviewed by independent parties and committees.

One (1) of the RHB Facilities of up to RM150.0 million was extended on the condition that RHB IB shall be appointed as the Joint Bookrunner and Joint Underwriter for our IPO and that part of the proceeds received by our Company following the occurrence of our IPO shall be utilised to partially repay the RHB Facilities. Up to RM[•] million of the gross proceeds to be raised from our IPO will be utilised to partially repay the RHB Facilities.

RHB IB confirms that there is no conflict of interest in its capacity as the Joint Bookrunner and Joint Underwriter for our IPO.

11.2.11 Declaration by KPMG PLT

KPMG PLT confirms that there is no conflict of interest in its capacity as the Auditors and Reporting Accountants to our Company in relation to our IPO.

11.2.12 Declaration by Lee Choon Wan & Co.

Lee Choon Wan & Co. confirms that there is no conflict of interest in its capacity as the legal adviser to our Company as to Malaysian law in relation to our IPO.

11. CONFLICT OF INTEREST (Cont'd)

11.2.13 Declaration by Latham & Watkins LLP

Latham & Watkins LLP confirms that there is no conflict of interest in its capacity as the legal adviser to our Company as to United States federal securities law and English law in relation to our IPO.

11.2.14 Declaration by Christopher & Lee Ong

Christopher & Lee Ong confirms that there is no conflict of interest in its capacity as the legal adviser to the Joint Lead Global Coordinators, Joint Global Coordinators, Joint Bookrunners, Sole Managing Underwriter and Joint Underwriters as to Malaysian law in relation to our IPO.

11.2.15 Declaration by Baker & McKenzie.Wong & Leow

Baker & McKenzie.Wong & Leow confirms that there is no conflict of interest in its capacity as the legal adviser to the Joint Lead Global Coordinators, Joint Global Coordinators and Joint Bookrunners as to United States federal securities law and English law in relation to our IPO.

11.2.16 Declaration by Frost & Sullivan

Frost & Sullivan confirms that there is no conflict of interest in its capacity as the independent market researcher in relation to our IPO.

11.2.17 Declaration by Axcelasia Sdn Bhd

Axcelasia Sdn Bhd confirms that there is no conflict of interest in its capacity as the internal control consultant in relation to our IPO.