

CORPORATE GOVERNANCE REPORT

STOCK CODE : 5878
COMPANY NAME : KPJ Healthcare Berhad
FINANCIAL YEAR : December 31, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

Intended Outcome

Every company is headed by a Board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.1

The Board should set the company's strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The Board should set the company's values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

Application :	Applied
Explanation on application of the practice :	<p>The fiduciary duties of the Board of Directors ("Board") of KPJ Healthcare Berhad ("KPJ" or the "Company") encompass a range of responsibilities, including but not limited to, monitoring and supporting the Company's executive team to ensure effective performance, ensuring compliance with regulatory obligations, mitigating risks associated with the Company and its subsidiary companies ("KPJ Group" or the "Group") and evaluating growth opportunities to drive the Company's success.</p> <p>The Board is guided by its Board Charter to ensure that it effectively discharges its duties and responsibilities which outlined under Paragraph 3, which can be accessed by both internal and external stakeholders on KPJ's website at: https://kplistedcompany.com/corporate_governance.html.</p> <p>The Board has clearly demarcated the day-to-day operational functions of the Management and the overall responsibilities of the Board through the Board Charter, Terms of Reference ("TOR") of the respective Board Committees, the Group policies, Limits of Authority and other governance documents.</p> <p>The Board's activities in 2025 are as below:</p> <ul style="list-style-type: none">• Reviewed and approved the Group's quarterly financial results;• Reviewed and approved audited financial statements for financial year ended 2024;• Reviewed and approved the quarterly Press Releases;• Reviewed and approved quarterly interim dividends;• Reviewed and approved Recurrent Related Party Transactions and Related Party Transactions;• Reviewed the Group's Balanced Scorecard achieved for the year 2024;• Deliberated and approved the Group's Balanced Scorecard for the year 2025;• Reviewed and approved the recommendation to the shareholder for the re-election of Directors for approval at the Annual General Meeting ("AGM") of the Company;• Reviewed the Board Composition and the outcome of the Board Effectiveness Evaluation;

- Reviewed and approved the purchase of assets and equipment, as well as hospital renovation, upgrading and expansion to maintain and enhance the service quality of KPJ hospitals;
- Reviewed and approved the strategic investment as well as divestment proposals;
- Oversight the Group’s digital transformation including the implementation of the new Hospital Information System (“nHIS”) and the integration with Enterprise Financial System;
- Reviewed principal risks facing the Group and the adequacy of mitigation measures;
- Deliberated on succession planning for Key Senior Management positions;
- Oversaw the development of the KPJ Health System as an integrated growth platform to drive sustainable value through clinical excellence, education and research;
- Deliberated and provided feedback on the Group’s Strategic Planning 2026-2030;
- Reviewed and approved the Group’s Budget for the year 2026; and
- Received updates on the proposed name and logo changes for flagship hospitals under the Group’s rebranding exercise.

The Board has put in place a Corporate Governance (“CG”) Model where specific powers of the Board are delegated to the relevant Board Committees and the President and Managing Director (“PMD”).

The Board is assisted by the following Board Committees during the financial year:

- a) Audit Committee (“AC”);
- b) Nomination and Remuneration Committee (“NRC”);
- c) Risk, Sustainability and Governance Committee (“RSGC”);
- d) Tender Committee (“TC”);
- e) Investment Committee (“IC”);
- f) Group Medical Advisory and Clinical Governance Committee (“GMACGC”);
- g) Whistleblowing Committee (“WBC”); and
- h) Long Term Incentive Plan Committee (“LTIP”).

The Terms of Reference of the AC, NRC, RSGC, TC, IC, GMACGC, WBC and LTIP are available on the Company’s website at:

https://kpj.listedcompany.com/corporate_governance.html.

The Chairpersons of all Board Committees provide reports to the Board on issues and matters raised at the respective Board Committees’ meetings, including those concerning the Group’s strategy and performance, for the Board’s further consideration and decisions.

The Board members have diverse working experience in managerial/executive capacity and experience as directors on the Boards of other publicly listed companies. The Directors understand financial statements and are able to form a view on the information presented.

The Board convenes on a quarterly basis, with additional meetings held as necessary to address specific/urgent matters. Meetings are scheduled well in advance to ensure the availability of Directors. For the financial year 2025, the

annual meeting schedule was finalised and circulated in October 2024.

Throughout the year ended 31 December 2025, the Board members demonstrated their commitment and dedication to their roles, as evidenced by their attendance at Board and Board Committee meetings, as shown below:

Director	BOD	AC	TC	RSGC	NRC	IC	LTIP
Non-Independent Non-Executive Chairman							
Tan Sri Dato' Sri Dr. Ismail bin Haji Bakar	9/9	-	-	-	-	-	-
Independent Non-Executive Directors							
Dato' Mohd Redza Shah bin Abdul Wahid ^(a)	9/9	11/11	7/7	-	5/5	6/6	2/2
Mohamed Ridza bin Mohamed Abdulla ^(b)	1/1	-	-	1/1	1/1	1/1	-
Khairuddin bin Jaflus	9/9	11/11	7/7	6/6	-	-	-
Hisham bin Zainal Mokhtar ^(c)	9/9	9/11	-	5/6	3/3	5/6	-
Lee Lai Fan	9/9	-	7/7	-	5/5	-	2/2
Non-Independent Non-Executive Directors							
Shamsul Anuar bin Abdul Majid ^(d)	9/9	-	-	-	5/5	6/6	2/2
Rozaini bin Mohd Sani ^(e)	9/9	11/11	6/7	6/6	-	-	-
Prof. Emeritus Dato' Dr. Azizi bin Haji Omar	9/9	-	-	6/6	5/5	-	2/2
Annie binti Rosle	9/9	-	6/7	-	-	5/6	-
President and Managing Director							
Chin Keat Chyuan	9/9	-	-	-	-	-	-
Alternate Directors							
Nina Sapura binti Rahmat ^(f) (Alternate Director to Shamsul Anuar bin Abdul Majid)	-	-	-	-	-	-	-
Siti Hajar binti Marhani ^(g) (Alternate Director to Shamsul Anuar bin Abdul Majid)	-	-	-	-	-	-	-

Chairman

Notes:

The WBC did not convene any meetings during the year 2025.

(a) Re-designated as a Member of the NRC and LTIP w.e.f. 1 April 2025, respectively.

(b) Resigned as Independent Non-Executive Director on 18 February 2025. Accordingly, ceased to be Chairman and Member of the RSGC as well as Member of the NRC, IC and LTIP on the same date. No LTIP meeting was convened prior to his resignation.

(c) Appointed as Chairman of the NRC and LTIP, and re-designated as a Member of IC w.e.f. 1 April 2025. No LTIP meeting was convened after his appointment.

(d) Re-designated as Chairman of the IC w.e.f. 1 April 2025.

(e) Re-designated as Chairman of the RSGC w.e.f. 1 April 2025.

(f)(g) Appointed as Alternate Directors w.e.f. 14 May 2025. Attended Board and Board Committee meetings (where their respective Principal Directors are members) as invitees.

Explanation for departure :

-

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

Measure :

Timeframe :

Intended Outcome

Every company is headed by a Board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.2

A Chairman of the Board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the Board is appointed.

Application :	Applied
Explanation on application of the practice :	<p>The roles and responsibilities of the Chairman of the Board are stipulated in the Board Charter, which is available on KPJ's corporate website at: https://kpi.listedcompany.com/corporate_governance.html.</p> <p>Key responsibilities of the Chairman include:</p> <ul style="list-style-type: none"> • The Chairman leads the Board by setting the tone from the top, and managing the Board's effectiveness by focusing on strategy, governance, and compliance having regard to public interest. In turn, the Board monitors the functions of the Board Committees in accordance with their respective TOR to ensure its own effectiveness. • The Chairman is responsible for instilling good CG practices in the organisation. The Chairman of KPJ leads the Board in the adoption and implementation of good governance practices. • Providing leadership for the Board and setting the tone from the top for overall Board and individual Director's performance and effectiveness. • The Chairman with the assistance of the company secretaries sets the Board agenda for each meeting based on the dates of scheduled Board meetings in the annual meeting calendar, and the same is circulated to the Board Members accordingly. • The Chairman ensures that Board is properly briefed on issues arising in the meeting with accurate, clear, complete information in a timely manner. • The Chairman promotes effective relationship and open communication, encourages constructive debates during Board meetings. • The Chairman encourages effective communication with stakeholders and that views are communicated to the Board as a whole. • To promote constructive and positive interactions between the Board and Management as well as between Directors. • Playing a key role in the conduct of general meetings, ensuring the smooth tabling of resolutions and effectively managing all communications throughout the meeting.
Explanation for departure :	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

Every company is headed by a Board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.3

The positions of Chairman and CEO are held by different individuals.

Application	:	Applied
Explanation on application of the practice	:	<p>The roles of the Chairman of the Board and the PMD, as well as the Non-Executive Directors (“NEDs”) are clearly delineated, ensuring a separation of responsibilities in line with best practices. This segregation of duties, outlined in Paragraph 4.9 of the Board Charter, promotes a balance of power and authority.</p> <p>Tan Sri Dato' Sri Dr. Ismail bin Haji Bakar serves as the Non-Independent Non-Executive Chairman of KPJ's Board, a role he assumed on 2 April 2024. As Chairman, he is responsible for leading the Board by providing oversight of the Group's strategies and business affairs.</p> <p>The PMD, Mr. Chin Keat Chyuan, is tasked with managing the business and operations of the Group and implementing the Board's decisions.</p> <p>This clear distinction between the Chairman's and PMD's role ensures a balance of power and authority, preventing any individual from holding unfettered decision-making powers. This structure supports effective governance and accountability across the organisation.</p>
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a Board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.4

The Chairman of the Board should not be a member of the Audit Committee, Nomination Committee, or Remuneration Committee

<i>Note: If the Board Chairman is not a member of any of these specified committees, but the Board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
Application	: Applied
Explanation on application of the practice	: As of 31 December 2025, the Chairman of the Company is not a member of any Board Committee, including the AC or the NRC of KPJ. Each Board Committee has written TOR which outline their authority, duties, and function. These TORs are published on the Company's website at: https://kpj.listedcompany.com/corporate_governance.html .
Explanation for departure	: -
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

Intended Outcome

Every company is headed by a Board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.5

The Board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

Application	:	Applied
Explanation on application of the practice	:	<p>The company secretaries of KPJ are qualified to act as company secretary under Section 235 of the Companies Act 2016 (the "Act").</p> <p>Puan Hana binti Ab Rahim @ Ali was appointed as a Company Secretary of the Company effective 1 February 2013 and continues to serve in this role.</p> <p>Ms. Keh Ching Tyng was appointed as a Company Secretary of the Company effective 1 September 2023 and served in this capacity until her resignation with effect from 1 December 2025.</p> <p>The Board has unrestricted access to the advice and services of company secretaries.</p> <p>The company secretaries play an essential advisory role to the Board in relation to the Company's Constitution and compliance with relevant regulatory requirements, including codes or guidance and legislation. Additionally, the company secretaries support the Board in managing the Group's CG Model, ensuring its effectiveness and relevance.</p> <p>The company secretaries safeguard all statutory books and records of the Group, which are maintained in the statutory register. The company secretaries ensure that Board meetings are properly convened; ensuring accurate and proper records of the proceedings and resolutions passed are recorded. They are also responsible for ensuring timely submission of changes in the Group's statutory information in the relevant prescribed forms and lodged with the Companies Commission of Malaysia ("CCM").</p> <p>The company secretaries manage all Board and Board Committees meetings and to ensure the deliberations at Board and Board Committees meetings are well-documented, and that necessary actions are communicated to Management for appropriate actions. The company secretaries also facilitate the onboarding of new Directors, assist with Director training and development and manage processes related to the general meetings.</p> <p>To stay current with developments in the capital market, regulatory changes, and corporate governance practices, the company secretaries</p>

	<p>regularly attend relevant conferences and training programmes. They also fulfil the continuous professional development requirements prescribed by the CCM and the Malaysian Institute of Chartered Secretaries and Administrators (“MAICSA”) for practicing company secretaries.</p> <p>The training programmes attended by the company secretaries in 2025 were as follows:</p> <p>Name: Keh Ching Tyng</p> <table border="1" data-bbox="560 584 1407 878"> <thead> <tr> <th>No</th> <th>Courses/Workshop</th> <th>Date</th> <th>Organiser</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>SSM National Conference 2025: Leading Governance for Sustainable Growth</td> <td>19 – 20 August 2025</td> <td>CCM</td> </tr> <tr> <td>2.</td> <td>MAICSA Annual Conference 2025: Future Governance</td> <td>23 – 24 September 2025</td> <td>MAICSA</td> </tr> </tbody> </table> <p>Name: Hana Binti Ab Rahim @ Ali</p> <table border="1" data-bbox="560 987 1407 1281"> <thead> <tr> <th>No</th> <th>Courses/Workshop</th> <th>Date</th> <th>Organiser</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>SSM National Conference 2025: Leading Governance for Sustainable Growth</td> <td>19 – 20 August 2025</td> <td>CCM</td> </tr> <tr> <td>2.</td> <td>MAICSA Annual Conference 2025: Future Governance</td> <td>23 – 24 September 2025</td> <td>MAICSA</td> </tr> </tbody> </table>	No	Courses/Workshop	Date	Organiser	1.	SSM National Conference 2025: Leading Governance for Sustainable Growth	19 – 20 August 2025	CCM	2.	MAICSA Annual Conference 2025: Future Governance	23 – 24 September 2025	MAICSA	No	Courses/Workshop	Date	Organiser	1.	SSM National Conference 2025: Leading Governance for Sustainable Growth	19 – 20 August 2025	CCM	2.	MAICSA Annual Conference 2025: Future Governance	23 – 24 September 2025	MAICSA
No	Courses/Workshop	Date	Organiser																						
1.	SSM National Conference 2025: Leading Governance for Sustainable Growth	19 – 20 August 2025	CCM																						
2.	MAICSA Annual Conference 2025: Future Governance	23 – 24 September 2025	MAICSA																						
No	Courses/Workshop	Date	Organiser																						
1.	SSM National Conference 2025: Leading Governance for Sustainable Growth	19 – 20 August 2025	CCM																						
2.	MAICSA Annual Conference 2025: Future Governance	23 – 24 September 2025	MAICSA																						
<p>Explanation for departure</p>	<p>: -</p>																								
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>																									
<p>Measure</p>	<p>:</p>																								
<p>Timeframe</p>	<p>:</p>																								

Intended Outcome

Every company is headed by a Board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.6

Directors receive meeting materials, which are complete and accurate within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

Application	:	Applied
Explanation on application of the practice	:	<p>The annual meeting calendar ("Calendar") for the Board and Board Committee meetings is prepared in advance of each new year to enable Directors to plan their schedules effectively and discharge their responsibilities efficiently. The Calendar provides an overview of all meeting dates for the Board and its Committees, including Board Retreats and AGM for the upcoming year.</p> <p>The Board convenes on a quarterly basis, with additional meetings held as necessary to address specific/urgent matters. The company secretaries, along with the secretariat of each Board Committee, consult with the respective Chairmen of the Board and Board Committee to set meeting agendas, facilitating both the Board's and Management's planning in the preparation of matters for discussion and decision-making during the scheduled meetings.</p> <p>To ensure adequate preparation for each meeting, formal notification of Board and Board Committee meeting dates is issued to the Board and Management at least one (1) month in advance. Additionally, the notice of meetings and meeting materials are circulated to all Board and Board Committee members at least five (5) working days before the meeting. This allows members sufficient time to review the materials and make informed decisions at each Board and Board Committee meeting.</p> <p>In line with KPJ's sustainability initiatives, which promote a green environment, the notice and meeting materials are distributed digitally through the Convene platform. This secure, efficient, and user-friendly application enables Directors to assess meeting materials securely on their electronic devices, eliminating the need for hard copy distributions.</p> <p>The agenda of the Board meeting includes, but is not limited to, the following items:</p> <ul style="list-style-type: none">• Minutes of previous meeting of the Board;• Any matters arising from previous Board meetings;• Business strategies and corporate proposals;• Review of operational matters and financial report of the Group and quarterly financial report;• Review of clinical and professional services report;• Approval sought for capital expenditure and expansion project reports;

	<ul style="list-style-type: none"> • Report from PMD; • Reports from each Board Committees; and • Report of the Registrar. <p>There is also a schedule of matters reserved specifically for the Board’s decision, including the approval of corporate plans and programmes, annual budgets (including major capital commitments), new ventures, material acquisitions, and disposals of undertakings and properties that are material to the Group, and changes to management and control structure of the Group, including key policies and delegated authority limits.</p> <p>The Board remains fully aware of its duties and responsibilities concerning these matters. Decisions and deliberations at Board meetings, including instances where any Director abstained from voting or deliberating on a particular matter, are recorded in the minutes of meeting by the company secretaries. The minutes of Board and Board Committees meetings are subsequently confirmed at the following meeting of the respective Board and Board Committees.</p> <p>The Directors, whether collectively as a Board or in their individual capacities, have full access to all information within the Company and could, where necessary, obtain independent advice at the Group’s expense, in furtherance of their duties and responsibilities.</p>
Explanation for departure	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

Intended Outcome

There is demarcation of responsibilities between the Board, Board Committees and management.

There is clarity in the authority of the Board, its committees and individual directors.

Practice 2.1

The Board has a Board Charter which is periodically reviewed and published on the company's website. The Board Charter clearly identifies–

- The respective roles and responsibilities of the Board, Board Committees, individual directors and management; and
- Issues and decisions reserved for the Board.

Application	: Applied
Explanation on application of the practice	<p>The Board has a charter outlines the key values, principles and ethos of the Company, ensuring the Board's effectiveness in discharging its duties and responsibilities. The Board Charter clearly defines the roles, functions, compositions and proceedings of the Board, providing guidance on good governance and compliance practices for Board members.</p> <p>The Board Charter is published on KPJ's corporate website at https://kpi.listedcompany.com/corporate_governance.html.</p> <p>The Board Charter is reviewed periodically or when the need arises, to allow for updates or changes in regulations and best practices.</p> <p>Each Board member contributes significantly to the formulation of strategic direction and policies, performance monitoring and allocation of resources and enhancement of governance controls. The Board's roles are set out in the Board Charter and the key matters reserved for the Board's approval include:</p> <ul style="list-style-type: none">• Approval of corporate plans and programmes;• Approval of annual budgets, including major capital commitments;• Approval of new ventures;• Approval of material acquisitions and disposals of undertakings and properties; and• Changes to the management and control structure within the Company and its subsidiaries, including key policies and delegated authority limit. <p>Additionally, the Board receives ongoing training through the Continuous Education Programme ("CEP"), which focuses on relevant laws, regulations and evolving commercial risks, in compliance with Paragraph 15.08(3) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities").</p> <p>The Board, through the NRC, annually assesses the training needs of its directors to ensure they remain up to date with the latest requirements.</p>

The company secretaries assist in scheduling training sessions for Directors, either as a group or on an ad-hoc basis.

During the year 2025, the Board members attended the following training programmes organised by various parties:

No.	Director	Training Title	Organiser	Date
1	Tan Sri Dato' Sri Dr. Ismail bin Haji Bakar	Comvault "Minutes to Meltdown" Session	Bank Islam Malaysia Berhad ("BIMB")	3 February 2025
		Convene Training Session	BIMB	7 March 2025
		Emerging Climate and Nature Priorities	BIMB	7 April 2025
		Fair Treatment of Financial Consumers ("FTFC")	BIMB	7 April 2025
		Liberation Day Tariff	BIMB	7 April 2025
		Engagement session with the Chief Economist of Moodys on Tariff Impact	BIMB	15 April 2025
		Johor Corporation ("JCorp") Director Responsibilities Program with Asian School of Business ("ASB")	ASB	13 - 14 May 2025
		JCorp Future Forward Leadership Series	JCorp	23 July 2025
		Operational Resilience	BIMB	30 July 2025
		e-Invoice	BIMB	30 July 2025
		Directors Conference of Bank Islam Malaysia Berhad & Subsidiaries 2025: Driving Innovation & Reinvention: Leading Through Business Transformation	BIMB	11 September 2025
		Board Accountability in Anti-Money Laundering Governance: Financial Action Task Force ("FATF") Expectations, Beneficial Ownership, & Compliance Culture	BIMB	8 October 2025
		Whistleblowing Oversight: Strengthening Board Accountability & Ethical Governance	BIMB	8 October 2025

	1	Tan Sri Dato' Sri Dr. Ismail bin Haji Bakar (Cont'd)	Johor Plantations Group Berhad ("JPG") Directors Training 2025 on Closed Period & Insider Trading and Conduct of Directors & Common Breaches of the Listing Requirement	JPG	30 October 2025
			Malaysian International Healthcare ("MIH") Megatrends	KPJ	25 – 27 November 2025
	2	Dato' Mohd Redza Shah bin Abdul Wahid	Fireside Chat Session with MATRADE (Sustainable Business Innovation: Positioning SMEs For Global Market Leadership)	International Center for Education in Islamic Finance ("INCEIF")	20 January 2025
			Dialogue Session: Reshaping The Future: Islamic Economics for a Humane and Sustainable World	INCEIF	10 June 2025
			JCorp Future Forward Leadership	JCorp	23 July 2025
			Developing a Guidance Framework for Impact Monitoring and Reporting in Islamic Social Finance	Malaysian Institute of Accountants ("MIA")	6 August 2025
			Kuala Lumpur Islamic Finance Forum ("KLIFF")	KLIFF	19 November 2025
			MIH Megatrends	KPJ	25 – 27 November 2025
	3	Khairuddin bin Jaflus	JCorp Director Responsibilities Program with ASB	ASB	13 - 14 May 2025
			JCorp Future Forward Leadership Series	JCorp	23 July 2025
			MIH Megatrends	KPJ	25 – 27 November 2025
	4	Hisham bin Zainal Mokhtar	Sharing Session on Emerging Risk by Deloitte	Global Risk Management	3 February 2025
			Mandatory Accreditation Programme ("MAP") Part II: Leading for Impact	Institute of Corporate Directors Malaysia ("ICDM")	18 – 19 June 2025

	4	Hisham bin Zainal Mokhtar (Cont'd)	Market Outlook: Digital Innovation Trends by Khurram Shahzat, Gartner	Group Strategy, Telekom Malaysia Berhad ("TM")	21 July 2025
			Industry Success Story: Digital Transformation Journey – Beyond Carrier Transformation by Softbank	Group Strategy, TM	21 July 2025
			Visit to and Engagement with Samsung at Samsung Campus, Samsung Innovation Museum, AI Zine Tour, Ex Home Tour, Business Solution Showcase Center, and Samsung Retail Experience and Service Center	Samsung	2 September 2025
			Visit to and Engagement with SK Telecom ("SKT") and T.um Tour i.e. SKT Experience Centre	SKT	3 September 2025
			Visit to and Engagement with Hyundai Motors on Shift from product to ecosystem and AI & Technology	Hyundai	3 September 2025
			Visit to and Engagement with CERAGEM	CERAGEM	4 September 2025
			Visit to and engagement with i-Scream EDU	Klleon	4 September 2025
			Web Summit Lisbon 2025	Web Summit	10 – 13 November 2025
			MIH Megatrends	KPJ	25 – 27 November 2025
	5	Lee Lai Fan	JCorp Future Forward Leadership Series	JCorp	23 July 2025
			The Human Edge in an AI World: Culture as Your Competitive Advantage	ICDM	18 August 2025
			AI at the Helm: How Directors Can Govern the Future	ICDM	30 October 2025
			MIH Megatrends	KPJ	25 – 27 November 2025

	6	Shamsul Anuar bin Abdul Majid	MAP Part II: Leading for Impact	ICDM	19 – 20 March 2025
			JCorp Future Forward Leadership Series	JCorp	23 July 2025
			Fortune Innovation Forum 2025	Fortune	17 – 18 November 2025
			MIH Megatrends	KPJ	25 – 27 November 2025
	7	Rozaini bin Mohd Sani	ICDM Virtual Classroom - Mergers & Acquisitions Masterclass 2025: Navigating Global and Asian Trends for Boards (KPJ)	ICDM	6 March 2025
			Director Responsibilities Program	JCorp Academy	13 May 2025
			Media Workshop for Appointed Spokespersons	JCorp	21 May 2025
			Navigating Global Shifts: Boardroom Strategies for Geopolitics, Sustainability, and Climate Leadership	Johor Land Group (“JLG”)	24 June 2025
			MAP Part II: Leading for Impact	ICDM	9 – 10 July 2025
			Oxford Advanced Management & Leadership Program	JCorp Academy	26 October – 15 November 2025
			MIH Megatrends	KPJ	25 – 27 November 2025
	8	Prof. Emeritus Dato’ Dr. Azizi bin Haji Omar	Clinical Ethic Workshop Series	KPJ	10 April 2025
			JCorp Future Forward Leadership Series 2025	JCorp	23 July 2025
			MAP Part II: Leading for Impact	ICDM	7 - 8 October 2025
			MIH Megatrends	KPJ	25 - 27 November 2025
	9	Annie Binti Rosle	Climate Target Setting & Environment, Sustainability and Governance (“ESG”) Integration	Employees Provident Fund (“EPF”)	4 February 2025
			Leadership Programme	EPF	25 April 2025

	9	Annie Binti Rosle (Cont'd)	Gear-up Healthcare – The Vital Exchange	EPF	22 May 2025
			Leadership Programme – AI	EPF	1 August 2025
			MIH Megatrends	KPJ	25 - 27 November 2025
	10	Chin Keat Chyuan	Abu Dhabi Sustainability Week (“ADSW”) 2025 Forum	MASDAR	14 January 2025
			Invest Malaysia London Forum 2025	Invest Malaysia	16 January 2025
			Advancing Malaysia’s Renewable Energy Leadership	Tenaga Nasional Berhad	16 January 2025
			Affin's "Navigating through a Diagnosis-Related Group (“DRG”) payment model"	Affin Hwang Investment Bank	12 February 2025
			Exclusive with Arthur Carmazzi: Transforming Healthcare Culture	KPJ	12 February 2025
			Asean Investment Conference	RHB Group	8 April 2025
			MAP Part II: Leading for Impact	ICDM	14 – 15 May 2025
			ASEAN Leadership Partnership Forum 2025	KSI Strategic Institute for Asia Pacific, ASEAN Economic Club, ASEAN Business Advisory Council, ASEAN Business Club	25 May 2025
			PlatforMed	Mayo Clinic	3 June 2025
			Project Ocean Workshop between JLG and KPJ for FEMS & BEMS SLA and Technical Requirement	JLG	9 October 2025
			Taklimat Akta Keselamatan Siber	National Cyber Security Agency (“NACSA”)	9 October 2025
Fortune Innovation Forum 2025	Fortune Innovation Forum	17 November 2025			
MIH Megatrends	KPJ	25 - 27 November 2025			

	11	Nina Sapura binti Rahmat	NUS – CSO Program (7 Modules x 4 hours)	NUS	January – March 2025
			ExO Foundations	JCorp	24 January 2025
			LinkedIn Learning – Thematic 1: Learning How to Learn	LinkedIN	13 March 2025
			Cultivating a Growth Mindset	JCorp	14 March 2025
			LinkedIn Learning – Thematic 2 – Agile: It’s not just for software	LinkedIN	30 March 2025
			Building Strategic Resilience	JCorp	30 March 2025
			NUS – Business Analytics for Strategic Decision (5 Modules x 4 hours)	NUS	April – June 2025
			NUS – Digital Marketing Strategies (8 Modules x 3 hours)	NUS	July – September 2025
			JCorp Future Forward Leadership Series	JCorp	23 July 2025
			MAP Part I	ICDM	27 – 28 August 2025
			LinkedIn Learning Thematic 3 – Leadership	LinkedIN	4 September 2025
			LinkedIn Learning Thematic 4 – Gen AI	LinkedIN	4 September 2025
			Course on Linear Solution/ Lagrange Multiplier Optimization for Production Functions under Constraints	JCorp	8 September 2025
			JCorp Strategic Risk Training & Workshop	JCorp	27 October 2025
			MAP Part II: Leading of Impact	ICDM	26 – 27 November 2025
	12	Siti Hajar binti Marhani	Directors Responsibilities Program	JCorp	13 – 14 May 2025
			JCorp Future Forward Leadership	JCorp	23 July 2025
			SAP NOW AI Tour Southeast Asia	SAP	24 July 2025
			MAP Part I	ICDM	27- 28 August 2025

	12	Siti Hajar binti Marhani (Cont'd)	Budget 2026: An Exclusive Virtual Session with YBhg. Datuk Johan Mahmood	MOF	13 October 2025
			MARC360 Reflections: Analyses of Malaysia's 2026 Budget and Post-Budget Debates	MARC	15 October 2025
			Budget & Tax Conference 2026	EY	22 October 2025
			JCorp Strategic Risk Training	JCorp	27 October 2025
			JCorp Group Finance Conference 2025	JCorp	4 – 5 December 2025
			MAP Part II: Leading of Impact	ICDM	26 – 27 November 2025
Explanation for departure	:	-			
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>					
Measure	:				
Timeframe	:				

Intended Outcome

The Board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency, and fairness.

The Board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.1

The Board establishes a Code of Conduct and Ethics for the company and, together with management, implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading, and money laundering.

The Code of Conduct and Ethics is published on the company's website.

Application	: Applied
Explanation on application of the practice	<p>KPJ has established a Code of Ethics to guide its employees in upholding professionalism, integrity, and respect in all areas of their work. In line with this, KPJ Directors adhere to the Code of Ethics set forth in paragraph 5.3 of the Board Charter. This section clearly defines policies that distinguish and assign responsibilities and accountability between the Board and Management, as well as between the Chairman and the PMD, to ensure the effective operation of the Group's business and activities.</p> <p>The Board Charter is available on the Company's website at: http://kpi.listedcompany.com/Board_charter.html.</p> <p>Among key aspects of the Code of Ethics are as follows:</p> <ul style="list-style-type: none">• Directors must avoid any conflict of interest between the Directors and the Company. In any situation that involves or may be expected to involve a conflict of interest with the Company, Directors should immediately disclose their interest whether direct or indirect to the Company.• Directors must at all times act in the best interest of the Company and not for personal gain or enrichment. Specifically, Directors shall follow the following guidelines:<ul style="list-style-type: none">➤ Avoid placing own interest or any third-party interest above the Company;➤ Do not engage in any outside business that would directly or indirectly materially adversely affect the Company;➤ Do not abuse Board membership by improperly using Board membership for personal or third-party benefit;➤ Prevent corrupt practices which include offering and acceptance of gifts and other form of benefits including, gratuities, honoraria or any other item of value from any person or entity as a direct or indirect inducement to provide special treatment to such donors;

- Encourage the reporting of unlawful or unethical behaviour; and;
- Protect and ensure the proper use of the company's assets.

KPJ's Work Ethics & Code of Conduct policy ensures that all employees conduct their professional activities with honesty, integrity, respect, fairness, and good faith, thereby positively representing the profession. Employees are expected to perform their duties with integrity, honesty, fairness, and diligence, maintaining the highest standards of dignity, respect, and confidentiality. This applies to all individuals they engage with, including patients, families, colleagues, community members, and external providers. The complete Work Ethics & Code of Conduct can be accessed at:

https://kpi.listedcompany.com/corporate_governance.html

KPJ's Anti-Bribery Management System ("ABMS") serves as a robust framework for the Board and Management to oversee Corporate Liability risks while ensuring compliance with Section 17A of the Malaysian Anti-Corruption Commission Act 2009 (Amendment 2018). This section mandates KPJ to implement Adequate Procedures to prevent corruption and bribery. To meet these requirements, the Company has established an Integrity Unit ("IU") alongside the ABMS.

The Group also has specific measures to guide and uphold ethical business behaviour to safeguard KPJ as a business and prevent corrupt practices, including:

Integrity Unit

A dedicated IU continues to lead integrity-driven initiatives throughout the Group. Established with Board approval in February 2020, the Group Integrity Unit ("GIU") is headed by a Chief Integrity Officer ("CIO") in accordance with the requirements of Section 17A of the Malaysian Anti-Corruption Commission Act 2009.

The IU's key responsibilities include:

- i) Promoting and embedding integrity as a fundamental component of governance, while ensuring all ABMS policies, procedures, and controls are properly implemented and maintained.
- ii) Enhancing KPJ's integrity- and transparency-based corporate culture and practices in line with KPJ's Core Value of Integrity, through initiatives such as training programmes, awareness sessions, and engagement activities for management and staff.
- iii) Providing advice and guidance to Group management and employees on integrity-related matters, including ethical conduct, compliance, and corruption-prevention concerns.

	<p>Internal Control Policies & Procedures</p> <p>The Company's internal control policies and procedures are designed to ensure compliance and promote ethical and responsible behaviour. These policies include:</p> <ul style="list-style-type: none"> i) Anti Bribery & Corruption Policy; ii) Whistleblowing Policy & Procedure; iii) ABMS Manual; iv) Gift, Entertainment, Sponsorship & Corporate Hospitality Policy; v) Conflict of Interest Policy; vi) Detection, Investigation & Verification of Bribery Policy; and vii) Anti-Bribery Control & Monitoring Policy. <p>ABMS policy is available at KPJ's Corporate Governance section of the website: https://kpi.listedcompany.com/corporate_governance.html.</p> <p>The Malaysian Code on Corporate Governance ("MCCG")</p> <ul style="list-style-type: none"> • The Company is guided by the practices and step-ups outlined in the MCCG. • As required by Bursa Securities, KPJ submits and uploads its Corporate Governance Report ("CG Report") annually on the website. This report includes references to the initiatives undertaken each year and indicates whether these initiatives comply with or depart from the best practices outlined in the MCCG. The CG Report can be found in https://kpi.listedcompany.com/corporate_governance.html.
<p>Explanation for departure</p>	<p>: -</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p>Measure</p>	<p>:</p>
<p>Timeframe</p>	<p>:</p>

Intended Outcome

The Board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency, and fairness.

The Board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.2

The Board establishes, reviews and together with management implements policies and procedures on whistleblowing.

Application	:	Applied
Explanation on application of the practice	:	<p>KPJ RSGC holds overall accountability for the Whistleblowing Policy and oversees its implementation. KPJ's IU is responsible for the day-to-day administration and execution of the policy. The application and effectiveness of the policy will be continuously monitored and periodically reviewed by the IU.</p> <p>The objective of the Whistleblowing Policy is to regulate the whistleblowing process, establish a clear reporting mechanism, and encourage all parties associated with the KPJ Group to speak up and raise concerns. This includes reporting any act or conduct that breaches the Code of Conduct, as well as actual or suspected misconduct, illegal, or unethical behaviour, without fear of retaliation or unfair treatment. The policy applies to KPJ, the Board, and all employees of the KPJ Group, including Management, executives, permanent and contract staff, secondees, temporary staff, workers, interns, and relevant stakeholders such as shareholders, consultants, suppliers, customers, and other related parties.</p> <p>Any wrongdoing or improper conduct that is discovered or genuinely suspected by any employee or person shall be reported immediately to the following:</p> <ul style="list-style-type: none">i) Whistleblowing e-mail: integrity@kpjhealth.com.my (This email can only be accessed by the Chairman of the Whistleblowing Committee and Chief Integrity Officer)ii) In writing to: Chairman of Whistleblowing Committee KPJ Healthcare Berhad Integrity Unit, Level 15, Menara KPJ 238, Jalan Tun Razak 50400 Kuala Lumpur (Marked Strictly Confidential & To Be Opened by Addressee Only)
Explanation for departure	:	-

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

Measure	:	
Timeframe	:	

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.1

The Board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities, and targets.

The Board takes into account sustainability considerations when exercising its duties, including among others, the development and implementation of company strategies, business plans, major plans of action, and risk management.

Strategic management of material sustainability matters should be driven by senior management.

Application	:	Applied
Explanation on application of the practice	:	<p>KPJ has established a robust sustainability governance structure (<i>refer Exhibit 1</i>) to integrate sustainability across the organisation and to ensure transparency and accountability. This involves significant oversight and strategic direction from the Board, with the following key responsibilities:</p> <ul style="list-style-type: none">• Strategic Oversight – The Board provides strategic direction for the Group's overall sustainability initiatives, ensuring alignment with the Company's long-term goals and values.• Risk Management – The Board is responsible for overseeing sustainability-related risks and opportunities, ensuring that these risks are identified, assessed, and managed effectively.• Compliance & Governance – The Board ensures compliance with the relevant regulations and best practices.• Performance Monitoring – The Board regularly reviews the performance and progress of the Group's Sustainability initiatives based on targets that have been set, while ensuring continuous improvement, and alignment with strategic objectives.• Accountability & Transparent Reporting – The Board ensures transparency in reporting and maintains accountability while addressing stakeholder concerns to build trust and ensure the Group's commitment to sustainability goals. <p>In carrying out its duties pertaining to Sustainability & ESG-related matters, the Board is supported by RSGC. The Committee underwent a leadership change on 1 April 2025, when an existing Committee member, who is a Non-Independent Non-Executive Director, was redesignated as its Chairman, following the resignation of its former Chairman on 18 February 2025. The other members of the RSGC comprise 2 Independent Non-Executive Directors and 1 Non-Independent Non-Executive Director.</p>

RSGC provides oversight, recommendations and continuous monitoring of the Group’s sustainability targets, strategies, issues, implementation, and results.

The Committee’s meetings are also attended by Senior Management on a regular basis, i.e. :

- a) PMD;
- b) Chief Operating Officer-Hospital Operations (“COO-HO”);
- c) Chief Financial Officer (“CFO”);
- d) Chief Digital Officer (“CDO”);
- e) Head, Group Risk, Compliance & Integrity; and
- f) Head, Group Sustainability.

This provides a broad representation of Sustainability-related matters at each RSGC meeting, prior to onward submission to the Board.

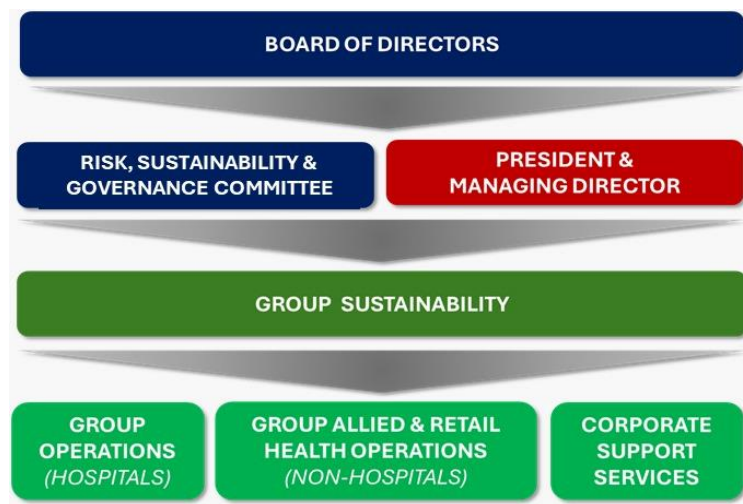


Exhibit 1: KPJ Healthcare Berhad’s Sustainability Governance Structure

Management’s Role in Managing Sustainability Material Matters

KPJ’s Management plays a pivotal role in driving and implementing sustainability initiatives, both at the hospital and non-hospital operations. Here are some key aspects of Management’s role:

- **Implementation of Strategies** – Management is responsible for executing the Group’s sustainability strategies and policies set by the Board, with a key focus on integrating sustainability and ensuring alignment across the Group.
- **Operational Oversight** – Management oversees the day-to-day operations related to sustainability, which includes managing and coordinating key ESG projects.

	<ul style="list-style-type: none"> • Sustainability Performance & Reporting – Management regularly monitors and tracks progress of sustainability initiatives and reports on their performance, in compliance with the relevant regulatory requirements and best practices. • Risk Management – Management identifies and manages sustainability-related risks at an operational level, ensuring implementation of the appropriate mitigation measures.
Explanation for departure	: -
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.2

The Board ensures that the company's sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.

Application	:	Applied
Explanation on application of the practice	:	<p>The Company's sustainability strategies, priorities, targets and performance are effectively communicated to both internal and external stakeholders through the following platforms:</p> <ol style="list-style-type: none">1) Clear Communication Channels – Effective communication channels have been established to disseminate information about sustainability strategies and performance through regular updates in the Integrated Annual Report, Sustainability Report, corporate website, quarterly analyst briefings, townhall sessions, Sustainability Day, and one-on-one/group meetings with the investment community.2) Effective Stakeholder Engagement – Continuous engagements have been held with key stakeholders, including employees, shareholders, analysts, fund managers, customers, suppliers, partners, doctors, and patients. This involves holding meetings, forums, and surveys to gather feedback and address concerns relating to sustainability, particularly on material matters.3) Focused Awareness Programmes – Strategic sustainability awareness programmes, under a Group-wide Sustainability Roadshow called "Jejak Lestari", are conducted at both the hospital and non-hospital operations. This is key to enhance awareness among the Group's workforce and also to effectively cascade down the Sustainability Framework.4) Transparency & Accountability – Detailed and accurate information about Sustainability goals, initiatives, and progress are provided through enhanced disclosure under regulatory standards and best practices, ensuring stakeholders have a comprehensive understanding of the Company's sustainability efforts.5) Use of Technology – Leveraging technology to enhance communication and reporting is crucial. The Group utilizes key digital platforms, social media, and other technologies to reach a broader audience and provide latest updates on the Group's Sustainability performance.
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.3

The Board takes appropriate action to ensure they stay abreast with and understand the sustainability issues relevant to the company and its business, including climate-related risks, and opportunities.

Application	:	Applied
Explanation on application of the practice	:	<p>Sustainability-related topics are addressed at RSGC and Board meetings every quarter.</p> <p>Apart from updates through meetings and reports, Directors attended Sustainability-related programmes, including:</p> <ul style="list-style-type: none"> • Navigating Global Shifts: Boardroom Strategies for Geopolitics, Sustainability, and Climate Leadership <ul style="list-style-type: none"> ✓ Build Board-Level Strategic Awareness ✓ Embed Sustainability into Governance Practices ✓ Advance Climate Leadership Understanding • Climate Target Setting & Environment, Sustainability and Governance (“ESG”) Integration <ul style="list-style-type: none"> ✓ Build Understanding of Climate Risk and Target Setting ✓ Integrate ESG into Strategy and Governance ✓ Align with Regulatory and Market Expectations
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.4

Performance evaluations of the Board and senior management include a review of the performance of the Board and senior management in addressing the company’s material sustainability risks and opportunities.

Application	:	Applied						
Explanation on application of the practice	:	<p>The Group’s Corporate Key Performance Indicators (“KPIs”) measure both financial and non-financial benchmarks and since 2022, KPJ has included Sustainability elements in its annual performance evaluation across all leadership levels:</p> <ul style="list-style-type: none"> • Board : As highlighted in Practice 4.1, 2 Sustainability elements are included in the Company’s Corporate Scorecard, which is among the Board’s responsibilities. This sets the tone from the top, regarding Group’s Sustainability themes, targets, framework and agenda. • Management: Top Management is responsible for the implementation and achievement of the Group’s Sustainability targets, with further focus on key ESG pillars according to the respective scope of responsibilities. <p>For example :</p> <table border="1" data-bbox="600 1267 1407 1500"> <thead> <tr> <th>Unit</th> <th>Scope of Sustainability</th> </tr> </thead> <tbody> <tr> <td>Group Human Resource Management</td> <td>Diversity, Equity, Inclusion</td> </tr> <tr> <td>Group Sustainability</td> <td>Decarbonisation, Renewable Energy, Green Building, Waste Management</td> </tr> </tbody> </table> <p>Management is also responsible for breaking down top-level Sustainability objectives into quantifiable and actionable ESG targets for hospitals and companies.</p>	Unit	Scope of Sustainability	Group Human Resource Management	Diversity, Equity, Inclusion	Group Sustainability	Decarbonisation, Renewable Energy, Green Building, Waste Management
Unit	Scope of Sustainability							
Group Human Resource Management	Diversity, Equity, Inclusion							
Group Sustainability	Decarbonisation, Renewable Energy, Green Building, Waste Management							
Explanation for departure	:	-						
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>								
Measure	:							
Timeframe	:							

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.5 – Step Up

The Board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

<i>Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.</i>	
Application	: Adopted
Explanation on adoption of the practice	: KPJ's Group Sustainability ("GS") was officially established in January 2023 to monitor, review and oversee Sustainability / ESG initiatives Group wide. Since July 2024, KPJ GS, who is a member of the Senior Management team, with the following key responsibilities: <ul style="list-style-type: none">• Implementation and strategic execution of KPJ's Sustainability and ESG-related projects and initiatives;• Monitoring collation and tracking of sustainability-related data, metrics, and reports;• Oversight unto sustainability-related opportunities and risks (i.e. disclose sustainability-related risks and opportunities that can affect the company's business model, strategy, cash flows, and access to finance in the short, medium, and long terms);• Updating the Board and Management regarding sustainability considerations – to ensure sustainability material matters are integrated into the overall decision-making process;• Carry out strategic Sustainability Stakeholder Engagement;• Keeping abreast of the latest trends and developments in sustainability and ensuring the implications for the organisation are understood and communicated; and• Promote Sustainability Advocacy and lead Sustainability Thought Leadership to position KPJ as a key thought leader in the Healthcare Sustainability space.

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.1

The Nomination Committee should ensure that the composition of the Board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director's performance, and contribution to the Board.

Application	:	Applied
Explanation on application of the practice	:	<p>The Company has in place a formal and transparent set of criteria for reference by the NRC and the Board in selecting candidates for Directors, conducting annual evaluations of Directors and recommending Directors for re-election to shareholders at the AGM.</p> <p>The Board established a Fit and Proper Policy, effective 1 July 2022. This policy ensures that all candidates proposed for appointment to the Board or re-election are assessed for their fitness and probity.</p> <p>The NRC has the following prerogatives as stated in its TOR:</p> <p>Composition and size of the Board</p> <p>The NRC ensures that the Board's composition is periodically refreshed, taking into consideration the required mix of skills, experience, and other qualities.</p> <p>The NRC conducts an annual review of the Board's overall structure, size, and composition, including the tenure of each Director, required mix of skills, independence, diversity, experience, and other qualities such as core competencies. The review identifies any gaps in Board composition, and efforts are made to address these gaps to further strengthen the Board.</p> <p>The Board Charter stipulates a nine (9)-year tenure limit for Independent Directors. Currently, all Independent Directors on the Board have served for less than nine (9) years.</p> <p>During the financial year, the resignation of Encik Mohamed Ridza bin Mohamed Abdulla as Independent Non-Executive Director on 18 February 2025 resulted in a change to the Board composition. Following this, the Board undertook a review of its composition to ensure continued compliance with regulatory requirements and to maintain an appropriate balance of skills, experience and independence.</p> <p>Appointment of Directors</p> <p>The appointment of a new Director is a matter for consideration and decision by the Board, upon the recommendation from the NRC. In making these recommendations, the NRC considers the required mix of</p>

	<p>skills, experience and diversity, including gender, where appropriate, that the candidate would bring to the Board.</p> <p>The proposed Independent Directors must meet the independence criteria of an independent director as defined under Paragraph 1.01 of the MMLR and must demonstrate the ability to act in the best interests of the Group, taking into account the candidate’s character, integrity and professionalism.</p> <p>As part of the appointment process, the Board through the NRC, ensures that an orientation and education programme is provided to new Board Members to familiarise them with the Company’s governance framework, operations, and responsibilities.</p> <p>During the financial year, Puan Nina Sapura binti Rahmat and Puan Siti Hajar binti Marhani were appointed as Alternate Directors to Encik Shamsul Anuar bin Abdul Majid and Encik Rozaini bin Mohd Sani, respectively, both with effect from 14 May 2025. Their nominations were received from the respective Principal Directors and were subsequently tabled to the NRC and the Board for consideration and approval.</p> <p>Re-election of Directors Rule 95(i) of the Company’s Constitution provides that one-third (1/3) of the Directors, or, if their number is not a multiple of three (3), the number nearest to, but not exceeding one-third (1/3), shall retire from office at every AGM. All Directors shall retire from office once at least in each three (3) years but shall be eligible for re-election.</p> <p>Rule 96 of the Company’s Constitution provides that any casual vacancy occurring on the Board may be filled up by the Directors, but any person so chosen shall retain his office only until the next following AGM of the Company, at the close of which he shall retire, but at which he shall be eligible for re-election.</p>
Explanation for departure	: -
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.2

At least half of the Board comprises independent directors. For large companies, the Board comprises a majority independent directors.

Application	:	Departure
Explanation on application of the practice	:	-
Explanation for departure	:	<p>As of 31 December 2025, KPJ's Board comprises ten (10) Directors (excluding Alternate Directors); one (1) Non-Independent Non-Executive Chairman, four (4) Independent Non-Executive Directors, four (4) Non-Independent Non-Executive Directors, and one (1) President and Managing Director. The Board has complied with Paragraph 15.02 of the MMLR which requires at least two (2) directors or one-third (1/3) of the Board, whichever is higher, to be Independent Directors.</p> <p>Following the resignation of Encik Mohamed Ridza bin Mohamed Abdulla on 18 February 2025, the Independent Non-Executive Directors of KPJ represent 40% of the Board (excluding Alternate Directors).</p> <p>The current size and composition of the Board are well-balanced, consisting of professionals with diverse knowledge and experience in business and operations as well as in the areas such as medical, finance and investment. These skills are highly relevant to the strategic direction of a large, expanding group. Detailed profiles of all Board Members, including their qualification, experience and expertise, are disclosed in the Board Profile section of the Integrated Annual Report 2025 under "Board of Directors" section.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	<p>The Company acknowledges the importance of having a majority of independent directors on the Board and will take this into consideration as part of its ongoing Board composition review. In this regard, the Company is engaging an independent third-party firm to support the identification of suitable candidates.</p> <p>The Board remains committed to upholding strong governance practices and ensuring transparency in its decision-making process.</p>

Timeframe	:	The Board will continue to assess its composition periodically in line with governance requirements and business needs. The appointment of additional Independent Directors will be considered upon identification of suitable candidate(s) who meet the criteria set by the Board.
------------------	---	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.3

The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the Board as a non-independent director.

If the Board intends to retain an independent director beyond nine years, it should provide justification and seek annual shareholders' approval through a two-tier voting process.

Application	:	Not applicable - Step Up 5.4 adopted	
Explanation on application of the practice	:	-	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.4 – Step Up

The Board has a policy which limits the tenure of its independent directors to nine years without further extension.

<i>Note: To qualify for adoption of this step-up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.</i>											
Application	: Adopted										
Explanation on adoption of the practice	: Since 2017, KPJ has put in place the nine (9)-year tenure limit for its Independent Directors, as stipulated in paragraph 4.5.1 of the Board Charter which states that <i>"The tenure of an independent director shall not exceed a cumulative term of nine (9) years"</i> . As of 31 December 2025, none of KPJ's Independent Directors had served a cumulative term of nine (9) years on the Board. The Independent Director's years of service as of 31 December 2025 were as follows: <table border="1"><thead><tr><th>Tenures</th><th>No. of Independent Directors</th></tr></thead><tbody><tr><td>0 – 3 Years</td><td>-</td></tr><tr><td>3 – 6 Years</td><td>4</td></tr><tr><td>6 – 9 Years</td><td>-</td></tr><tr><td>Total</td><td>4</td></tr></tbody></table>	Tenures	No. of Independent Directors	0 – 3 Years	-	3 – 6 Years	4	6 – 9 Years	-	Total	4
Tenures	No. of Independent Directors										
0 – 3 Years	-										
3 – 6 Years	4										
6 – 9 Years	-										
Total	4										

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.5

Appointment of Board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background, and gender.

Directors appointed should be able to devote the required time to serve the Board effectively. The Board should consider the existing Board positions held by a director, including on Boards of non-listed companies. Any appointment that may cast doubt on the integrity and governance of the company should be avoided.

Application	:	Applied
Explanation on application of the practice	:	<p>Appointment of Directors</p> <p>All nominees to the Board are first considered by the NRC, which evaluates the mix of skills, competencies, experience and other qualities required to oversee a highly regulated healthcare business, before they are recommended to the Board. While the Board is responsible for the appointment of new Directors, the NRC is delegated to the role of screening and conducting an initial selection, which includes an external search, before making a recommendation to the Board. The NRC assesses the candidates' ability to discharge their duties and responsibilities before recommending their appointment as Directors to the Board for approval.</p> <p>The current composition of the Board reflects a well-balance of skills and expertise with vast experience, enabling meaningful contributions to the Board deliberation and decision-making. In seeking potential candidates, the NRC considers the existing diversity of skills, experience and age within the Board.</p> <p>The Board is further guided by KPJ's Diversity, Equity and Inclusion Policy, established on 1 November 2023. The Policy applies to all Board members, Senior Management and employees regardless of their level, including individuals under contract, secondment, apprenticeship, attachment, or any other category working under the supervision of KPJ and the Group, whether compensated or not. The principles outlined in this policy promotes inclusivity and appropriate conduct throughout KPJ's operations.</p> <p>Details of the Board members' qualification, expertise and experience are available in the Board profile section under "Board of Directors" in the Integrated Annual Report 2025.</p>

The current Board composition and diversity (excluding Alternate Directors) are as follows:

Gender Diversity	No.	%
Male	8	80
Female	2	18
Total	10	100

Racial Diversity	No.	%
Malay	8	80
Chinese	2	18
Total	10	100

Age Profile	No.	%
51 – 55 Years	3	30
56 – 60 Years	1	10
61 – 65 Years	4	40
66 – 70 Years	1	10
>70 Years	1	10
Total	10	100

Skill & Experience	No. of Director	%
Accounting & Audit	5	50
Finance, Investment & Banking	6	60
Corporate Governance, Risk & Internal Control	7	70
ESG / Sustainability	4	40
Legal & Regulatory	1	10
Medicine/Healthcare	2	20
Marketing & Branding	2	20

Appointment of Senior Management

The appointment of key senior management was also made based on their skills, expertise, age and gender.

The composition and diversity of KPJ Group Management Committee ("KGMC") are as follows:

Age profile	36-40	41-45	46-50	51-55	56-60	> 60
No. KGMC	1	3	3	4	5	2

Gender profile	Male	Female
No. KGMC	13	5

Racial Composition	Malay	Chinese	Indian
No. KGMC	13	3	2

Skill & Experience	No.	%
Accounting/ Finance /Audit / Banking	6	33
Business Administration / Human Resource	5	28
Corporate CEO / Managing Director	2	11
Healthcare / Clinical (Operations)	7	39

Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.6

In identifying candidates for appointment of directors, the Board does not solely rely on recommendations from existing Board members, management, or major shareholders. The Board utilizes independent sources to identify suitably qualified candidates.

If the selection of candidates was based on recommendations made by existing directors, management or major shareholders, the Nominating Committee should explain why these source(s) suffice and other sources were not used.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board established the Fit and Proper Policy to outline a formal and transparent set of criteria for the appointment of new Directors. While the Board holds ultimate responsibility for the appointment of new Directors, the NRC is delegated to the role of screening and conducting an initial selection process, which includes external searches, before making recommendations to the Board. The NRC evaluates the candidates' ability to discharge their duties and responsibilities before recommending their appointment for Board approval.</p> <p>The NRC has the authority to obtain the services of professional recruitment firms or consultants to identify suitably qualified candidates for directorships. Profiles of potential Directors are also obtained from external sources, such as the ICDM, where KPJ holds corporate membership.</p> <p>All Board nominees are first considered and evaluated by the NRC, which assesses the required mix of skills, competencies, experience and other qualities required to oversee a highly regulated healthcare business, before they are recommended to the Board.</p> <p>The proposed Independent Director must also satisfy the test of independence as defined under Paragraph 1.01 of the MMLR. They must demonstrate the ability to act in the best interests of the Company and the Group, taking into account the candidate's character, integrity, and professionalism. The NRC conducts a formal engagement with each candidate as part of its evaluation process before recommending their appointment to the Board for approval.</p> <p>During the financial year, Puan Nina Sapura binti Rahmat and Puan Siti Hajar binti Marhani were appointed as Alternate Directors to Encik Shamsul Anuar bin Abdul Majid and Encik Rozaini bin Mohd Sani, respectively, both with effect from 14 May 2025. Their nominations were received from the respective Principal Directors and were subsequently tabled to the NRC and the Board for consideration and approval.</p>

	Following the resignation of Encik Mohamed Ridza bin Mohamed Abdulla as Independent Non-Executive Director on 18 February 2025, the Board acknowledged the importance of having a majority of Independent Directors and undertook a review of its composition to ensure continued compliance with regulatory requirements and to maintain an appropriate balance of skills, experience and independence. As part of its ongoing Board composition review, the Company is engaging an independent third-party firm to support the identification of suitable candidates.	
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.7

The Board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the Board and to act in the best interests of the listed company as a whole. The Board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application	:	Applied
Explanation on application of the practice	:	<p>The profiles of Directors are included in the Integrated Annual Report 2025. These include their age, gender, tenure of service, directorships in other companies, working experience and any conflict of interest as well as their shareholdings in KPJ, if applicable.</p> <p>Regarding the proposed re-election of Directors at the forthcoming 33rd AGM of the Company, the NRC has conducted an assessment-based Board Effectiveness Evaluation (“BEE”) for year 2025. Upon being satisfied with the individual performance of the Directors, the NRC had put forth its recommendation on the re-election of the Directors to the Board. Subsequently, the Board proposed the re-election of the Directors to the shareholders at the forthcoming 33rd AGM. The notes accompanying the notice of AGM will include the Board’s recommendation on the re-election of Directors.</p> <p>Any Director standing for re-election who is a shareholder of KPJ will abstain from voting on the resolution concerning his/her re-election at the AGM.</p>
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.8

The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

Application	:	Applied	
Explanation on application of the practice	:	The NRC is chaired by Encik Hisham bin Zainal Mokhtar, an Independent Director, who was appointed to the NRC and assumed the chairmanship with effect from 1 April 2025, succeeding Dato' Mohd Redza Shah bin Abdul Wahid, who was re-designated as a Member of the NRC on the same date.	
Explanation for departure	:	-	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.9

The Board comprises at least 30% women directors.

Application	:	Departure
Explanation on application of the practice	:	-
Explanation for departure	:	<p>The Board comprises two (2) women directors, representing 20% of its total Board composition (excluding Alternate Directors). The Company complies with Paragraph 15.02(1)(b) of the MMLR of Bursa Securities.</p> <p>The Board recognises the importance of boardroom diversity and is committed to providing fair and equal opportunities while fostering diversity in terms of skills, experience, competence, age, gender and ethnicity. Diversity considerations are embedded within the Board's nomination and succession planning processes.</p> <p>Through the NRC, the Board has assessed that the current Board composition is appropriate and effective in meeting the Group's strategic, operational and governance requirements. In appointing directors, the Board adopts a merit-based approach, with primary emphasis on candidates' skills, experience, competencies and ability to contribute effectively to the Board.</p> <p>The Board will continue to consider gender diversity as part of its ongoing Board composition review and succession planning and remains open to appointing suitable candidates who meet the Board's requirements when opportunities arise.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	The Board, through the NRC, takes into consideration the skills, experience, competence, age, gender and ethnicity, when evaluating Board composition and identifying potential candidates. Appointments, if any, are made based on merit and the needs of the Board at the time.
Timeframe	:	The Board will continue to review its composition periodically as part of its governance processes.

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.10

The Board discloses in its annual report the company’s policy on gender diversity for the Board and senior management.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has disclosed the Group’s diversity and inclusiveness policy in the Sustainability Report 2025. It recognizes that diversity at the Board and Senior Management is critical in ensuring their effectiveness, competitiveness and compliance with the best governance practices.</p> <p>The Diversity, Equity, and Inclusion (“DEI”) Policy at KPJ underscores the significance of fostering a diverse workforce, ensuring equitable treatment, and promoting inclusion across all levels of the organisation. The policy aims to cultivate an environment where every individual feels valued and has equal opportunities for success. With a commitment to regular assessment and continuous improvement, the Company reaffirms its dedication to DEI principles, reinforcing a culture of respect, equality, and inclusivity throughout the organization.</p> <p>The NRC is responsible to review and assess the composition and performance of the Board as well as identifying suitable candidates for Board appointments before recommending to the Board for approval. Among the criteria reviewed and assessed are the appropriate knowledge, skills, competencies, experience, integrity, time commitment, and diversity of the Board composition which include gender, ethnicity, age, etc.</p> <p>The Company also recognises the importance of diversity and inclusiveness in Senior Management to achieve its strategic objectives and sustainable growth as well as to promote good corporate governance within the Group. The DEI policy is applicable to all employees, including the Senior Management. The Group is committed to diversity and inclusion in the workplace.</p>
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Stakeholders are able to form an opinion on the overall effectiveness of the Board and individual directors.

Practice 6.1

The Board should undertake a formal and objective annual evaluation to determine the effectiveness of the Board, its committees and each individual director. The Board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence Board composition.

For large companies, the Board engages an independent expert at least every three years, to facilitate objective and candid Board evaluation.

<i>Note: For a large company to qualify for adoption of this practice, it must undertake annual Board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Applied
Explanation on application of the practice	: <p>The NRC is primarily responsible for ensuring the effectiveness of the Board and Board Committees as well as for implementing an appropriate framework and plan for Board succession.</p> <p>The Board, through the NRC, conducts a rigorous annual evaluation, the BEE to assess the performance of the Board, its Committees, individual Directors and the Chairman. This includes evaluating the independence of Independent Directors, taking into account the individual Director’s capability to exercise independent judgement at all times.</p> <p>For the assessment year 2025, the BEE was conducted internally by the company secretaries via an online questionnaire. The evaluation encompasses various aspects, including the Board’s composition, skills mix, experience, communication, roles and responsibilities, overall effectiveness and conduct. All Directors are required to complete a questionnaire assessing the processes and effectiveness of the Board and its Committees, where improvements may be considered.</p> <p>In line with Practice 6.1 of the MCCG, the Board engages an independent expert at least once every three (3) years to facilitate an objective and candid evaluation. The last assessment carried out by the independent expert was in 2023.</p>
Explanation for departure	: -
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the Board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.1

The Board has remuneration policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the company as well as skills and experience required. The remuneration policies and practices should appropriately reflect the different roles and responsibilities of non-executive directors, executive directors and senior management. The policies and procedures are periodically reviewed and made available on the company's website.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board believes that the levels of remuneration offered by the Company and the Group are adequate to attract and retain Directors of high calibre, experience and talent, who can contribute meaningfully to the Group's performance.</p> <p>a) Remuneration for Board:</p> <p>In 2025, the Board approved and adopted a formal Board Remuneration Policy and Board Remuneration Framework to establish clear principles and governance in determining Directors' remuneration. The Policy sets out the overarching principles, while the Framework provides detailed guidelines on remuneration components and administration.</p> <p>The Board Remuneration Policy is available on the Company's website at: https://kpj.listedcompany.com/corporate_governance.html.</p> <p>Directors' Remuneration:</p> <ul style="list-style-type: none">• Through the NRC, the Board ensures that Directors' remuneration is structured to attract, retain and motivate individuals of the highest calibre. The NRC is responsible for reviewing and recommending remuneration packages for Directors, taking into account responsibilities, experience, time commitment, market benchmarking and the Group's performance and affordability.• NEDs are remunerated based on fixed annual fees, meeting allowances and benefits-in-kind, as approved by the shareholders at the AGM. The level of remuneration reflects the level of responsibilities undertaken by the Directors.

	<ul style="list-style-type: none"> • KPJ complies with Section 230(1) of the Act which provides, among others, that the directors' fees and other benefits shall be presented to shareholders for approval at the AGM. • The Board considers it is fair and equitable for NEDs to receive remuneration on a monthly/quarterly basis and/or as and when incurred, particularly after they have discharged their responsibilities and rendered their services to the Company throughout the relevant period. <p>b) PMD: The remuneration package for the PMD is aligned with the achievement of corporate targets set by the Board and his individual performance. It is designed to fairly reward performance and ensure the retention of talent, supporting the long-term continuity and sustainability of the Group's business.</p> <p>c) Senior Management: KPJ's Senior Management i.e. the C-Suite executives, are on fixed-term contracts, with their performance evaluated and presented to the NRC.</p> <p>The Company is committed to providing competitive total remuneration against the market to attract, retain, motivate, and reward our employees. Performance is measured based on the relative performance of the Company and individual employees' achievements in meeting business needs and objectives.</p>
Explanation for departure	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	
Timeframe	

Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the Board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.2

The Board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of Board and senior management.

The Committee has written Terms of Reference which deals with its authority and duties and these Terms are disclosed on the company's website.

Application	:	Applied
Explanation on application of the practice	:	<p>The role of the NRC in respect of remuneration is to propose to the Board the remuneration package for the PMD, Executive Directors (if any), NEDs (including the Non-Executive Chairman and Independent Directors), Senior Management and key pivotal positions (being Heads of Functions who report directly to the relevant Board Committees) in all forms, with input from external advisors, where necessary.</p> <p>The TOR of the NRC is available on the Company's website at: https://kpi.listedcompany.com/corporate_governance.html.</p> <p>The composition of the NRC complies with the requirements set out in Paragraph 15.08A of the MMLR.</p> <p>The Board believes that the current composition of the NRC can collectively act in the best interests of all shareholders regarding the nomination and remuneration of Board members, Senior Management, and key pivotal positions (being Heads of Functions who report directly to the relevant Board Committees).</p>
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.1

There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind, and other emoluments.

Application	:	Applied
Explanation on application of the practice	:	<p>The details of the disclosure on named basis of all individual directors – broken down by fees, salary, bonus, benefits in-kind, and other emoluments are contained in the Integrated Annual Report 2025 which are available on the Company's website at: https://kpj.listedcompany.com/ar.html</p> <p>Details of each Director's remuneration for the financial year ended 31 December 2025 are as per table disclosed.</p>

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee*	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee*	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Tan Sri Dato' Sri Dr. Ismail bin Haji Bakar – Chairman	Non-Executive Non-Independent Director	360.00	36.00	-	-	31.15	-	427.15	360.00	36.00	-	-	31.15	-	427.15
2	Dato' Mohd Redza Shah bin Abdul Wahid	Independent Director	270.00	109.00	-	-	-	-	379.00	310.00	118.00	-	-	-	-	428.00
3	Mohamed Ridza bin Mohamed Abdulla ^(a)	Independent Director	31.20	10.00	-	-	-	-	41.20	31.20	10.00	-	-	-	-	41.20
4	Khairuddin bin Jaflus	Independent Director	240.00	93.00	-	-	-	-	333.00	316.00	115.50	-	-	-	-	431.50
5	Hisham bin Zainal Mokhtar	Independent Director	258.00	86.00	-	-	-	-	344.00	258.00	86.00	-	-	-	-	344.00
6	Lee Lai Fan	Independent Director	198.00	51.00	-	-	-	-	249.00	198.00	51.00	-	-	-	-	249.00
7	Shamsul Anuar bin Abdul Majid ^(b)	Non-Executive Non-Independent Director	57.00	54.00	-	-	-	-	111.00	57.00	54.00	-	-	-	-	111.00
8	Rozaini bin Mohd Sani ^(b)	Non-Executive Non-Independent Director	87.00	89.00	-	-	-	-	176.00	87.00	89.00	-	-	-	-	176.00
9	Prof. Emeritus Dato' Dr. Azizi bin Haji Omar	Non-Executive Non-Independent Director	234.00	65.00	-	-	-	252.00	551.00	274.00	75.00	-	-	-	252.00	601.00
10	Annie binti Rosle ^(c)	Non-Executive Non-Independent Director	99.00	49.00	-	-	-	-	148.00	99.00	49.00	-	-	-	-	148.00
11	Chin Keat Chyuan	Executive Director	-	-	2,702.40**	3,451.00**	77.56	699.33	6,930.29	-	-	2,702.40**	3,451.00**	77.56	699.33	6,930.29

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee*	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee*	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
12	Nina Sapura binti Rahmat ^(d) (Alternate Director to Shamsul Anuar bin Abdul Majid)	Non-Executive Non-Independent Director	-	-	-	-	-	-	-	-	-	-	-	-	-	-
13	Siti Hajar binti Marhani ^(d) (Alternate Director to Shamsul Anuar bin Abdul Majid)	Non-Executive Non-Independent Director	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Notes:

Meeting allowances were paid directly to all NEDs.

* Fee comprises Directors' fees and Committees' fees.

** Inclusive of contribution to EPF.

^(a) Resigned as Independent Non-Executive Director on 18 February 2025.

^(b) Fees comprised only Committees' fees. Payment of Directors' fees for nominee Directors who represent and are employees of JCorp were paid directly to JCorp as Corporate Fee.

^(c) 50% of the Directors' fees and Committees' fees for the nominee Director representing EPF were paid directly to EPF as Corporate Fee.

^(d) Appointed as Alternate Directors w.e.f. 14 May 2025.

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.2

The Board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind, and other emoluments in bands of RM50,000.

Application	:	Departure
Explanation on application of the practice	:	Not applicable.
Explanation for departure	:	<p>KPJ has previously adopted Practice 8.2 of the MCCG by disclosing the remuneration of the top five Senior Management personnel in bands of RM50,000.</p> <p>However, for the financial year 2025, the decision not to disclose was made after careful consideration of the highly competitive operating environment in which the Group operates. The Board is of the view that such disclosure may place the Group at a commercial disadvantage, particularly in attracting and retaining key talent in a competitive market.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	The Board will continue to re-visit this matter on a periodic basis.
Timeframe	:	Not applicable.

No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1			-	-	-	-	-	-
2	Input info here	Input info here	-	-	-	-	-	-
3		Input info here	-	-	-	-	-	-
4		Input info here	-	-	-	-	-	-
5		Input info here	-	-	-	-	-	-

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.3 – Step Up

Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

Application	:	Not Adopted
Explanation on adoption of the practice	:	-

Intended Outcome

There is an effective and independent Audit Committee.

The Board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.1

The Chairman of the Audit Committee is not the Chairman of the Board.

Application	:	Applied
Explanation on application of the practice	:	<p>The Chairman of the Audit Committee is Dato' Mohd Redza Shah bin Abdul Wahid, a Senior INED and is not the Chairman of the Board. This ensures that the Board is able to objectively review the audit and risk findings and recommendations.</p> <p>The AC Terms of Reference stipulates that the Chairman of the Board should not be a member of the Committee.</p> <p>Formerly a member of the AC, Dato' Mohd Redza Shah bin Abdul Wahid was appointed as the Chairman of the AC on 23 June 2021.</p> <p>Dato' Mohd Redza Shah bin Abdul Wahid has a long career in accountancy and economics, in addition to hands-on experience in corporate directorship and strategic business management.</p>
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

The Board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.2

The Audit Committee has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee.

Application	:	Applied
Explanation on application of the practice	:	<p>The TOR of the AC stipulates that former key audit partners and other professionals with prior dealings with the Company must observe a cooling-off period of at least three (3) years before being appointed as members of the AC.</p> <p>Historically, none of the present or past members of the AC were former key audit partners of any external audit firms.</p> <p>The TOR of the AC are available on KPJ Group's corporate website at https://kpj.listedcompany.com/corporate_governance.html.</p>
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

The Board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.3

The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

Application	:	Applied
Explanation on application of the practice	:	<p>Under its Terms of Reference, the Audit Committee is responsible for assessing the capabilities and independence of the external auditor and to make subsequent recommendations to the Board on the appointment, re-appointment or termination of the external auditor.</p> <p>The AC annually assesses the independence and objectivity of the external auditors during the year and prior to any appointment of the external auditor and its affiliates for non-audit services. The Committee also receives the policies and written confirmation from the external auditors regarding their independence and the measures used to control the quality of their work.</p>
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is an effective and independent Audit Committee.

The Board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.4 – Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Not Adopted
Explanation on adoption of the practice	:	-

Intended Outcome

There is an effective and independent Audit Committee.

The Board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.5

Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

All members of the Audit Committee should undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

Application	:	Applied
Explanation on application of the practice	:	<p>The Audit Committee currently comprises of one (1) Senior INED, two (2) INEDs, and one (1) NINED. Collectively, they bring substantial experience and diverse perspective from their previous leadership roles. Details of the AC Chairman and Committee members are available on the KPJ corporate website and within the Integrated Annual Report 2025.</p> <p>The annual assessment of the AC's composition and performance, including members' tenure, performance and effectiveness as well as their accountability and responsibilities, was conducted through the Board Effectiveness Evaluation ("BEE").</p> <p>The AC members are highly qualified professionals who possesses the requisite skills and expertise to discharge their duties effectively. Their collective financial literacy and deep understanding of the financial reporting processes have significantly contributed to maintaining the integrity of the Company's financial statements.</p> <p>The full details of the AC activities in 2025 are elaborated in the AC Report's section in the KPJ's Integrated Annual Report 2025.</p>
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The Board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.1

The Board should establish an effective risk management and internal control framework.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has established and maintained a structured Enterprise Risk Management ("ERM") and internal control framework to support informed decision making and the effective management of risks in line with the Group's strategic objectives.</p> <p>Through the RSGC, the Board provides oversight on the adequacy and effectiveness of the risk framework, including the identification, assessment and management of the Group's principal risks. Risk considerations are embedded into key business and investment decisions, including strategic planning, hospital expansion plans and major projects.</p> <p>Management undertakes regular risk assessments and reports on risk exposures, control effectiveness and emerging risks through the Management RSGC, supported by key risk indicators and internal assurance activities. The AC assesses the adequacy and effectiveness of the Group's internal control system and compliance with the applicable laws and regulations through the Internal Audit Services ("IAS") function. These processes provide the Board with reasonable assurance that foreseeable risks are mitigated and managed, and that appropriate internal controls are in place to safeguard the Group's objectives.</p> <p>The Group has established an ERM Framework to systematically manage risks arising from its business and operations. This framework is supported by robust ERM practices implemented across KPJ to enable informed decision making and to support the achievement of the Group's strategic and business objectives.</p> <p>Group Risk, Compliance and Integrity ("GRCI") provide guidance and oversight to business units and subsidiaries on risk management practices and implementation.</p>

	<p>KPJ adopts a Three Lines of Defense model, comprising:</p> <ol style="list-style-type: none"> 1. First Line of Defense: Hospital-level Management and Boards. 2. Second Line of Defense: Group Clinical Services and Group Risk, Compliance and Integrity. 3. Third Line of Defense: Internal Audit Services at Headquarters. <p>The Group's risk management and internal control frameworks are further disclosed in the Statement on Risk Management and Internal Control and the Audit Committee Report.</p>
<p>Explanation for departure</p>	<p>: -</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p>Measure</p>	<p>:</p>
<p>Timeframe</p>	<p>:</p>

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The Board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.2

The Board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board provides transparency on the effectiveness of KPJ's risk management and internal control through the mitigation actions applied to the Group's principal risks.</p> <p>As set out in the Statement on Risk Management and Internal Control ("SORMIC"), several practical measures have been taken to strengthen how risks are managed across the Group.</p> <p>These include consistent risk identification and assessment at hospital and business unit level, regular review of Group-wide risk exposures, application of key risk indicators and the use of common risk parameters to ensure risks are assessed on a like-for-like basis. Risk considerations are built into major business proposals and investment decisions to support informed judgement and alignment with the Group's risk appetite.</p> <p>Internal controls are further strengthened through periodic internal audits, follow-up on management action plans and independent assurance over key control areas. Where gaps are identified, corrective actions are tracked and escalated to the Board where necessary.</p>
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The Board is provided with reasonable assurance that the adverse impact arising from a foreseeable future event or situation on the company’s objectives is mitigated and managed.

Practice 10.3 – Step Up

The Board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company’s risk management framework and policies.

Application	:	Adopted
Explanation on adoption of the practice	:	<p>KPJ’s RSGC is established as a committee of the Board to provide oversight and direction on the Group’s risk management activities.</p> <p>The RSGC committee also evaluates the effectiveness of the ERM framework, including the processes for identifying, assessing and managing the Group’s principal risks.</p> <p>The RSGC committee comprises a majority of Independent Directors and reports regularly to the Board.</p> <p>Management-level oversight is provided through the Management RSGC (“MRS GC”), ensuring that risks are actively managed at the operational level and escalated where necessary.</p>

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.1

The Audit Committee should ensure that the internal audit function is effective and able to function independently.

Application	:	Applied
Explanation on application of the practice	:	<p>The Company has established the IAS that carries out KPJ's internal audit function.</p> <p>As the third line of defense, IAS reviews the effectiveness of internal control structures across Group activities, focusing on high-risk areas identified through a risk-based approach. All high-risk activities in each auditable area are audited annually according to the approved Audit Plan. This process provides reasonable assurance that the system continues to operate satisfactorily and effectively within the Group.</p> <p>IAS reports functionally to the AC and administratively to the PMD. IAS is independent of the activities or operations of other operating units.</p> <p>IAS' authority, scope and responsibilities are governed by its Audit Charter and are aligned with the Global Internal Audit Standards ("GIAS") issued by the Institute of Internal Auditors ("IIA").</p> <p>All IAS personnel sign an annual Independence Statement and a declaration affirming compliance with the Global Requirements for Professionalism, including the Ethics and Professionalism domain of the Standards when carrying out their duties. To ensure sustained quality, the internal audit function undergoes an external assessment by a qualified independent assessor every five (5) years.</p>
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Companies have an effective governance, risk management and internal control framework, and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.2

The Board should disclose–

- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

Application	:	Applied
Explanation on application of the practice	:	<p>Board maintains oversight to ensure that Management implements and sustains robust risk management, internal control and governance systems.</p> <p>To safeguard objectivity, all IAS personnel sign an annual Independence Statement and a declaration affirming compliance with the Global Requirements for Professionalism, including the Ethics and Professionalism domain of the Standards when carrying out their duties. Led by the Chief Internal Auditor, the department comprised of 22 internal auditors as of 31 December 2025 performing audits across the KPJ Group. These auditors are divided into two (2) teams; Financial and Operational auditors, and Information Technology (“IT”) auditors.</p> <p>Resource adequacy is evaluated during the development of the annual Audit Plan and presented to the AC for approval. Any subsequent requirement for additional resources are also subject to AC approval.</p> <p>Details of the Chief Internal Auditor are disclosed within the Audit Committee Report section of the Integrated Annual Report 2025.</p> <p>The department prioritises continuous professional development, providing staff with various external and in-house training. These programs are designed to enhance their competencies in auditing, technical proficiency, leadership, data analytics, and personal growth.</p>
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.1

The Board ensures there is effective, transparent and regular communication with its stakeholders.

Application	: Applied
Explanation on application of the practice	<p>As a corporate entity, KPJ emphasizes transparency, fairness, timeliness, and accuracy of information, along with constant interaction, respect, and a commitment to mutual support, in line with good corporate governance practices. Maintaining transparency is imperative as it sustains trust and understanding in relationships.</p> <p>As part of the Group's commitment to promoting a high level of communication and transparency with the investment community, several measures are practiced:</p> <p>a) The Senior Management participates in investor briefing sessions periodically, particularly every quarter following the announcement of the Group's results and performance. Presentations are made, where appropriate, to explain the Group's strategies, performance, and major developments. However, any information that may be considered privileged material about the Group will be safeguarded until it has been announced to Bursa Malaysia Securities Berhad, as required by the MMLR.</p> <p>The Senior Management personnel involved in Investor Relations ("IR") activities during the period under review were:</p> <ul style="list-style-type: none">• Chin Keat Chyuan – PMD• Mohd Khairul Izzad Bin Mohammed Shamsudin – CFO <p>b) Shareholders and corporate investors engage directly with our Board and Senior Management during the AGM. At the meeting, the PMD presented a report on KPJ's performance for the year under review. Shareholders are provided ample time to raise their questions and concerns with the Chairman, PMD, and other Directors.</p> <p>c) In addition, the Group has established a website at http://www.kpjhealth.com.my, accessible to shareholders and stakeholders. The website features the Group's quarterly and annual results announcements, as well as mandatory announcements</p>

	<p>pursuant to MMLR, on the IR webpage. These announcements are posted immediately after being made on Bursa Securities' website.</p> <p>d) This website also sends out free alerts to investors who opt for this service, notifying them of any announcements by the Company to Bursa Securities. Shareholders and stakeholders are encouraged to channel their concerns to the IR team, whose contact and email address can be found at http://kpi.listedcompany.com/contact.html.</p> <p>e) To facilitate stakeholders' understanding of the Company's policies and governance, information about the Board of Directors, Executive Committee Members, and other corporate details are available under the "Corporate Profile" section. Additionally, documents related to Corporate Governance, Board Charter, and TOR of the respective Board Committees can be found under the "Corporate Governance" section for easy reference.</p>
Explanation for departure	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	
Timeframe	

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other’s objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.2

Large companies are encouraged to adopt integrated reporting based on a globally recognized framework.

Application	:	Applied
Explanation on application of the practice	:	Since financial year 2018, the Company has been publishing its Integrated Annual Report in accordance with the International Integrated Reporting Council (“IIRC”) framework.
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Shareholders are able to participate, engage the Board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.1

Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

Application	:	Applied
Explanation on application of the practice	:	<p>The Company dispatches the notice of its 32nd AGM to its shareholders more than 28 days before the AGM, which exceeds 21-day requirement under the Act. The notice for KPJ's 32nd AGM was issued on 28 April 2025, with the AGM scheduled for 26 June 2025.</p> <p>The additional time provides shareholders with the opportunity to make the necessary arrangements to attend and participate in person or through corporate representatives or proxies. It also allows shareholders to read the Integrated Annual Report, consider the proposed resolutions and make an informed decision in exercising their voting rights at the AGM.</p> <p>The notice was also published in a nationally circulated newspaper as required under the MMLR and is made available on the Company's website. The notice of AGM was published in English language.</p>
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Shareholders are able to participate, engage the Board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.2

All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

Application	:	Applied
Explanation on application of the practice	:	<p>The Company's 32nd AGM was held on 26 June 2025 at Level 8A, Menara KPJ, 238, Jalan Tun Razak, 50400 Kuala Lumpur, Malaysia. All KPJ Directors were present at the AGM, including the Chairpersons of the Board Committees, namely:</p> <ul style="list-style-type: none">• Dato' Mohd Redza Shah bin Abdul Wahid, Chairman of AC and WBC.• Encik Rozaini bin Mohd Sani, Chairman of RSGC.• Encik Khairuddin bin Jaflus, Chairman of TC.• Encik Hisham bin Zainal Mokhtar, Chairman of NRC and LTIP.• Encik Shamsul Anuar bin Abdul Majid, Chairman of IC. <p>In addition to the Directors, Senior Management and the auditor were also present at the meeting to provide necessary support during the AGM.</p> <p>The proceedings of the 32nd AGM included an overview of KPJ's ongoing transformation, highlighting the progress in clinical excellence, digital innovation, sustainability and talent development by the Chairman, followed by a presentation from the PMD covering KPJ's financial performance, growth plans and value-creation activities. The PMD also shared the Company's responses to questions submitted in advance by the Minority Shareholders Watch Group ("MSWG").</p> <p>Shareholders were given the opportunity to pose questions to the Board and Management during the AGM. In accordance with Paragraph 8.29A(1) of the MMLR, all resolutions in the AGM Notice were put to vote by poll using the Remote Participation and Voting facility provided by Tricor Investor & Issuing House Sdn Bhd. The online voting was open from the start and remained available until the close of voting.</p> <p>For the benefit of shareholders who could not attend the AGM, the presentation deck on KPJ's performance slides and the results of the voting on all the resolutions tables at the AGM were posted on the Company's website.</p>
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:	
Timeframe	:	

Intended Outcome

Shareholders are able to participate, engage the Board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.3

Listed companies should leverage technology to facilitate–

- Voting, including voting in absentia; and
- Remote shareholders' participation at general meetings.

Listed companies should also take the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats.

Application	:	Applied
Explanation on application of the practice	:	<p>The AGM in 2025 was conducted in a physical format in Malaysia, in accordance with paragraph 8.27A of the MMLR and following the announcement made by the Securities Commission Malaysia, which have mandated all public listed companies to hold their general meetings in either physical or hybrid format with effect from 1 March 2025.</p> <p>To facilitate the shareholders participation, shareholders were able to submit questions electronically via Tricor's TIIH Online platform at https://tiih.online before the AGM, which were addressed alongside on-site questions from attendees. Shareholders were able to exercise their votes in person or appoint a representative or proxy to attend and vote on their behalf. Electronic submission of proxy forms was facilitated through Tricor's TIIH Online platform at https://tiih.online. Detailed instructions and procedures for both physical participation and e-voting were provided in the Administrative Guide for the AGM.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Shareholders are able to participate, engage the Board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.4

The Chairman of the Board should ensure that general meetings support meaningful engagement between the Board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company's financial and non-financial performance as well as the company's long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.

Application	:	Applied
Explanation on application of the practice	:	<p>At the commencement of the 32nd AGM of the Company, the Chairman briefed the shareholders, corporate representatives and proxies present of their right to exercise their rights to vote and pose questions on the resolutions set out in the Notice of the 32nd AGM dated 28 April 2025.</p> <p>The Chairman provided an overview of KPJ's ongoing transformation, highlighting the progress in clinical excellence, digital innovation, sustainability and talent development by the Chairman, followed by a presentation from the PMD covering KPJ's financial performance, growth plans and value-creation activities. The PMD also shared the Company's responses to questions submitted in advance by the MSWG.</p> <p>All KPJ Directors, including Senior Management and auditors of the Company, were present at the AGM to provide responses to questions posed by the shareholders. During the AGM, shareholders participated actively, and all the questions were addressed by the PMD and the CFO.</p>
Explanation for departure	:	-
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Shareholders are able to participate, engage the Board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.5

The Board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the Board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.

Application	:	Not applicable – only physical general meetings were conducted in the financial year	
Explanation on application of the practice	:		
Explanation for departure	:	-	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Shareholders are able to participate, engage the Board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.6

Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application	: Applied
Explanation on application of the practice	: The Minutes of the 32 nd AGM was uploaded to KPJ's website within thirty (30) business days after the AGM.
Explanation for departure	: -
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	: