



CENGILD MEDICAL BERHAD

Registration No.: 202101004143 (1404442-P)
(Incorporated in Malaysia)

ANNUAL REPORT



ADVANCING HEALTHCARE



INSIDE THIS REPORT

Our mission

To provide top-class medical care in Gastrointestinal and Liver Diseases, as well as Obesity, through the skilled expertise of specialist doctors in an optimal outpatient and inpatient setting.

Our vision

To become the Center of Excellence for Gastrointestinal, Liver Diseases, and Obesity in Malaysia and internationally.

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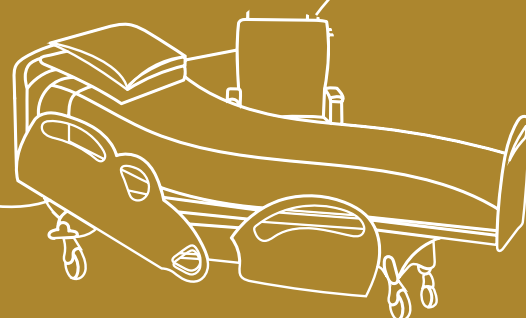
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COVER RATIONALE

Advancing Healthcare

The cover design of the Cengild Medical Berhad Annual Report 2025 reflects the organisation’s core mission of advancing healthcare with a strong focus on innovation, expertise, and patient well-being.

The bold typography of 2025 serves as the central element, symbolising progress and the future.

Embedding real-life medical imagery within the numbers conveys how Cengild’s journey and achievements are

deeply connected to healthcare advancements and human impact.

The selection of images (doctor–patient interaction, medical research, protective care, diagnostic technology, patient recovery) reflects the complete healthcare ecosystem—from prevention, diagnosis, and treatment to patient comfort and trust.

This communicates that the company’s growth is always anchored in people’s health and lives.



AT A GLANCE



GROUP REVENUE

RM80
MILLION

PROFIT BEFORE TAX

RM18
MILLION



NET PROFIT

RM11
MILLION

5th

ANNUAL GENERAL MEETING

VENUE

Nexus, Connexion Conference & Event Centre, Spectrum (Level 3A), Bangsar South City, No. 7 Jalan Kerinchi, 59200, Kuala Lumpur, Malaysia.

DATE AND TIME

Friday, 28 November 2025
3.00 p.m.



The digital version of Cengild Medical Berhad Annual Report 2025 is available on our website.

Go to

<https://cengild.com/financial-information/annual-reports/> or scan the QR code with your smartphone.

ABOUT US



ABOUT US

Commencing operations in October 2017 and founded by Dato' Dr. Tan Huck Joo, Late Emeritus Prof. Dato' Dr. Goh, Dr. Akhtar, Dr. Ong Siew Kuen and Dr. Ramesh with Dr. Mustafa Mohammed Taher joining subsequently. Cengild G.I. Medical Centre (CGI) is a dedicated healthcare provider specialising in the diagnosis and treatment of gastrointestinal and liver diseases, as well as obesity. CGI stands out as a unique healthcare facility in Malaysia and Asia, offering a focused range of services, including gastroenterology, hepatology, gastrointestinal surgery (covering upper gastrointestinal, hepatobiliary, pancreatic, colorectal surgery, and bariatric surgery) and chemotherapy. These services are complemented by a range of diagnostic tools, including interventional radiology, and are all led and provided by specialists in these fields who collaborate as a multidisciplinary team to deliver optimal care.

Located in the heart of Kuala Lumpur, CGI offers convenient transportation access and on-site hotel accommodation for patients from other parts of Malaysia and overseas.

This 36,588 sq. ft. medical centre boasts state-of-the-art facilities, featuring 36 licensed beds, 2 fully equipped operating theaters, 3 endoscopy suites, and advanced imaging equipment, including fibroscan, ultrasonography, CT scan, fluoroscopy, and angiography equipment for ERCPs and other procedures.

CGI not only provides comprehensive on-site laboratory services but also offers 24-hour accident and emergency care, health screenings, and more. Our mission is not only to deliver the highest quality treatment and care to our patients but also to provide tailored and suitable solutions for individuals dealing with gastrointestinal and liver diseases, as well as obesity.

OUR SERVICES

As one of Malaysia's leading centres for advanced gastrointestinal, liver diseases, and obesity care, we are dedicated to delivering exceptional healthcare and comprehensive medical treatments to our patients. With the expertise of our medical specialists and our experienced healthcare staff, patients can expect to receive the highest quality treatment and services in state-of-the-art facilities, all complemented by personalised consultations.

RADIOLOGY DEPARTMENT

Our Radiology Department is equipped with the latest diagnostic scans essential for your diagnostic needs.



OPERATING THEATRE

Our Operating Theatre is fully equipped with the latest cutting-edge technology, dedicated to minimally invasive procedures such as keyhole surgery and open surgery, manned by an experienced team.

LABORATORY

In our clinical laboratory, clinical pathology tests are conducted on specimens to gather information about a patient's health, aiding in the diagnosis, treatment, and prevention of diseases.



PHARMACY

Our pharmacy comprises a team of highly skilled professionals who prioritise your safety, ensuring that all processes related to medication selection, preparation, storage, compounding, and dispensing for our patients adhere to regulated standards.

MEDICAL SPECIALITIES

Comprising a team of dedicated Gastroenterologists & Hepatologists.



CORPORATE INFORMATION

BOARD OF
DIRECTORS**Dato' Dr. Tan Huck Joo**

Executive Chairman

Dr. Mohamed Akhtar Bin Mohamed Ditali Qureshi

Executive Director

Dr. Chong Su-Lin

Independent Non-Executive Director

Dr. Azrina Binti Abu Bakar

Independent Non-Executive Director

Dr. Eddy Yap Tat Hiung

Independent Non-Executive Director

**AUDIT AND RISK MANAGEMENT
COMMITTEE**

Dr. Eddy Yap Tat Hiung (Chairman)
 Dr. Chong Su-Lin (Member)
 Dr. Azrina Binti Abu Bakar (Member)

REMUNERATION COMMITTEE

Dr. Chong Su-Lin (Chairperson)
 Dr. Azrina Binti Abu Bakar (Member)
 Dr. Eddy Yap Tat Hiung (Member)

NOMINATING COMMITTEE

Dr. Azrina Binti Abu Bakar (Chairperson)
 Dr. Chong Su-Lin (Member)
 Dr. Eddy Yap Tat Hiung (Member)

**LONG TERM INCENTIVE PLAN
COMMITTEE**

Dr. Eddy Yap Tat Hiung (Chairman)
 Dr. Chong Su-Lin (Member)
 Dr. Azrina Binti Abu Bakar (Member)

CORPORATE INFORMATION

(CONT'D)



KEY SENIOR MANAGEMENT

Dr. Ramesh K Gurunathan
(Head of Department, General Surgery and Upper GIT)

Dr. Ong Siew Kuen
(Head of Department, Medicine and Endoscopy)

Dr. Mustafa Mohammed Taher
(Head of Department, Outpatient)

Ms. Stephanie Lee
(Group Chief Executive Officer)

Ms. Ava Wong
(Chief Financial Officer)

PRINCIPAL PLACE OF BUSINESS

Unit 2-3 & 2-4, Level 2
Nexus @ Bangsar South
No. 7, Jalan Kerinchi
59200 Kuala Lumpur
W.P Kuala Lumpur
Telephone No. : +603 2242 7000

REGISTERED OFFICE

Unit 30-01, Level 30, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
W.P Kuala Lumpur
Telephone No. : +603 2783 9191
Facsimile No. : +603 2783 9111
Email address : info@vistra.com

SHARE REGISTRAR

Tricor Investor & Issuing House Services Sdn Bhd

Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
W.P Kuala Lumpur
Telephone No. : +603 2783 9191
Email address : is.enquiry@vistra.com

AUDITORS

Messrs Crowe Malaysia PLT
201906000005 (LLP0018817-LCA) &
AF 1018
Level 16, Tower C, Megan Avenue II
12, Jalan Yap Kwan Seng
50450 Kuala Lumpur
W.P Kuala Lumpur
Telephone No. : +603 2788 9999

CORPORATE WEBSITE

<https://www.cengild.com>

COMPANY SECRETARIES

Ms. Wong Siew Yeen
(MAICSA 7018749)
(SSM PC No. 202008001471)

Mr. Tee Thiam Chai
(MAICSA 7066679)
(SSM PC No. 202008002297)

STOCK EXCHANGE

Stock Code : 0243
Category : HEALTH CARE

PRINCIPAL BANKER

RHB Bank Berhad

CORPORATE STRUCTURE

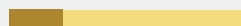
**CENGILD MEDICAL BERHAD**

Registration No.: 202101004143 (1404442-P)
(Incorporated in Malaysia)



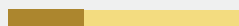
Cengild Sdn Bhd

25%



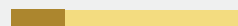
Cardiac Care Centre
Sdn Bhd

30%



Urohealth Sdn Bhd

25%



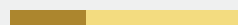
Curie Oncology KL
Sdn Bhd.

100%



Galen Primer Sdn Bhd
(Struck off on
28 July 2025)

30%



UNCKL Sdn Bhd
(Dormant)

CORPORATE MILESTONE

Our key achievements/milestones are as follows:

2017

- Commenced operations at Nexus @ Bangsar South, Kuala Lumpur with six (6) clinics, 10 inpatient beds, three (3) endoscopy rooms, one (1) operating theatre, radiology department, accident and emergency department, pharmacy, laboratory and central sterile supply department.



2018

- Expanded our services to include gastrointestinal related oncology and gynecology services.
- Become part of a corporate panel with insurance companies and third-party administrators.

2021

- Our services expanded to include cardiology and urology services.
- Added another operating theatre room (Total: 2 rooms) and three (3) clinics (Total: 10 clinics).
- Received the 'Bariatric Medical Centre of the Year in Asia Pacific' award from Global Health and Travel.



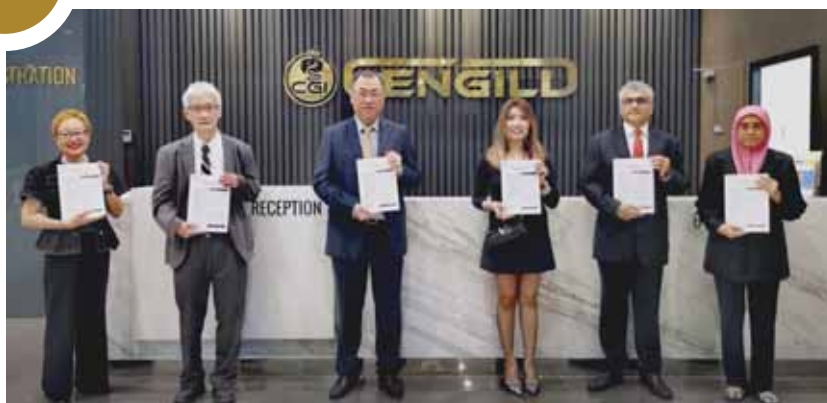
2020

- Participated in Covid-19 Vaccination Programme (PPV).

2019

- Our medical centre expanded where we added one (1) clinic (total: 7 clinics) and 10 inpatient beds (Total 20 beds).
- Received the 'Gastroenterology Service Provider of the Year in Asia Pacific' award from Global Health and Travel.
- Received the 'Malaysia Health and Wellness Brand Award 2019 – Private Hospital category' from Sin Chew Daily and Life Magazine.
- Become part of a corporate panel with IA International Assistance Sdn Bhd, which serves the Indonesian market to offer patients in Indonesia the opportunity to seek medical treatment in Malaysia.

2022



- Listed on the ACE of Market of Bursa Malaysia Securities Berhad.
- Received the 'Gastroenterology Service Provider of the Year in Asia Pacific' award from Global Health and Travel.
- Received the 'Bariatric Medical Centre of the Year in Asia Pacific' award from Global Health and Travel.

CORPORATE MILESTONE

(CONT'D)

2023



- Expanded our medical centre where we added eight (8) daycare beds.
- Become part of a hospital panel with PT Global Solusi Jakarta, Rumah Sakit Kalbu Intan Medika Kota Pangkalpinang, PT i-Care Jawa Timur, and MS Elite Global Sdn Bhd. This partnership serves the Indonesian market and offers patients in Indonesia the opportunity to seek medical treatment in Malaysia.



- Received the 'Gastroenterology Service Provider of the Year in Asia Pacific' award from Global Health and Travel.
- Received the 'Bariatric Medical Centre of the Year in Asia Pacific' award from Global Health and Travel.
- Received the 'Colorectal Service Provider of the Year in Asia Pacific' award from Global Health and Travel.
- Member of International Excellent Federation for Bariatric and Metabolic Surgery.
- Become Health Screening centre under Corporate Partnership Program with Anaika Collection Sdn Bhd, Brisk Supply Solutions Sdn Bhd, Ceeve Luxury Sdn Bhd, Envico Enterprise Sdn Bhd, Envico Travel Retail Sdn Bhd, Harum Aspirasi Sdn Bhd, Jesselton Duty Free Sdn Bhd, Luxitalia Sdn Bhd, Naresh Global Concepts Sdn Bhd, Ranesza Sdn Bhd, Swiss Watch Gallery Sdn Bhd, & Valiram Global Concepts Sdn Bhd
- Entered into a joint venture with Urohealth Sdn Bhd to expand our services, providing urology assessment and treatment.
- Entered into a joint venture with Curie KL Sdn Bhd and Oncocare Holdings Sdn Bhd to expand our services, providing oncology services.

CORPORATE MILESTONE (CONT'D)

2024



- In great respect and admiration for Late Emeritus Professor Dato' Dr. Goh Khean Lee's contributions to gastroenterology and hepatology in Malaysia, we recognised internally our Endoscopy Centre to K.L. Goh Centre as a tribute to his lasting influence and impact.
- Member of Malaysia Healthcare Travel Council
- Launching of Wellness Lounge
- Acquisition of a stratified property with a combined strata floor area of 100,442 sq ft with 182 carpark bays forming part of a purpose-built private medical centre.
- Received the 'Gastroenterology Service Provider of the Year in Asia Pacific' award from Global Health and Travel.
- Received the 'Bariatric Medical Centre of the Year in Asia Pacific' award from Global Health and Travel.
- Received the 'Colorectal Service Provider of the Year in Asia Pacific' award from Global Health and Travel.
- Received 'Medical Centre of the Year in Asia Pacific 2024' award from Global Health and Travel.



2025



- First in Malaysia to introduce ENAD, an advanced AI endoscopy software from Korea to support our specialists during endoscopy, analysing images in real time to highlight even the smallest or hidden polyps that could be missed by the human eye.
- Embarked on The Great Journey with Great Eastern
- Become part of the SMART panel of hospitals under AIA Malaysia.
- Received the 'Value-Based Hospital of the Year in Asia Pacific' award from Global Health and Travel.
- Received the 'Gastroenterology Service Provider of the Year in Asia Pacific' award from Global Health and Travel.



CHAIRMAN'S STATEMENT

“ DEAR STAKEHOLDERS,

We also broadened access through partnerships. In May 2025, we deepened our collaboration with Great Eastern & Great Eastern Takaful in managing escalating healthcare cost to a wider community of policyholders. Shortly after the close of the financial year, we were honoured to be included in the AIA Malaysia SMART Panel, reflecting continued recognition of the quality of care we deliver.”

CHAIRMAN'S STATEMENT

On behalf of the Board of Directors, I am pleased to present the Chairman's Statement for the financial year ended 30 June 2025. This has been a year of resilience and progress for Cengild Medical Berhad ("Cengild" or "Group"), during which we upheld our commitment to excellence in specialist healthcare while navigating an increasingly complex industry environment.

Our achievements this year reflect not only the strength of our strategy but, more importantly, the trust of our patients and the dedication of our people. It is this combination of trust and commitment that has allowed us to advance with confidence, even in challenging times.

A YEAR OF PROGRESS AND PURPOSE

The year under review brought meaningful milestones that strengthened both our clinical capabilities and our identity as a Group. At the heart of these achievements was innovation. Cengild G.I. Medical Centre became the first in Malaysia to introduce AI-powered endoscopy (ENAD), a technology already used in leading hospitals in Korea and Singapore. For our patients, this is more than just technology — it is the reassurance that even the smallest signs of disease have a better chance of being detected, and the comfort that their care is supported by advanced tools comparable to those used in leading hospitals.

We also broadened access through partnerships. In May 2025, we deepened our collaboration with Great Eastern & Great Eastern Takaful in managing escalating healthcare cost to a wider community of policyholders. Shortly after the close of the financial year, we were honoured to be included in the AIA Malaysia SMART Panel, reflecting continued recognition of the quality of care we deliver.

Our efforts were further affirmed through regional recognition from Global Health and Travel, which named us a *Value-Based Hospital* and awarded us *Gastroenterology Service Provider of the Year in Asia Pacific*. In parallel, we began a journey to refresh our corporate identity, introducing a new logo that symbolises growth and transformation as we prepare for the Group's next stage of expansion.



These achievements are especially meaningful given the realities of Malaysia's healthcare industry, which faced considerable pressures in 2025.

NAVIGATING A CHANGING HEALTHCARE LANDSCAPE

The healthcare sector during the year was marked by rising costs, regulatory shifts and tighter scrutiny from insurers. Affordability became a pressing issue as premiums increased and reimbursement processes grew more complex. Meanwhile, new compliance requirements — including e-invoicing and drug price transparency, as well as the scheduled implementation of Sales and Service Tax for non-Malaysian citizens from July 2025 — signalled a stronger push for accountability across the sector. These pressures were compounded by the shortage of healthcare professionals, a challenge felt across the industry,

CHAIRMAN'S STATEMENT

(CONT'D)

and by the burden of medical cost inflation on patients with critical illnesses. Yet even in this environment, the growing demand for specialist care reminded us that when people face health challenges, they turn to providers they trust. For Cengild, this trust is both a responsibility and a call to continue innovating.

TURNING CHALLENGES INTO OPPORTUNITIES

In response, we anchored our efforts on three priorities: strengthening efficiency, advancing medical excellence and broadening access to care.

We reinforced efficiency by sharpening operational discipline and adopting digital solutions that improved both productivity and affordability. At the same time, we advanced medical excellence by expanding centres of specialisation and embedding new technologies that support earlier diagnosis and more effective treatments.

We also recognised that healthcare is delivered by people, not just systems. To that end, we invested in retaining skilled professionals and in mentoring programmes that nurture the next generation of consultants. These efforts help ensure that the culture of excellence at Cengild continues to grow.



DATO' DR. TAN HUCK JOO

Executive Chairman and
Medical Director

HIGHLIGHTS 2025

REVENUE

RM80mil

PROFIT AFTER TAX

RM11mil

CHAIRMAN'S STATEMENT

(CONT'D)



Beyond our immediate operations, we extended our reach through insurer partnerships and medical tourism initiatives in regional markets. In doing so, we have strengthened our revenue base and expanded our ability to serve a more diverse patient population with care that remains both affordable and of high quality.

Together, these initiatives underscore our commitment to building a resilient and forward-looking organisation that seeks to turn challenges into opportunities for lasting growth.

STRONG RESULTS, STRENGTHENED FOUNDATIONS

Our disciplined execution translated into a year of commendable growth. Group revenue rose by almost 20% to RM80.0 million, while profit before tax increased by approximately 8% to RM18.0 million. These results reflect the strength of our business model and the trust placed in us.

Patient volumes continued to grow across inpatient, outpatient and surgical cases, while daycare services expanded significantly compared to the previous year. Each of these numbers represents a patient who has chosen Cengild for their care – a responsibility we hold with humility and gratitude.

In line with our goal of delivering balanced value, we declared total dividends of 0.97 sen per share during the year, reaffirming our commitment to reward shareholders as we continue to invest for future growth.

HEALTHCARE WITH HEART

At the same time, the Group recognises that true progress is measured not only in financial terms but also in the value we create for our patients, shareholders and the wider community.

During the year, we improved the patient journey at Cengild G.I. Medical Centre by introducing priority counters to reduce waiting times and make care more accessible. We also lent our voice to national health priorities through an anti-smoking campaign officiated by the Minister of Youth and Sports, YB Hannah Yeoh, reinforcing our role in advocating for healthier choices among youth.

These initiatives remind us that healthcare is ultimately about people, about earning trust, encouraging prevention and staying connected with the communities we serve. This approach ensures that our growth continues to carry meaning and purpose beyond financial performance.

CHAIRMAN'S STATEMENT

(CONT'D)



LOOKING ONWARD WITH PURPOSE

Looking ahead, we are preparing for one of the most transformative milestones in our journey: the opening of our new hospital in 2026. Located close to our current site, the new facility will mark our evolution from a boutique gastroenterology centre into a comprehensive specialist hospital, with expanded capabilities and capacity to serve a growing number of patients.

This development will allow us to strengthen cancer and cardiovascular care, two areas of urgent need, while creating an integrated ecosystem that simplifies patient journeys across diagnostics, treatment and follow-up. Our goal is to establish Cengild as a trusted reference point for specialist care in Malaysia and the wider region.

At the same time, we will remain grounded in the principles that have carried us thus far: efficiency, innovation and discipline. Even as we expand, we strive to balance ambition with prudence, ensuring that growth is both sustainable and inclusive.

WITH GRATITUDE TO THOSE WHO MADE IT POSSIBLE

On behalf of the Board, I extend my deepest gratitude to our consultants, management and staff. Their unwavering commitment has been central to every achievement we celebrate today, and it is their compassion and professionalism that define the Cengild experience for patients.

To our patients, shareholders and partners, we thank you for your trust and support. It is your confidence that inspires us to serve better, grow stronger and aim higher.

As we move towards the opening of our new hospital and the next stage of our journey, we remain guided by a clear mission: to advance medical excellence, expand access to specialist care, and create lasting value for all our stakeholders.

Sincerely,
Dato' Dr. Tan Huck Joo
 Executive Chairman

BOARD OF DIRECTORS



**DATO' DR. TAN
HUCK JOO**

Executive Chairman and Medical
Director



**DR. MOHAMED
AKHTAR BIN
MOHAMED DITALI
QURESHI**

Executive Director,
Head of Medical Advisory Board and
Head of Department, Colorectal Surgery,
Operating Theatre and Central Sterile
Supply Department



**DR. CHONG
SU-LIN**

Independent Non-Executive Director

BOARD OF DIRECTORS

(CONT'D)



**DR. AZRINA BINTI
ABU BAKAR**

Independent Non-Executive Director

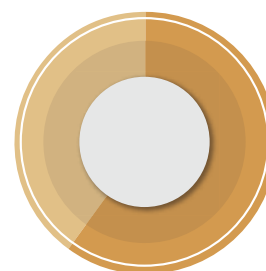


**DR. EDDY YAP TAT
HIUNG**

Independent Non-Executive Director

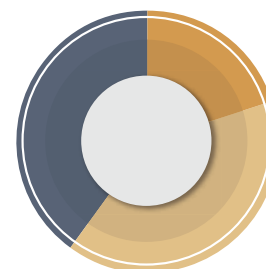
Our Board at A Glance

COMPOSITION



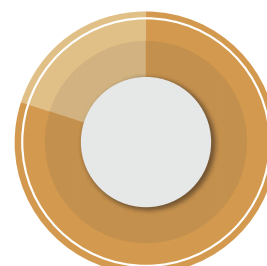
■ Independent Non-Executive Director: 3
■ Executive Director: 2

AGES



■ < 51 Years Old : 2
■ 51-60 Years Old : 1
■ > 60 Years Old : 2

LENGTH OF TENURE



■ > 3 Years : 4
■ < 3 Years : 1

PROFILE OF DIRECTORS



DATO' DR. TAN HUCK JOO

Executive Chairman and Medical Director

Date of Appointment
3 February 2021 and 1 May 2021

Length of Tenure as Director:
> 3 years

Nationality / Gender / Aged
Malaysian / Male / 57

Dato' Dr. Tan Huck Joo ("**Dato' Dr. Tan**") is the Executive Chairman of the Company and Medical Director of the Group's medical centre. He was appointed as the Executive Chairman and Medical Director on 3 February 2021 and 1 May 2021 respectively.

Dato' Dr. Tan graduated with a Bachelor of Medicine and Surgery (Bachelor of Medicine, Bachelor of Surgery, Bachelor in the Art of Obstetrics) from University College Dublin, National University of Ireland and subsequently received his doctorate degree in Gastroenterology & Hepatology from the same university. He received his postgraduate training in the United Kingdom and he is currently a member of the Royal College of Physicians (United Kingdom), a fellow of the Royal College of Physicians (London), the Royal College of Physicians of Edinburgh and the Royal College of Physicians and Surgeons of Glasgow, a fellow of the Academy of Medicine, Malaysia, a fellow of the American College of Gastroenterology and a fellow of the American Society for Gastrointestinal Endoscopy.

Dato' Dr. Tan was a council member of the National Specialist Register for gastroenterology and hepatology for many years. He was the Chairman of the Network Committee, Asia Pacific Association of Gastroenterology ("**APAGE**") and the Chairman of Awards Committee, APAGE. He was the President of the Malaysian Society of Gastroenterology and Hepatology (MSGH) from 2009 to 2010 and Secretary General of the Organizing Committee of the Asia Pacific Digestive Week 2010. Dato' Dr.

Tan sits in the Editorial Board of the Journal of Gastroenterology & Hepatology and World Journal of Gastroenterology. Dato' Dr. Tan was one of the expert panellists of the Asia Pacific Consensus Guidelines for the management of Helicobacter pylori in 2008. He was also the Chairman of the Malaysian Society of Gastroenterology and Hepatology - National Heart Association Malaysia Working Party Statement for antiplatelet therapy in the prevention of bleeding peptic ulcer disease. Dato' Dr. Tan has been the Scientific Chairman for the annual scientific meeting of the Malaysian Society of Gastroenterology and Hepatology from 2007 to 2017.

Dato' Dr. Tan, together with five other founding doctors set up the Group's medical centre in October 2017.

Dato' Dr. Tan does not hold any directorship in other public companies and listed issuer in Malaysia. He has no family relationship with any Director and/or major shareholder of the Company. The recurrent related party transactions entered had been disclosed in the Circular to Shareholders and the shareholders' mandate was obtained at the Annual General Meeting. He has no conviction for any offences (other than traffic offences, if any) within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year.

PROFILE OF DIRECTORS

(CONT'D)



DR. MOHAMED AKHTAR BIN MOHAMED DITALI QURESHI

Executive Director, Head of Medical Advisory Board and Head of Department, Colorectal Surgery, Operating Theatre and Central Sterile Supply Department

Date of Appointment
**4 May 2021, 1 May 2021 and
1 July 2023**

Length of Tenure as Director:
> 3 years

Nationality / Gender / Aged
Malaysian / Male / 64

Dr. Mohamed Akhtar Bin Mohamed Ditali Qureshi ("**Dr. Qureshi**") is the Executive Director, Head of Medical Advisory Board and Head of Department, Colorectal Surgery, Operating Theatre and Central Sterile Supply Department of the Group's medical centre. He was appointed as the Executive Director, Head of Medical Advisory Board, and Head of Department, Colorectal Surgery, Operating Theatre and Central Sterile Supply Department on 4 May 2021, 1 May 2021 and 1 July 2023 respectively.

He graduated with a Bachelor of Medicine, Bachelor of Surgery and Bachelor of Obstetrics from the Royal College of Surgeons in Ireland and was awarded a Licentiate in Medicine and Obstetrics of the Royal College of Physicians of Ireland in 1987. He subsequently obtained a Bachelor of Science and Master of Surgery from the National University of Ireland, Ireland.

Dr. Qureshi is a fellow of the Royal College of Surgeons (Ireland), a fellow of the Royal College of Surgeons England (United Kingdom) and a fellow of the Royal College of Surgeons of England (General Surgery) (United Kingdom). He is also a fellow of the International College of Surgeons (United Kingdom Chapter), a fellow of the Association of Surgeons (United Kingdom) and a fellow of the Academy of Medicine of Malaysia. He was a member of the editorial board of Malaysian Journal, a member of the College of Surgeons of Malaysia, a member of the Malaysian Medical Association, and a member of the Malaysian Society of Colorectal Surgeons. He also served as a member, president and committee member of the

Malaysian Society of Gastroenterology and Hepatology.

Dr. Qureshi began his medical practise in 1987 to 1996 at various hospitals in Ireland and England before returning to Malaysia as a lecturer/ associate professor in colorectal and general surgery at Universiti Kebangsaan Malaysia, Malaysia. He was later appointed as professor of surgery at International Medical University (IMU). Subsequently, he joined Sunway Medical Centre as a consultant in General and Colorectal Surgeon.

Dr. Qureshi does not hold any directorship in other public companies and listed issuer in Malaysia. He has no family relationship with any Director and/or major shareholder of the Company. The recurrent related party transactions entered into had been disclosed in the Circular to shareholders and the shareholders' mandate was obtained at the Annual General Meeting. He has no conviction for any offences (other than traffic offences, if any) within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year.

PROFILE OF DIRECTORS

(CONT'D)



DR. CHONG SU-LIN

Independent Non-Executive Director

Date of Appointment
4 May 2021

Length of Tenure as Director:
> 3 years

Nationality / Gender / Aged
Malaysian / Female / 65

Dr. Chong Su-Lin ("**Dr. Chong**") is an Independent Non-Executive Director of the Company and she was appointed on 4 May 2021. She is the Chairman of the Remuneration Committee and a member of the Audit and Risk Management Committee, Nominating Committee and Long Term Incentive Plan Committee.

She is a graduate of the Royal Free School of Medicine, University of London (currently known as UCL Medical School, University of London). She subsequently obtained a Master of Business Administration ("**MBA**") at London Business School, University of London, United Kingdom in 1992.

Dr. Chong began her career in 1984 with the National Health Service in the United Kingdom as a medical practitioner. Having obtained her MBA, she joined Cambridge Pharma Consultancy Ltd as a management consultant of 'pharmaco-economics', conducting analyses of clinical trial research on active pharmaceutical compounds, especially in oncology, for health economic modelling and justification for drug inclusion in European Union countries' drug reimbursement.

Upon her return to Malaysia in 1995, Dr. Chong joined Subang Jaya Medical Centre as a management trainee, and was subsequently promoted to the role of Director of Ancillary Services in 1996. Since then she has been CEO of Sunway Medical Centre, CEO of Prince Court Medical Centre, Executive Director of Beacon Specialist Hospital as well as CEO of the Healthcare arm of the International Medical University.

Dr. Chong was the Lab leader for the healthcare National Key Economic Areas ("**NKEA**") blueprint planning by the Malaysian Government in 2010, and more recently a member of the task force appointed by the Minister of Health to look into workplace culture in the Ministry of Health hospitals.

Dr. Chong is an independent non-executive director of AIA Berhad and ECRI and Chairperson of Naluri Life Sdn Bhd. In 2025 she was appointed to the Investment Committee of TVM Capital Healthcare, a private equity company. She is also the Honorary Diocesan Secretary of the Anglican Diocese of West Malaysia.

Dr. Chong does not hold any executive directorships in any public companies and listed issuers in Malaysia. She has no family relationship with any Director and/or major shareholder of the Company. She has no conflict of interest with the Group. She has no conviction for any offences (other than traffic offences, if any) within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year.

PROFILE OF DIRECTORS

(CONT'D)



DR. AZRINA BINTI ABU BAKAR

Independent Non-Executive Director

Date of Appointment
4 May 2021

Length of Tenure as Director:
> 3 years

Nationality / Gender / Aged
Malaysian / Female / 50

Dr. Azrina Binti Abu Bakar ("**Dr. Azrina**") is an Independent Non-Executive Director of the Company, and she was appointed on 4 May 2021. She is the Chairman of the Nominating Committee and a member of the Audit and Risk Management Committee, Remuneration Committee and Long-Term Incentive Plan Committee.

She graduated from Universiti Sains Malaysia, Malaysia with a Bachelor of Medicine and subsequently obtained a Master of Surgery from the Universiti Kebangsaan Malaysia, Malaysia. She is also a founding member of the Malaysian Upper Gastrointestinal Surgical Society since its inception in 2013.

She began her career in 1999 as a houseman in Sarawak General Hospital in Kuching. She moved on to become a medical officer attached to Miri Hospital, Sarawak and Tuanku Ja'afar Hospital in Seremban, Negeri Sembilan. While in Tuanku Ja'afar Hospital, she started her four-year-out campus Master's program under Universiti Kebangsaan Malaysia and was attached to Kuala Lumpur Hospital, Hospital Canselor Tuanku Muhriz (formerly known as Hospital Universiti Kebangsaan Malaysia) and Tunku Ja'afar Hospital in Seremban as medical officer as part of the Master program.

Upon completing her Master program, she joined Tuanku Ampuan Najihah Hospital in Kuala Pilah, Negeri Sembilan as a specialist leading the general surgery department. She left in 2009 and joined Tuanku Ja'afar Hospital in Seremban for post graduate study (a fellowship program) as a specialist in training for the upper gastrointestinal surgeries where she worked as a general surgeon and training in training for the upper gastrointestinal surgery.

In 2011, she joined the Prince of Wales Hospital in Shatin, Hong Kong as a fellow as part of her upper gastrointestinal training. She returned to Malaysia in 2012 and was attached to Tuanku Ja'afar Hospital in Seremban as a specialist in the general and upper gastrointestinal division in the surgical department. In 2018, she joined Sunway Medical Centre as a specialist in the general and upper gastrointestinal surgery.

Dr. Azrina does not hold executive directorship in any public companies and listed issuers in Malaysia. She has no family relationship with any Director and/or major shareholder of the Company. She has no conflict of interest with the Group. She has no conviction for any offences (other than traffic offences, if any) within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year.

PROFILE OF DIRECTORS

(CONT'D)



DR. EDDY YAP TAT HIUNG

Independent Non-Executive Director

Date of Appointment
2 January 2025

Length of Tenure as Director:
< 3 years

Nationality / Gender / Aged
Malaysian / Male / 50

Dr. Eddy Yap Tat Hiung ("**Dr. Eddy**") is the Chairman of the Audit and Risk Management Committee and Long-Term Incentive Plan Committee, and a member of the Nominating and Remuneration Committees.

He is a Chartered Accountant of the Malaysian Institute of Accountants (MIA), ASEAN Chartered Professional Accountant (ASEAN CPA), Fellow of the Association of Chartered Certified Accountants (ACCA, UK), Certified Internal Auditor of the Institute of Internal Auditors (IIA, US), Chartered Member of The Institute of Internal Auditors Malaysia (IIAM), Fellow of the Malaysian Institute of Management (MIM), and a Life Member of the Institute of Corporate Directors Malaysia (ICDM). Dr. Eddy also holds a Doctor of Philosophy (PhD) in Finance from Universiti Kuala Lumpur, Master of Business Administration (MBA) from Heriot-Watt University, and Bachelor of Science in Economics (Hons) from the University of London.

As Founder and Managing Consultant of CONDUCTIVITI Business Advisory Sdn Bhd, he leads professional engagements in strategic, risk, and financial consulting for public sector organisations – including government agencies, government-linked investment companies (GLICs) and government-linked companies (GLCs) – as well as public listed entities and mid-to large-sized corporates. The firm has contributed to governance improvements, strategic enhancements, and process optimisations across diverse industries.

He is an Accredited Trainer and facilitator on professional practices, business acumen, and personal development for regulatory and professional bodies, and regularly conducts programmes and courses on governance, leadership, finance, strategy, and risk management for Board members, C-suite executives, senior management, and professional audiences. He is also a Technical Writer that has contributed to various national policy documents and international publications.

Academically, Dr. Eddy serves as an Associate Professor at the University of Wollongong Malaysia, is a visiting professor to various institutions of higher learning, and acts as an external examiner for doctoral programmes. He was appointed an ELITE Fellow of Universiti Malaya in recognition of his contributions to the accounting and finance profession and business community.

Dr. Eddy does not hold executive directorship in any public companies and listed issuers in Malaysia. He has no family relationship with any Director and/or major shareholder of the Company. He has no conflict of interest with the Group. He has no conviction for any offences (other than traffic offences, if any) within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year.

KEY SENIOR MANAGEMENT

1

**DR. RAMESH K
GURUNATHAN**Head of Department,
General Surgery and
Upper GIT

2

**DR. ONG SIEW
KUEN**Head of Department,
Medicine and
Endoscopy

3

**DR. MUSTAFA
MOHAMMED
TAHER**Head of Department,
Outpatient

4

STEPHANIE LEEGroup Chief
Executive Officer

5

AVA WONGChief Financial
Officer

PROFILE OF KEY SENIOR MANAGEMENT

DR. RAMESH K GURUNATHAN

HEAD OF DEPARTMENT, GENERAL SURGERY AND UPPER GIT

Age / Gender / Nationality / Date Appointed

58 / MALE / MALAYSIAN / 1 MAY 2021

Dr Ramesh K Gurunathan (**"Dr. Ramesh"**) joined the Group in 2017 as consultant in general, upper gastrointestinal and obesity surgeon. He was appointed as the Head of Department, General Surgery and Upper GIT for the Group's medical centre on 1 May 2021. He is responsible for the strategic direction of the General Surgery and Upper GIT Department as well as for the development and implementation of adequate policies and procedures for the Department.

He graduated from Mangalore University, India with a Bachelor of Medicine and Bachelor of Surgery and subsequently obtained a Master of Surgery from Hospital Universiti Kebangsaan Malaysia (currently known as Hospital Canselor Tuanku Muhriz).

He obtained his fellowship from the Royal College of Surgeons in Ireland and is a member of the Academy of Medicine of Malaysia and College of Surgeons. He is a member of the

Malaysian Society of Gastroenterology and Hepatology and has served as president and committee member for various terms. He is also a member of the Malaysian Upper Gastrointestinal Surgical Society and a member of the International Society of Diseases of Esophagus, Canada.

Dr. Ramesh began his career with the Ministry of Health in 1993 where he was placed in Kuala Lumpur General Hospital as a house officer and was posted to Queen Elizabeth Hospital in Kota Kinabalu, Sabah as a medical officer. In 1997, he joined Hospital Kebangsaan Malaysia (currently known as Hospital Canselor Tuanku Muhriz) in the same year as a Master of Surgery in general surgery.

Subsequently, he joined Malacca General Hospital as a specialist in the general surgery and subsequently was transferred to Tuanku Ja'afar Hospital in Seremban, Negeri Sembilan as a consultant in general surgery. In 2005,

he took a sabbatical from his duties in Tuanku Ja'afar Hospital. During his sabbatical, he joined the Queen Alexandra Hospital, United Kingdom as a clinical fellow as part of his overseas training. He returned to Malaysia in 2006 and resumed his position with Tuanku Ja'afar Hospital. In 2010, he joined Sunway Medical Centre as a resident consultant in general, upper gastrointestinal and obesity surgeon, a position he holds until today.

Dr. Ramesh does not hold directorship in any public companies and listed issuers in Malaysia. He has no family relationship with any Director and/or major shareholder of the Company. He has no conflict of interest with the Group. He has no conviction for any offences (other than traffic offences, if any) within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year.

DR. ONG SIEW KUEN

HEAD OF DEPARTMENT, MEDICINE AND ENDOSCOPY

Age / Gender / Nationality / Date Appointed

57 / FEMALE / MALAYSIAN / 1 MAY 2021 AND 1 JULY 2023

Dr. Ong Siew Kuen (**"Dr. Ong"**) joined in 2017 as a consultant in gastroenterology and hepatology. She was appointed as the Head of Department, Medicine and Head of Department, Endoscopy for the Group's medical centre on 1 May 2021 and 1 July 2023 respectively. She is responsible for the strategic direction, development and implementation of adequate policies and procedures of the Medical and Endoscopy departments.

She graduated from University College Dublin, National University of Ireland in Ireland with a Bachelor of Medicine, Bachelor of Surgery and Bachelor of Obstetrics. She is also a member of the Malaysian Society of Gastroenterology and Hepatology since 2004.

She began her career as an intern in Our Lady's Hospital in Cashel, Ireland and

Mater Misericordiae Hospital (currently known as Mater Misericordiae University Hospital) in Dublin. Upon completion, she become a senior house officer in several discipline in hospitals in Ireland such as St. Columcille's Hospital, St. Michael's Hospital and Lough County Hospital. She was also a medical registrar in St. Vincent's Hospital (currently known as St Vincent's University Hospital) and Our Lady's Hospital in Drogheda, Ireland. During her time at Our Lady's Hospital, she also acted as a medical tutor at the Royal College of Surgeons, Ireland.

She returned to Malaysia in 1997 and was placed at Ipoh General Hospital as a specialist where she was responsible for care of patients. She was later transferred to the Kuala Lumpur General Hospital as a gastroenterologist. Subsequently, she joined Taman Desa Medical Centre as a

consultant in gastroenterology and hepatology and later moved on to join Sunway Medical Centre as a resident consultant in gastroenterology and hepatology, where she still practices today.

Dr. Ong does not hold directorship in any public companies and listed issuers in Malaysia. She has no family relationship with any Director and/or major shareholder of the Company. She has no conflict of interest with the Group. She has no conviction for any offences (other than traffic offences, if any) within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year.

PROFILE OF KEY SENIOR MANAGEMENT

(CONT'D)

DR. MUSTAFA MOHAMMED TAHER

HEAD OF DEPARTMENT, OUTPATIENT

Age / Gender / Nationality / Date Appointed

48 / MALE / IRAQI AND MALAYSIAN / 1 MAY 2021

Dr. Mustafa Mohammed Taher ("**Dr. Mustafa**") joined the Group in 2019 as consultant general, upper gastrointestinal and obesity surgeon and was appointed as the Head of Department, Outpatient of the Group's medical centre on 1 May 2021. He is responsible for the strategic direction of the outpatient department as well as for the development and implementation of adequate policies and procedures for the outpatient department.

Dr. Mustafa graduated from the College of Medicine, Baghdad, University in Baghdad, Iraq with a Bachelor of Medicine and Bachelor of Surgery. He subsequently obtained a Master of Surgery and Master of Upper Gastro-Intestinal & Bariatric Surgery from the Universiti Kebangsaan Malaysia.

He is a member of the Parenteral and Enteral Nutrition Society of Malaysia, Malaysian Upper Gastrointestinal Surgical Society, Malaysia Metabolic & Bariatric Surgical Society, the International Federation for the Surgery of Obesity and Metabolic Disorders, International Excellence Federation for Bariatric and Metabolic Surgery as well as the Society of Endoscopic and Laparoscopic of Surgery Malaysia. Further, he is also a fellow of the Fellowship of Upper Gastro-Intestinal and Bariatric Division of Hospital Universiti Kebangsaan Malaysia (currently known as Hospital Canselor Tuanku Muhriz).

He began his career in 2000 with the Ministry of Health of Iraq as a medical officer in General Medicine and Surgery. He thereafter began his employment in Malaysia in 2008 with the Hospital Universiti Kebangsaan Malaysia

(currently known as Hospital Canselor Tunku Muhriz), as a general surgeon as part of his Master of General Surgery Training and was subsequently promoted to the position of consultant general surgeon, upper gastrointestinal and obesity surgeon.

Dr. Mustafa does not hold directorship in public companies and listed issuers in Malaysia. He has no family relationship with any Director and/or major shareholder of the Company. He has no conflict of interest with the Group. He has no conviction for any offences (other than traffic offences, if any) within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year.

STEPHANIE LEE WAI FERN

GROUP CHIEF EXECUTIVE OFFICER

Age / Gender / Nationality / Date Appointed

49 / FEMALE / MALAYSIAN / 1 NOVEMBER 2024

Stephanie Lee Wai Fern ("**Ms. Stephanie**") is the Group Chief Executive Officer of the Group and she was appointed on 1 November 2024. She is responsible in the planning, monitoring, managing direction, and coordinating day-to-day business operations of the medical centre and to ensure compliance of the relevant regulations by the regulatory bodies such as the renewal of the licenses and approvals required for the operation of the medical centre as well as the implementation of the hospital policies and procedures set by the Medical Director. She is also involved in working with key management staff in planning and managing internal control standard practices and procedures.

Ms. Stephanie obtained her professional qualification via ACCA. She began her career in 2001 at Loh Guan Lye Specialists Centre as a Senior Manager.

She later joined AIC Display Sdn Bhd as the Finance, Human Resource, and Administration Manager before moving to Syarikat Bekalan Air Selangor Sdn Bhd in 2005 as Finance Manager.

Subsequently, Ms. Stephanie continued her career in the healthcare sector, serving as Senior Finance Manager at Pantai Cheras Medical Centre and later as Director of Finance at Sunway Medical Centre for five years. She then assumed the role of Chief Financial Officer at SMRT Holdings Berhad, followed by her appointment as Chief Operating Officer at Island Hospital until 2022. Most recently, she served as the Chief Executive Officer of Sunway Medical Centre Penang.

With extensive experience in the healthcare industry, Ms. Stephanie has developed deep expertise in formulating and implementing both short- and long-

term strategies to enhance operational effectiveness and efficiency. She is actively involved in policy formulation and review to strengthen internal controls, streamline workflows, and improve service delivery for better organizational outcomes.

Ms. Stephanie does not hold directorship in any public companies and listed issuers in Malaysia. She has no family relationship with any Director and/or major shareholder of the Company. She has no conflict of interest with the Group. She has no conviction for any offences (other than traffic offences, if any) within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year.

PROFILE OF KEY SENIOR MANAGEMENT

(CONT'D)

AVA WONG SUIK HAE

CHIEF FINANCIAL OFFICER

Age / Gender / Nationality / Date Appointed

43 / FEMALE / MALAYSIAN / 15 AUGUST 2025

Ava Wong Suik Hae ("**Ms. Ava**") joined the the Group in August 2025 as Chief Financial Officer of Cengild Sdn. Bhd. She is responsible for overseeing the company's overall financial management, including strategic financial planning, budgeting, risk management, and regulatory compliance. She works closely with the leadership team to ensure sound financial governance and supports the organization's growth and operational sustainability.

Ms. Ava is a member of Certified Practising Accountants Australia and also member of the Malaysian Institute of Accountants (MIA). She began her professional career with audit firms in 2006, where she gained foundational experience in audit, taxation, and financial reporting. Her early career exposure provided a strong grounding in accounting standards, statutory

compliance, and corporate financial management.

She subsequently joined Columbia Asia Group, serving in several capacities between 2009 and 2013, including Business Analyst and Finance Manager. In these roles, she was involved in the implementation and standardization of financial systems across hospitals in Malaysia and Vietnam. Her responsibilities included system setup, process documentation, and financial reporting – all of which strengthened operational efficiency and data consistency across multiple facilities.

From 2014 to 2019, Ms. Ava held the position of Head of Finance at Assunta Hospital.

She later joined Gleneagles Hospital Kuala Lumpur in July 2019 as Financial Controller, a position she held until

August 2025. In this role, she oversaw the hospital's financial management and operations, including Financial Services, Credit Control, Material Store, Front Office, and Business Office. She played a key role in financial reporting, internal controls, and cost efficiency initiatives, supporting informed decision-making across the organization.

Ms. Ava does not hold directorship in any public companies and listed issuers in Malaysia. She has no family relationship with any Director and/or major shareholder of the Company. She has no conflict of interest with the Group. She has no conviction for any offences (other than traffic offences, if any) within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year.

FINANCIAL HIGHLIGHTS



Financial Year Ended 30 June ("FYE")	2021 ⁽¹⁾ RM'000	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Statements of Profit or Loss					
Revenue	63,470	64,442	70,280	66,818	79,995
Gross Profit	26,679	26,051	30,725	31,069	36,874
Listing expenses	711	1,274	-	-	-
Special Issue expenses	-	-	151	-	-
Profit before tax ("PBT")	13,469	12,114	17,382	16,732	18,007
Net profit after tax for the year ("PAT")	10,005	9,391	13,288	11,078	11,057
Net profit attributable to owners of the Company	10,005	9,391	13,288	11,078	11,057
Adjusted Net Profit Attributable to Owners of the Company (excluding listing expenses)	10,716	10,665	13,439	11,078	11,057
Statements of Financial Position					
Total equity attributable to owners of the Company	13,778	92,950	106,108	111,297	114,455
Total assets	45,977	119,544	131,729	132,443	180,489
Cash and bank balances, deposits with financial institution	6,398	86,390	98,308	89,538	84,438
Bank borrowings	2,018	-	-	-	42,819
Financial ratios					
Basic earnings per share ("EPS") (sen)	1.67 ⁽¹⁾	1.46 ⁽²⁾	1.62 ⁽³⁾	1.33 ⁽⁴⁾	1.33 ⁽⁵⁾
Net assets per share (sen)	2.30 ⁽¹⁾	14.43 ⁽²⁾	12.95 ⁽³⁾	13.36 ⁽⁴⁾	13.74 ⁽⁵⁾
Current ratio (times)	1.16	8.04	9.32	6.73	4.91
Gross profit margin (%)	42.00	40.40	43.70	46.50	46.10
PBT margin (%)	21.20	18.80	24.70	25.04	22.51
PAT margin (%)	15.80	14.60	18.90	16.58	13.82

NOTES:

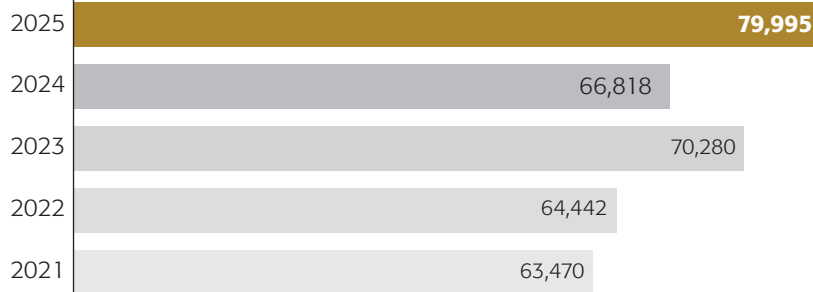
- (1) Computed based on the issued share capital of 600,000,000 ordinary shares after the completion of acquisition but prior to the IPO.
- (2) Computed based on the weighted average number of issued share capital of 600,000,000 ordinary shares after the completion of acquisition but before the IPO and 818,800,000 ordinary shares after the completion of the IPO.
- (3) Based on the weighted average number of issued share capital of 819,265,886 ordinary shares.
- (4) Computed based on the weighted average number of issued share capital of 832,910,812.
- (5) Computed based on the weighted average number of issued share capital of 832,912,600.

FINANCIAL HIGHLIGHTS

(CONT'D)

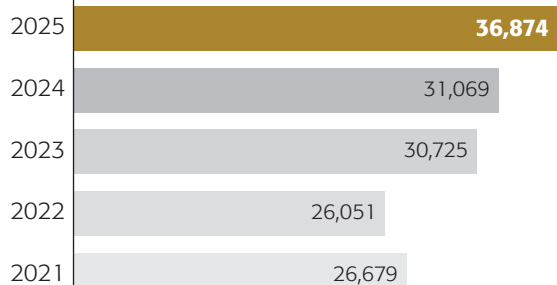
REVENUE
(RM'000)

79,995



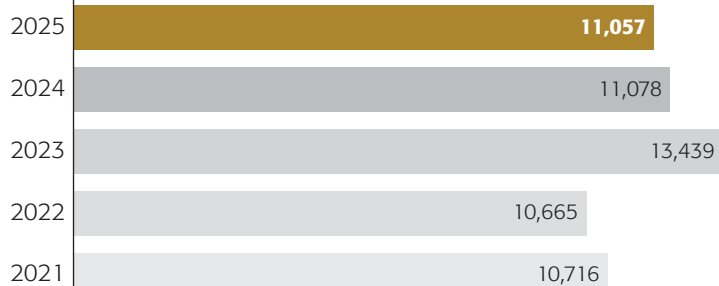
GROSS PROFIT
(RM'000)

36,874



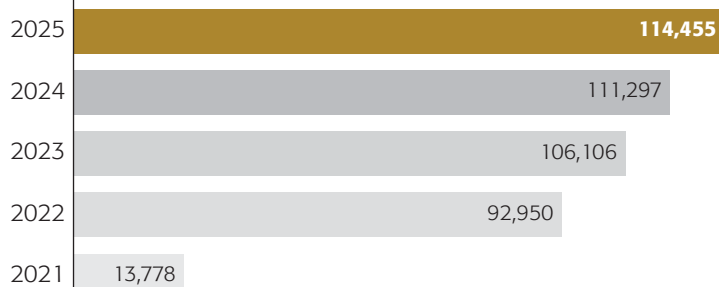
ADJUSTED PAT
(RM'000)

11,057



TOTAL EQUITY
(RM'000)

114,455



MANAGEMENT'S DISCUSSION AND ANALYSIS

MANAGEMENT OVERVIEW

For the financial year ended 30 June 2025 ("FYE2025"), Cengild Medical Berhad ("Cengild" or "Group") recorded steady operational and financial progress supported by disciplined execution, targeted investments and continued enhancement of clinical capabilities. The Group maintained its focus on specialist healthcare in gastrointestinal, liver and obesity management, with growth underpinned by higher inpatient and surgical volumes.



Innovation remained a key performance driver. The introduction of AI-powered endoscopy (ENAD) and the Endoscopic Sleeve Gastroplasty (ESG) procedure during the year broadened the Group's diagnostic and treatment portfolio within its core specialities. These technologies enhanced procedural accuracy, improved workflow efficiency, and strengthened Cengild's capability in minimally invasive and technology-enabled care.

Access to care also widened during the year. In May 2025, the Group was appointed as The Great Journey preferred partner under Great Eastern's Great Journey programme. This collaboration enables Great Eastern medical card holders to receive hassle free hospitality, with benefits such as waivers on admission deposits, priority access and other streamlined services for a more efficient patient experience. Subsequent to the financial year end, Cengild became part of the AIA SMART Panel of hospitals in August 2025. Through this partnership, AIA members benefit from a more seamless and convenient healthcare experience. These developments expanded the Group's referral base and reinforced its insurer network.

Operational improvements translated into solid financial outcomes. Group revenue increased by 19.7% to RM80.0 million, supported by a rise in inpatient and surgical cases, while profit before tax grew 7.6% to RM18.0 million. The completion of facility upgrades and the expansion of daycare capacity contributed to higher patient throughput and resource utilisation.

Building on this momentum and in line with the Group's focus on core specialities, management also undertook portfolio rationalisation during the year. On 30 June 2025, the Company disposed of its entire equity interest in CGI Primary Care Sdn Bhd, which operated several polyclinics under the Group. The disposal enables Cengild to streamline its structure and allocate resources more effectively towards its specialist healthcare business.

The Group also continued to gain external recognition for clinical quality. Cengild G.I. Medical Centre received two regional awards from Global Health and Travel — Gastroenterology Service Provider of the Year in Asia-Pacific and Value-Based Hospital of the Year in Asia-Pacific — acknowledging its operational standards and clinical outcomes.

OPERATING ENVIRONMENT

Malaysia's healthcare landscape in 2025 continued to evolve amid cost pressures, regulatory changes and rising expectations for quality and transparency. For private healthcare providers, these developments required heightened operational discipline and careful cost management to sustain margins while maintaining service accessibility.

MANAGEMENT'S DISCUSSION AND ANALYSIS

(CONT'D)

“

These efforts are aimed at improving process efficiency, supporting data-driven decision-making and ensuring a more seamless, reliable experience for patients and staff.

”



The year saw a series of regulatory measures that reshaped business operations industry-wide. The implementation of e-invoicing on 1 January 2025 and mandatory drug-price display from 1 April 2025 increased compliance requirements and administrative complexity. In addition, the extension of the Sales and Service Tax (SST) to non-Malaysian patients, which took effect shortly after the financial year end on 1 July 2025, further heightened scrutiny on hospital billing structures and underscored the need for transparency in pricing and documentation.

At the same time, the private insurance environment tightened, with insurers imposing stricter pre-authorisation processes, ceiling-price arrangements and more granular audits of inpatient charges. While such controls moderated sectoral price growth, they also reduced flexibility in service pricing and lengthened reimbursement cycles. For Cengild, this environment reinforced the importance of efficiency and outcome-based value — both areas in which the Group continued to perform effectively through digital process optimisation and resource planning.

The broader macro context remained challenging. Medical cost inflation, particularly in imported pharmaceuticals and consumables, placed pressure on operating costs. Concurrently, the industry-wide shortage of qualified healthcare professionals, including specialists and nurses, intensified competition for talent and elevated payroll costs. The Group responded through continuous engagement and recruitment programmes to ensure adequate staffing levels and sustain service quality.

Despite these headwinds, Malaysia's private healthcare sector continued to experience steady demand for specialist treatments and growing medical-tourism interest. Cengild remains positioned to respond to this demand through insurer partnerships and sustained investment in medical technology.

GROUP FINANCIAL PERFORMANCE

Cengild recorded year-on-year growth in financial performance for FYE2025, supported by disciplined execution, operational efficiency improvements and expanded service capacity. Revenue increased in line with higher inpatient and surgical volumes, further strengthened by the full-year contribution from renovated facilities that improved patient throughput and supported a more varied clinical portfolio.

Consolidated Results

Metric	FYE2024 (RM million)	FYE2025 (RM million)	YoY Change
Group Revenue	66.8	80.0	+19.7%
Consultant Services	22.1	25.4	+15.0%
Medical Management Services	44.7	54.6	+22.1%
Gross Profit	31.1	36.9	+18.7%
Gross Profit Margin	46.5%	46.1%	-0.4%
Profit Before Tax	16.7	18.0	+7.6%

MANAGEMENT'S DISCUSSION AND ANALYSIS

(CONT'D)

Performance Analysis

Revenue

Total group revenue increased by RM13.2 million, driven primarily by growth in the Medical Management Services segment, which contributed approximately 68% of consolidated revenue. The increase reflected higher patient volumes across inpatient, outpatient and daycare services. In particular, inpatient admissions rose 31%, and surgeries increased 38%. Consultant Services also recorded a 15% increase in revenue, supported by stronger case volumes and the introduction of new procedures such as the Endoscopic Sleeve Gastropasty.

Profitability

Group gross profit increased by RM5.8 million (+18.7%) to RM36.9 million, maintaining a healthy gross margin of 46.1% (2024: 46.5%). The marginal decline in margin reflected higher drugs and consumables costs associated with increased patient load, partly offset by productivity gains from workflow optimisation and improved resource utilisation.

Earnings

Profit before tax rose 7.6% to RM18.0 million, supported by higher revenue and prudent cost management. The Group continued to invest in workforce development and information systems while maintaining disciplined control over procurement and overheads.

Segment Contribution

- **Medical Management Services** remained the main revenue generator (RM54.6 million or 68% of total).
- **Consultant Services** accounted for RM25.4 million (32% of total).

Together, these segments provided a balanced mix of recurring inpatient revenue and higher-margin specialist services.

Cash Flow and Liquidity

Operations generated sufficient internal cash to fund working-capital needs and partial progress payments for the new hospital project. A term-loan facility of up to RM85.5 million was secured to finance ongoing capital expenditure while maintaining financial flexibility.

Overall, the Group closed FYE2025 with strengthened fundamentals, demonstrating resilience in a cost-pressured environment and positioning Cengild for sustained growth as it transitions to its next phase of expansion.

DIVIDEND AND SHAREHOLDER RETURNS

The Group remains committed to delivering sustainable returns to shareholders while balancing reinvestment for future growth. Cengild declared total dividends amounting to 0.97 sen per ordinary share for FYE2025, comprising the following:

Payment Date	Dividend (per share)	Amount (RM million)
27 September 2024	0.37 sen	3.08
28 February 2025	0.60 sen	5.00

The aggregate payout of RM8.08 million reflects the Group's solid cash flow and prudent capital management. Dividend distributions were made fully in single-tier form, exempt from Malaysian income tax.

The Board will continue to evaluate dividend payments based on profitability, cash flow, capital requirements and projected investment commitments, ensuring a balanced approach to shareholder value creation and long-term growth funding.

MANAGEMENT'S DISCUSSION AND ANALYSIS

(CONT'D)

SEGMENTAL & OPERATIONAL REVIEW

Cengild's operations continued to advance in breadth, efficiency and technological sophistication throughout FYE2025. Growth was supported by higher patient throughput, new clinical offerings and strengthened multidisciplinary collaboration. The Group maintained two primary revenue streams – Consultant Services and Medical Management Services – both of which benefited from the enhanced capacity of its upgraded facilities and the expanding expertise of its clinical teams.

Medical Management Services

Medical Management Services remained the Group's primary growth engine, accounting for roughly two-thirds of total revenue. The segment benefitted from sustained demand for inpatient and surgical services, coupled with the successful integration of new medical technologies.

Key operational highlights include:

- **Facility utilisation and efficiency** – operational performance improved considerably following completion of renovation and expansion works, enabling higher patient throughput across inpatient wards and daycare units. The enhanced layout and workflow design contributed to shorter turnover times and greater service availability.
- **Advancement in clinical technology** – the Group became the first in Malaysia to introduce AI-powered endoscopy, a system that supports real-time image analysis during procedures to enhance polyp detection and diagnostic accuracy. Together with the launch of the Endoscopic Sleeve Gastropasty – a minimally invasive, non-surgical weight-management treatment – these innovations increased the Group's volume of specialist gastrointestinal procedures and enhanced service efficiency.
- **Diagnostic and allied services** – expanded radiology capacity (CT, ultrasound, fluoroscopy and angiography) and pharmacy operations that support integrated, same-day treatment planning.
- **Collaborations** – the Group's joint-venture partners, Urohealth Sdn Bhd and Curie Oncology KL Sdn Bhd, continued to broaden service scope in urology and oncology, contributing to the Group's multi-disciplinary ecosystem.

The division's improved efficiency and broadened clinical scope allowed it to meet the increasing demand for comprehensive, one-stop specialist care while maintaining high standards of safety and service delivery.

Consultant Services

Consultant Services remained integral to the Group's performance, contributing approximately one-third of total revenue (see GROUP FINANCIAL PERFORMANCE). The division continued to attract a strong patient base through the reputation of its experienced specialists in gastroenterology and hepatology, complemented by targeted recruitment of additional consultants and surgeons in line with the Group's future hospital expansion.

Consultant Services also strengthened interdisciplinary cooperation across gastroenterology, urology, oncology, cardiology and gynaecology, ensuring more comprehensive care plans for complex cases. These developments enhanced clinical outcomes while reinforcing Cengild's role as a leading provider in digestive-related care.

Nursing and Clinical Support Services

Cengild's nursing and clinical-support teams remained the cornerstone of patient care. The Group maintained strict compliance with Ministry of Health nurse-to-patient ratios and recorded zero serious reportable incidents during the year.

Focused training programmes, including post-basic qualifications in intensive care, operating-theatre management and infection control, continued to strengthen technical competency and readiness. Engagement with local universities under the nursing-student sponsorship programme expanded, ensuring a sustainable talent pipeline for future operations.

The broader clinical-support network – covering radiology, pharmacy, and medical-records management – played a pivotal role in coordinating multidisciplinary care and supporting consultants in delivering accurate diagnoses, efficient treatment pathways and enhanced patient experiences.

MANAGEMENT'S DISCUSSION AND ANALYSIS

(CONT'D)

CAPITAL EXPENDITURE & MAJOR PROJECTS

Cengild continued to invest strategically in infrastructure and equipment to strengthen its long-term capacity and ensure readiness for the next phase of expansion. The Group's principal capital commitment during FYE2025 centred on the development of its new purpose-built specialist hospital in Kuala Lumpur, alongside ongoing upgrades to its existing facilities.

New Hospital Development

During the year, the Group continued to make progress on the development of its new purpose-built specialist hospital, located approximately 400 metres from the current facility. The project involves the acquisition and construction of a stratified property with a combined net floor area of about 100,442 square feet and at least 182 carpark bays, forming part of a private medical centre. The total cash consideration for the acquisition amounts to approximately RM122.3 million.

As of 30 June 2025:

- Progress payment: RM61.2 million, representing approximately 50% of the total building cost, has been made.
- Regulatory milestones: Pre-Establishment Approval was obtained on 22 January 2024, followed by Provisional Approval (Borang 1A) on 30 June 2025.
- Construction and fit-out works are on track for completion by the first half of 2026.

The new hospital is designed to more than double the space of the current facility and will house key departments such as Endoscopy, Radiology, Intensive Care Units, High Dependency Units, Operating Theatres, Inpatient Wards, Cardiac Catheterization Laboratory, and a Central Sterile Services Department. Planned acquisitions include MRI and PET-CT systems, diagnostic X-ray and ultrasound devices, operating pendants, hospital beds and endoscopy equipment, enabling the Group to offer an expanded range of specialised treatments.

Financing and Capital Structure

To finance this expansion, the Group secured a term-loan facility of up to RM85.5 million. This loan complements internally generated funds, ensuring sufficient liquidity for project commitments while maintaining a healthy balance sheet position.

The project expenditure aligns with the Group's capital-management strategy to invest in sustainable, income-generating assets that enhance future revenue capacity.

Ongoing Investments and Upgrades

Beyond the new hospital development, Cengild continued to invest in facility upgrades and digital infrastructure at its current medical centre. These include:

- Venture into integrated digitalization to streamline administrative workflows and improve resource utilisation.
- Explore teleconsultation and mobile-application platforms to enhance patient convenience in scheduling, billing and access to medical records.
- Review existing processes to strengthen the integration of the Electronic Medical Records system, enhancing data accuracy and patient information management.
- Replacement and maintenance of medical equipment to ensure compliance with the latest regulatory standards and to improve diagnostic precision.
- Refurbishment of treatment areas and patient wards to optimise patient flow and operational efficiency.

These capital projects collectively underpin the Group's readiness for operational scalability, improved clinical efficiency and sustained service excellence.

MANAGEMENT'S DISCUSSION AND ANALYSIS

(CONT'D)

HUMAN CAPITAL AND ORGANISATIONAL CAPABILITY

Cengild's people remain central to the Group's operational excellence and service quality. The emphasis during FYE2025 was on workforce stability, competency development and employee engagement, ensuring adequate organisational capacity ahead of the new hospital's operational commencement.

Workforce Profile

Subsequent to the financial year end, headcount increased to 151 employees in August 2025, representing a 5.6% rise from 143 employees in December 2024. The increase reflects targeted recruitment to support rising patient volumes and to build staffing pipelines for the upcoming hospital.

The overall workforce composition remained stable at 81% female and 19% male, with a strong representation of clinical professionals across nursing and allied-health roles. Contract or temporary staff accounted for less than 1% of total employment. Employee turnover totalled 41 personnel (3 senior management, 4 management, 7 executive and 27 non-executive positions), broadly consistent with industry norms for the healthcare sector. The Group recorded zero work-related fatalities and maintained a lost-time incident rate of 0.86, reflecting its continued focus on workplace safety and compliance.

Training and Professional Development

Continuous learning remained a strategic priority, with nearly three-quarters of employees participating in internal and external training programmes that collectively accounted for approximately 2,083 hours of structured learning during the year. Courses covered clinical skills, leadership, infection control, emergency response and sustainability reporting awareness.

The Group also emphasised career progression and succession planning, promoting 24 employees during the year. To strengthen its long-term nursing pipeline, Cengild expanded its student-sponsorship programme, supporting eight students from Lincoln University and one from International Medical College in 2025. Two earlier scholarship recipients completed their studies and have since joined the workforce.

Employee Engagement and Well-being

Regular engagement initiatives fostered cohesion and morale. Key events included the Annual Dinner (17 January 2025), Hari Raya Celebration (11 April 2025) and Nurses Day Appreciation (9 May 2025). The Social and Sports Club, managed primarily by non-managerial staff, continued to serve as a platform for feedback and collaboration, bridging communication between employees and management.

Health and wellness remained integral to employee support. Medical benefits cover outpatient, inpatient, dental and optical care for employees and dependants, complemented by hepatitis screening and immunisation for clinical personnel. Additional programmes such as the perfect-attendance reward, referral incentives and symbolic festive recognitions reinforced the Group's culture of appreciation.

Organisational Preparedness

To sustain operational continuity, the Group continued to review manpower planning, talent retention and leadership-succession pipelines in anticipation of the new hospital's commissioning. Recruitment of additional consultants, nursing managers and allied-health professionals is underway to ensure adequate expertise for the expanded facility.

Collectively, these human-capital initiatives strengthen organisational resilience and ensure that Cengild remains well-equipped to deliver high-quality, patient-centred care in its next phase of growth.

MANAGEMENT'S DISCUSSION AND ANALYSIS

(CONT'D)

RISK MANAGEMENT AND MITIGATION

Cengild maintains a proactive risk-management framework designed to identify, assess and mitigate potential factors that could affect its operational continuity, financial performance or reputation. During FYE2025, management continued to monitor both internal and external risks, with mitigation measures embedded in daily operations and strategic planning.

The following table summarises the principal risks identified during the year, and the actions undertaken to manage them:

Risk Category	Description and Impact	Mitigation Measures
Regulatory and Licensing Risk	The Group's core operations are governed by stringent healthcare regulations, including licensing restrictions that define permitted medical specialities. Any delay in approvals for new services or facilities could affect revenue expansion.	Continuous engagement with the Ministry of Health; dedicated compliance monitoring; early submission of applications for new or renewed approvals; periodic internal audits to ensure adherence to the Private Healthcare Facilities and Services Act 1998.
Operational and Capacity Risk	Current facilities are operating near full capacity, which may limit patient intake and constrain growth until the new hospital is completed.	Construction of a purpose-built hospital is now underway, with progress and financing milestones monitored by management; phased recruitment and resource allocation to maintain service levels during transition.
Cost and Pricing Pressure	Inflation in medical consumables and tighter insurance reimbursement controls could compress margins.	Lean-management initiatives to reduce overheads; centralised procurement of consumables; ongoing dialogue with insurers to develop value-based or bundled payment models.
Talent Retention and Workforce Risk	Competition for qualified consultants and nurses remains intense across Malaysia's private healthcare sector, posing potential service-continuity risks.	Competitive remuneration and incentive schemes; long-term recruitment pipeline through nursing-student sponsorships; mentoring and succession programmes for key clinical roles.
Cybersecurity and Data Integrity Risk	Increased reliance on the Electronic Medical Records system heightens exposure to data-security breaches or system disruptions.	Regular system penetration testing; off-site data-backup and server replication; strict user-access controls; exploration of dedicated cybersecurity insurance coverage.

The Group's Board and Audit and Risk Management Committee receive periodic updates on these and other emerging risks. This structured approach ensures that Cengild remains resilient and responsive to the dynamic healthcare environment while safeguarding stakeholder interests.

MANAGEMENT'S DISCUSSION AND ANALYSIS

(CONT'D)

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These efforts are aimed at improving process efficiency, supporting data-driven decision-making and ensuring a more seamless, reliable experience for patients and staff.

”

OUTLOOK AND STRATEGIC PRIORITIES

The Group enters the new financial year with a strong operational base, supported by stable demand for specialist healthcare and a clear roadmap for sustainable expansion. Management's focus will centre on operational readiness for the new hospital, diversification of clinical services, and continued efficiency improvements to protect margins in an increasingly regulated market environment.

Operational Readiness

Construction of the new specialist hospital in Kuala Lumpur is progressing on schedule, with completion and operational readiness targeted for the third quarter of 2026. Over the coming year, management will focus on project execution, including equipment procurement, facility fit-out and phased recruitment. Process alignment and systems integration are also being refined to ensure business continuity and operational efficiency during the transition.

Expansion of Clinical Services

The Group plans to broaden its specialty portfolio by incorporating comprehensive cardiology and thoracic services, complementing its existing strengths in gastroenterology and hepatology. These additions are scheduled for implementation during the commissioning phase of the new hospital and are expected to enhance service breadth, case-mix diversity and patient retention.

Digital and Operational Efficiency

Cengild will build on the digital systems implemented in FYE2025, focusing on optimising integration, strengthening data analytics and enhancing cybersecurity. These efforts are aimed at improving process efficiency, supporting data-driven decision-making and ensuring a more seamless, reliable experience for patients and staff.

Market Opportunities and Partnerships

Management will focus on deepening collaborations with both domestic and international insurers to secure stable patient inflows and predictable reimbursement cycles. The Group is also working with the Malaysia Healthcare Travel Council to increase participation in national medical tourism initiatives and promotional platforms. Beyond Malaysia, Cengild is assessing market opportunities in Oman, Guangzhou, and Indonesia to attract higher-value international cases and diversify revenue sources.

Strategic Focus

Across all initiatives, Cengild will continue to emphasise cost rationalisation, clinical governance, and prudent capital management. Strategic priorities for the next financial year include maintaining operational discipline, optimising resource utilisation, and advancing technology integration to enhance efficiency and profitability. These measures are expected to position the Group for steady, sustainable growth as it transitions toward a multi-specialty hospital model.

SUSTAINABILITY STATEMENT

**Cengild Medical Berhad
("Cengild" or "Group") is
proud to present the
Sustainability Statement for
the financial year ended 30
June 2025.**

THREE MAIN FOCUS

Economic
SustainabilityEnvironment
SustainabilitySocial
Sustainability

ABOUT THIS STATEMENT

Cengild Medical Berhad ("Cengild" or "Group") is pleased to present its Sustainability Statement ("Statement") for the financial year ended 30 June 2025 ("FYE2025").

This Statement reflects our continued commitment to integrating sustainability into every aspect of our operations — from how we deliver patient care to how we manage people, resources and the environment. It outlines our efforts, progress and future direction in managing the economic, environmental, social and governance ("ESG") aspects that shape our long-term growth.

Through this report, we aim to provide stakeholders with a transparent and balanced view of our sustainability performance, including how we align our business priorities with the United Nations Sustainable Development Goals ("UNSDGs").

Ultimately, sustainability for Cengild is more than compliance; it is about creating enduring value for our patients, employees, shareholders and communities.



SUSTAINABILITY APPROACH

As a responsible and forward-looking healthcare group, Cengild's sustainability approach is based on the pillars of economic, environmental and social ("EES") which form the main pillar of sustainability.

We recognise that sustainability is not an adjunct to our operations but an integral part of how we deliver quality care, build resilient teams and create value for our stakeholders. Guided by the principles of EES responsibility — and underpinned by strong governance — we embed sustainability into our strategy, decision-making and day-to-day management.

Our approach focuses on:

- Integrating ESG factors into operational and business planning.
- Promoting ethical, transparent and responsible practices across the Group.
- Building awareness and accountability among our people through regular training, seminars and workshops.
- Strengthening collaboration with our stakeholders — from patients and employees to suppliers, regulators and communities.

SUSTAINABILITY STATEMENT

(CONT'D)

Through these efforts, we aim to foster a culture where sustainability is not a separate initiative but a shared mindset that guides how we work, care and grow together.

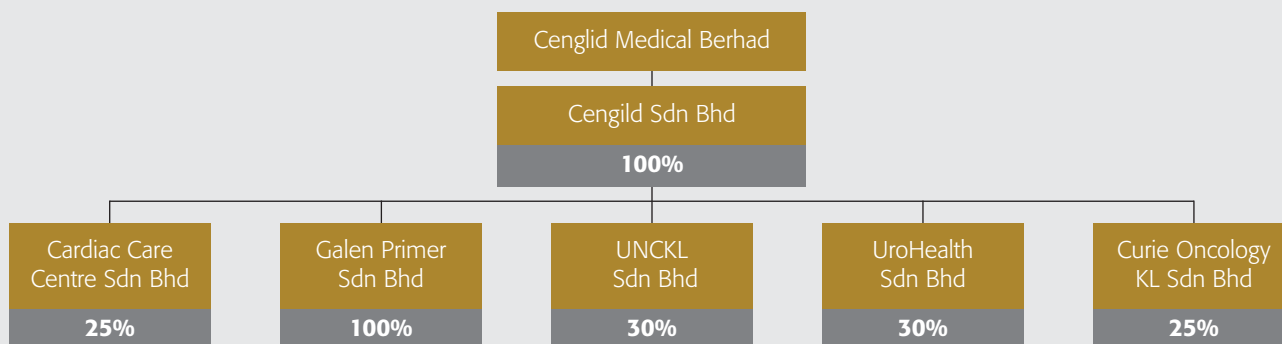


REPORTING SCOPE

This Statement covers the activities and performance of Cengild for FYE2025. It reflects the initiatives and outcomes across our key operations, with the aim of providing stakeholders with a clear view of our progress and priorities in sustainability.

Our reporting scope focuses on areas most relevant to our business and stakeholders, consistent with our commitment to transparency and accountability in disclosing our sustainability performance.

The Group's reporting boundary encompasses Cengild and its subsidiaries, as illustrated in the diagram below:



REPORTING FRAMEWORK

This statement adheres to ACE Listing Requirements of Bursa Malaysia Securities Berhad, Sustainability Reporting Guide ("SRG"). The SRG, is guided by Global Reporting Initiative ("GRI") Standards, serves as the foundation for our sustainability reporting.

Our disclosures also align with the UNSDGs, underscoring our contribution to the global sustainability agenda.

Compliance with relevant regulations and legislation is an integral part of our decision-making and risk management processes. More than a reporting requirement, it reflects our belief that sound governance and responsible practices are essential to sustaining long-term growth.



ASSURANCE STATEMENT

All information presented in this Statement has been reviewed and approved by the Senior Management within the Group and the Board of Directors ("Board"). To enhance the integrity of our disclosures, an internal audit and gap analysis were conducted by the appointed internal auditor. This process helps ensure the accuracy, consistency and reliability of the data reported, giving stakeholders confidence in the transparency of our sustainability performance.

The Board retains overall responsibility for the Group's sustainability direction and is supported by Management in monitoring progress and ensuring alignment with our business strategy.



FORWARD-LOOKING STATEMENTS

This Statement may contain forward-looking information based on the Group's current expectations and plans regarding its sustainability goals and initiatives. While such statements represent our aspirations, actual outcomes may differ due to external factors beyond our control.

We remain committed to continual improvement and to updating our stakeholders on significant developments as we advance on our sustainability journey.

SUSTAINABILITY STATEMENT

(CONT'D)



SUSTAINABILITY GOVERNANCE STRUCTURE

Cengild believes that strong governance is the foundation of sustainable growth. Our approach to sustainability is guided by a clear governance structure that ensures accountability, transparency and consistent oversight across all levels of the organisation.

The Board holds ultimate responsibility for the Group's sustainability agenda. It provides direction on strategic priorities, approves relevant policies and monitors performance against the Group's sustainability goals. The Board's oversight reflects our belief that sustainability is not a separate initiative, but a shared responsibility embedded within our corporate strategy and culture.

To support the Board in these responsibilities, the Group Chief Executive Officer ("GCEO") oversees the implementation of sustainability-related strategies and risk management measures. The GCEO is assisted by the Senior Manager of Total Quality Management, who acts as the designated lead for sustainability within the Group. This role includes coordinating, facilitating and monitoring the integration of sustainability initiatives across departments, ensuring that objectives remain aligned with both business and stakeholder priorities.

Sustainability-related matters are discussed regularly at management and Board meetings, ensuring that material issues receive appropriate attention. The Group's sustainability progress is reviewed quarterly by the Board, fostering continuous improvement and enabling timely responses to emerging challenges and opportunities.

Through this structured approach, we strengthen our ability to make informed decisions that balance performance with responsibility, ensuring that sustainability remains a core part of how we lead, grow and deliver value.

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The Group's sustainability progress is reviewed quarterly by the Board, fostering continuous improvement and enabling timely responses to emerging challenges and opportunities.

”



POLICY FRAMEWORK AND ETHICAL GOVERNANCE

Cengild's sustainability governance is supported by a suite of policies and frameworks that guide ethical conduct, compliance and accountability across all levels of the organisation. These policies articulate our commitment to responsible business practices and transparency.

Key policies include:

- **Code of Ethical Conduct and Conflicts of Interest** – sets out the standards of integrity and professionalism expected of all employees and directors.
- **Policy for Anti-Bribery and Corruption** – reinforces our zero-tolerance stance towards bribery and corruption in any form.
- **Policy for Whistleblowing** – provides a secure and confidential channel for reporting concerns about unethical behaviour or non-compliance.
- **Hospital Environmental Policy** – governs responsible waste management and resource efficiency within our operations.
- **Patient Safety, Quality and Clinical Governance Framework** – ensures adherence to the Private Healthcare Act 1998 and the Malaysian Society for Quality in Health 6th Edition Accreditation Standards.

Together, these policies form the backbone of Cengild's governance system, ensuring that sustainability principles are embedded in decision-making, operational controls and stakeholder engagement. These policies are available on our corporate website for public reference.



STAKEHOLDER ENGAGEMENT

Sustaining long-term value begins with understanding the people and partners who shape our business. At Cengild, we recognise that our progress is deeply connected to the trust and collaboration of those we serve and work alongside – our patients, employees, consultants, suppliers, regulators, shareholders and the wider community.

SUSTAINABILITY STATEMENT

(CONT'D)

Regular and meaningful engagement allows us to identify what matters most to our stakeholders and to respond with actions that strengthen these relationships. Through both formal and informal channels, we listen, exchange feedback and align our priorities with stakeholder expectations while balancing business needs and social responsibility.

Our aim is to ensure that every stakeholder group experiences tangible benefits from our operations, whether through quality care, rewarding careers, responsible partnerships or contributions to the community. This ongoing dialogue also informs our materiality assessments, helping us refine our sustainability priorities and report on issues that matter most.

Stakeholder Groups and Engagement Channels

Stakeholder Group	Key Areas of Interest	Engagement Channel
Employees (including consultants, medical staff and nurses)	• Safe and conducive workplace • Career growth and continuous learning • Recognition and fair rewards • Employee satisfaction and wellbeing	• Townhalls • Training programmes • Performance reviews • Staff surveys • Direct feedback through the grievance mechanism
Patients and Customers	• Quality of care and patient safety • Compliance with medical standards and certifications • Patient and customer satisfaction	• Patient satisfaction surveys • Feedback forms • Counselling channels • Visits and consultations • Direct feedback through grievance mechanism
Suppliers and Service Providers	• Transparent procurement practices • Ethical conduct and safety compliance • Quality and performance evaluation • Adherence to Group standards	• Supplier evaluations • Audits • Regular meetings • Site visits
Regulators	• Regulatory compliance • Approvals and permits • Occupational safety and health • Environmental management and compliance	• Inspections • Audits • Training sessions • Dialogue meetings
Shareholders and Investors	• Sustainable growth and long-term value creation • Governance • Transparency and risk management • ESG-compliant practices • Board diversity • Succession planning	• Annual General Meeting • Analyst briefings • Media releases • Bursa announcements • Annual Report
Community	• Corporate social responsibility (CSR) • Employment opportunities • participation in community health and education initiatives	• CSR programmes • Public health campaigns • School collaborations • Volunteer activities
Media	• Financial reporting • Transparency • Timely and accurate communication	• Media releases • Press conferences • Interviews

SUSTAINABILITY STATEMENT

(CONT'D)



SUSTAINABILITY THEMES

At Cengild, our sustainability strategy is guided by themes that reflect both our operating context and the expectations of our stakeholders. These themes help us focus on the issues that are most material to our business, ensuring that our actions create meaningful value for our patients, people, community and shareholders.

To identify and refine these themes, we continuously monitor industry developments, stakeholder feedback and regulatory updates. This allows us to anticipate emerging trends, address potential risks early and strengthen our long-term resilience.

Our sustainability themes are structured around five focus areas — Our Patients, Our People, Organisation, Environment and Community — each supported by specific material matters that guide our decision-making, performance targets and resource allocation.

We also align our themes with selected UNSDGs, reinforcing our contribution to global priorities while advancing healthcare standards within Malaysia.

These themes serve as the foundation of our sustainability efforts, linking our day-to-day operations with broader goals of responsible growth, inclusive progress and long-term trust.



MATERIALITY ASSESSMENT

Cengild conducts regular materiality assessments to identify and prioritise the sustainability matters that have the most significant impact on our business and stakeholders. This process ensures that our strategies and disclosures remain relevant, balanced and aligned with the Group's long-term direction.

Our first materiality assessment in FYE2022 established the foundational pillars of EES, underscoring our commitment to integrating sustainability into our daily operations. In FYE2023, this foundation was refined into five dedicated sustainability pillars, aligning our strategy more closely with stakeholder priorities and the Group's growth direction.

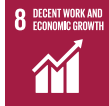
For FYE2025, we maintained these five pillars and fifteen material matters after a structured review process, which included consultation with internal stakeholders, management discussions and reference to the Bursa Malaysia ACE Market Enhanced Sustainability Reporting Framework. The review confirmed that the existing material matters continue to represent the most significant sustainability priorities for Cengild.

Each material matter is also mapped against the relevant UNSDGs, aligning our local actions with global sustainability commitments.



SUSTAINABILITY STATEMENT

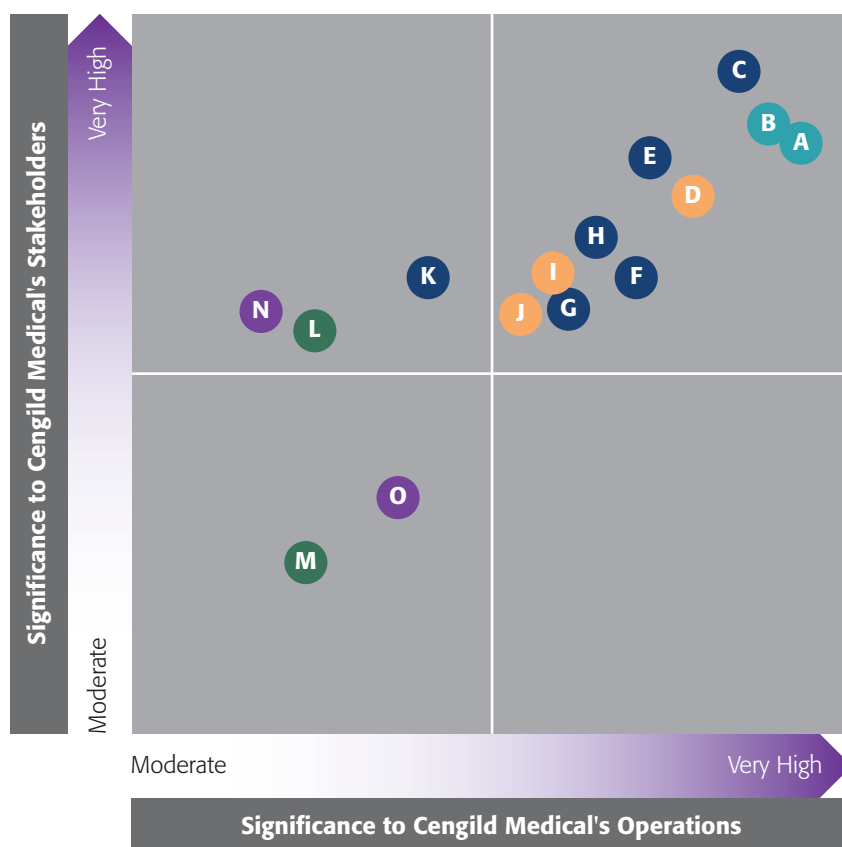
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Pillar	Material Matter	UNSDG
Our Patients	Patient Safety Quality of Care and Patient Satisfaction	UNSDG 3 Good Health and Well-Being 
Our People	Occupational Safety and Health Recruitment and Retention Training and Development	UNSDG 8 Decent Work and Economic Growth UNSDG 4 Quality Education  
Organisation	Corporate Governance Ethics and Integrity Regulatory Compliance Economic Performance Supply Chain Management Technology and Innovation	UNSDG 8 Decent Work and Economic Growth UNSDG 9 Industry Innovation and Infrastructure UNSDG 16 Peace, Justice and Strong Institutions   
Environment	Waste Management Energy Conservation	UNSDG 12 Responsible Consumption and Production 
Community	Corporate Social Responsibility Community Engagement	UNSDG 3 Good Health and Well-Being UNSDG 4 Quality Education  

SUSTAINABILITY STATEMENT

(CONT'D)

Each material matter was evaluated and ranked based on its significance to both Cengild's operations and stakeholder expectations. The outcome of this assessment is presented in the Materiality Matrix below.



Material Sustainability Matter		Legend
Our Patients		
Patient Safety	A	
Quality of Care and Patient Satisfaction	B	
Our People		
Occupational Safety and Health	D	
Recruitment and Retention	J	
Training and Development	I	
Organisation		
Corporate Governance	F	
Ethics and Integrity	C	
Regulatory Compliance	E	
Economic Performance	K	
Supply Chain Management	H	
Technology and Innovation	G	
Environment		
Waste Management	L	
Energy Conservation	M	
Community		
Corporate social responsibility	N	
Community Engagement	O	

The assessment reaffirmed that Patient Safety, Quality of Care and Patient Satisfaction, and Ethics and Integrity remain the Group's top three material matters, reflecting our continued focus on clinical excellence and responsible conduct as the foundation of trust.

These priorities guide our sustainability reporting focus and performance monitoring, ensuring that our actions continue to create measurable value for patients, employees, communities and shareholders.

SUSTAINABILITY STATEMENT

(CONT'D)



AWARDS AND RECOGNITION

External recognition affirms the progress we continue to make in advancing quality, innovation and responsible healthcare. These acknowledgements reflect the trust placed in Cengild by patients, partners and industry peers, and they reinforce our commitment to sustaining high standards across our operations.

In FYE2025, we were honoured to receive the following regional awards, which recognise excellence in both service quality and value-based healthcare delivery:



GlobalHealth Asia-Pacific Award 2025: Gastroenterology Service Provider of The Year in Asia-Pacific.



GlobalHealth Asia-Pacific Award 2025: Value-Based Hospital of The Year in Asia-Pacific

These recognitions strengthen our resolve to keep improving patient outcomes, clinical governance and operational efficiency as we pursue long-term, sustainable growth.



SUSTAINABILITY PERFORMANCE

Cengild's sustainability performance reflects the consistent application of our five sustainability pillars across all aspects of operations. Through structured governance, stakeholder engagement and continuous improvement, we translate our sustainability commitments into measurable outcomes that create value for both business and society.

During the year, we continued to strengthen systems, refine processes and invest in people to ensure that growth remains inclusive, responsible and aligned with the Group's long-term direction. Each initiative implemented during the year was guided by the material matters identified in our latest review, reinforcing our focus on patient safety, quality of care, employee well-being, environmental responsibility and ethical governance.

To provide an overview of how our sustainability priorities translate into measurable outcomes, the table below summarises the Group's key achievements and milestones for FYE2025 across our five sustainability pillars.

SUSTAINABILITY STATEMENT

(CONT'D)

Sustainability Highlights in FYE2025

Pillar	Material Matter	Achievement / Milestone
Our Patients	Patient Safety	Zero serious reportable incidents
	Quality of Care and Patient Satisfaction	> 90% patient satisfaction rate across all service categories 92% of complaints resolved within 10 working days - Zero substantiated privacy breaches or data losses
Our People	Occupational Safety and Health	- Zero work-related fatalities - Lost-time incident rate: 0.86 68 employees trained on health & safety
	Recruitment and Retention	99% of workforce in permanent positions - Women represent 81% of employees
	Training and Development	72% of employees attended training programmes > 40 training programmes conducted 2,000+ training hours completed 24 employees promoted across departments 9 nursing students sponsored
Organisation	Corporate Governance	33% women on the Board 100% of suppliers notified on Anti-Bribery Policy - Quarterly Board reviews on sustainability performance
	Ethics and Integrity	- Zero incidents of corruption or non-compliance - Zero monetary losses arising from legal proceedings
	Regulatory Compliance	Full compliance with the Malaysian Society for Quality in Health and Private Healthcare Act 1998
	Economic Performance	- RM80 million revenue (+19.6% YoY) - RM18 million profit before tax (+7.6% YoY)
	Supply Chain Management	100% of procurement spending directed to local suppliers - Regular supplier site visits and risk-based reviews conducted
	Technology and Innovation	Electronic Medical Records system enhancements implemented
Environment	Waste Management	22,431.9 kg of clinical waste managed (20.17 tCO₂e); ↑ vs 2024: 16,083.1 kg 100% paper + woven bags used for take-home medication (zero plastic) - Cytotoxic waste tracking initiated - Awareness training, site inspections, vendor feedback monitoring
	Energy Conservation	"Save the Earth" campaign continued - Energy consumption monitoring implemented for the first time - Water usage tracking and efficiency baseline established - Future energy-efficient design planned for new hospital
Community	Corporate Social Responsibility	Refurbishment of SMK Seri Pantai sick bay (RM4,635 investment)
	Community Engagement	Anti-Smoking Campaign

SUSTAINABILITY STATEMENT

(CONT'D)

These achievements demonstrate the continued integration of sustainability principles into the Group's operations. The following sections provide detailed insights into performance under the Economic, Environmental and Social dimensions.

Mapping Our Material Matters to the EES Dimensions

While Cengild's sustainability themes are structured around five pillars — Our Patients, Our People, Organisation, Environment and Community — this section presents our performance according to the EES dimensions, in line with Bursa Malaysia's sustainability reporting requirements. Each dimension captures the progress achieved across our top material matters, including Patient Safety, Quality of Care and Patient Satisfaction, and Ethics and Integrity. This approach ensures that our sustainability reporting remains both business-relevant and consistent with established disclosure frameworks.



ECONOMIC SUSTAINABILITY

Cengild's economic sustainability is anchored in the Group's ability to deliver consistent performance while upholding prudent management and long-term value creation. Financial strength enables continuous investment in people, facilities and innovation — the essential drivers of accessible, high-quality specialist care in Malaysia.

In FYE2025, the Group sustained positive business momentum supported by rising patient volumes and stable demand for specialist services. Operational efficiency and disciplined cost management continued to underpin profitability and resilience, ensuring that growth remained both responsible and sustainable. These efforts are guided by our commitment to

delivering quality and value in healthcare, ensuring that operational efficiency translates into better patient outcomes and more accessible specialist care. Our operations remain fully compliant with the Private Healthcare Act 1998 and aligned with the Malaysia Society for Quality in Health 6th Edition Accreditation Standards, which serve as our framework for continuous quality improvement.

Strategic investments during the year included ongoing development of the new hospital, targeted facility upgrades and continued digital transformation initiatives. These include the enhancement of our existing Electronic Medical Records system, and to improve efficiency, and patient experience.

Cengild's economic impact also extends to the wider ecosystem through its support for local employment and businesses. All procurement spending during the year was directed to local suppliers, reinforcing domestic economic participation and contributing to Malaysia's healthcare value chain. In line with this commitment, we maintain strong supplier governance practices through on-site audits and annual risk-based reviews of frequently engaged vendors, ensuring transparency, compliance and alignment with the Group's ethical sourcing standards.

Moreover, ethical conduct and integrity remain the cornerstone of our governance culture. The Group maintains a zero-tolerance stance on bribery and corruption, guided by its Policy for Anti-Bribery and Corruption and Policy for Whistleblowing, both accessible on our corporate website. No incidents of corruption or breaches were reported during the year, underscoring our commitment to transparent and responsible business practices.

Laundry site visit



Catering Service meeting



Laboratory service meeting



Snapshots from supplier engagement and quality-assurance visits, demonstrating our commitment to ethical sourcing and partnership with local vendors

SUSTAINABILITY STATEMENT

(CONT'D)

Hospital Evacuation Drill



Private Medical Practice Control Section (CKAPS) Inspection – Renewal of Hospital License



Risk Management Training



Operation Theatre Sub-Committee Meeting



Internal Audit



Snapshots of our ongoing initiatives in operational safety, risk management and regulatory compliance.

SUSTAINABILITY STATEMENT

(CONT'D)



ENVIRONMENT SUSTAINABILITY

Cengild recognises that responsible environmental management is essential to delivering sustainable healthcare. The Group remains committed to reducing waste, improving resource efficiency and raising awareness on environmental responsibility among employees, patients and visitors.

In FYE2025, the Group continued its "Save the Earth" campaign, which promotes responsible consumption and waste reduction. All take-home medication is now dispensed in paper and woven bags, achieving 100% elimination of plastic bags across pharmacy operations.

Clinical waste management remains a key environmental priority. In FYE2025, total clinical waste generated and managed was 22,431.9 kg, compared to 16,083.1 kg in FYE2024, reflecting higher patient volumes and expanded clinical activity during the year. The waste-to-revenue ratio increased slightly, underscoring the need for continued vigilance and improved segregation practices.

Year	Weight (kg)	Carbon Footprint (tCO ₂ e)	Revenue (RM'000)	Weight per Revenue (kg / revenue)
2023	16,249.0	-	70,280	0.000231
2024	16,083.1	-	66,818	0.000241
2025	22,431.9	20.17	79,995	0.000280

In addition, the Group expanded its environmental data tracking scope to include cytotoxic waste, energy consumption and water usage, marking the first year of comprehensive monitoring across major environmental aspects. These new tracking initiatives form the baseline for future efficiency improvements and performance evaluation.

To manage this responsibly, the Group conducted awareness training for medical staff, random site inspections of clinical waste bins, and feedback monitoring with housekeeping teams and vendors. All clinical waste is handled by licensed contractors in full compliance with Ministry of Health and Department of Environment requirements.



SOCIAL SUSTAINABILITY

At Cengild, we recognise that our success is built on people — the dedicated professionals who drive our operations, the patients who place their trust in our care, and the communities we serve. Our approach to social sustainability reflects this belief. It focuses on fostering a safe, inclusive and engaging workplace, protecting patient well-being and privacy, and creating meaningful impact beyond our hospital walls.

Employee Welfare and Engagement

Our people are the foundation of long-term growth. We continuously invest in their welfare and engagement to ensure that every individual feels valued, supported and empowered to thrive. Through regular town hall sessions, surveys and direct engagement by the Group Chief Executive Officer, we encourage open feedback and honest dialogue on workplace experiences. The insights gathered help us to identify areas for improvement and strengthen communication across all levels.

To further enhance employee satisfaction, we conducted workplace surveys to assess well-being and morale, followed by targeted actions to address key concerns raised. We are committed to closing identified gaps and will continue expanding engagement platforms to sustain a healthy, collaborative workplace culture.

Cengild also offers comprehensive benefits that reflect our commitment to employee welfare. All staff and their dependants are covered by outpatient and inpatient medical benefits, personal accident insurance and hospitalisation leave. Additional entitlements such as dental and optical benefits, maternity and paternity leave, and health screenings underscore our focus on holistic well-being. Employees in clinical and critical-care environments are also entitled to free Hepatitis screening and immunisation, reflecting our emphasis on occupational safety.

SUSTAINABILITY STATEMENT

(CONT'D)

Furthermore, we believe in celebrating our people's milestones and contributions through recognition initiatives such as annual bonuses, referral and attendance reward programmes, festive gifts and compassionate leave. These measures collectively reinforce a workplace that values loyalty, balance and belonging.

Employee Benefits

Insurance and Medical Benefits	• Outpatient and inpatient medical coverage for employees and their dependants • Personal accident and hospitalisation insurance • Dental and optical benefits • Hospitalisation, maternity and paternity leave
Health and Wellness	• Free Hepatitis screening and immunisation for employees in patient-facing roles, including operating theatres, critical care units and inpatient wards
Remuneration, Rewards and Recognition	• Annual increment and performance bonus • Staff referral programme • Perfect attendance reward programme
Other Benefits	• Travelling allowance • Festive recognition for Chinese New Year, Deepavali, Hari Raya and Christmas • Special leave (compassionate and disaster-related leave)

As of 30 June 2025, 99% of our workforce were permanent employees, reflecting our focus on stable, long-term employment relationships and talent retention.

Beyond formal engagement platforms, Cengild also cultivates camaraderie and team spirit through social and cultural events that bring employees together outside the clinical setting. Highlights during the year included the annual dinner, Nurses Day celebration, and festive gatherings such as Hari Raya, which strengthen unity and appreciation across teams. These occasions not only recognise our people's contributions but also reinforce the sense of family at Cengild.

Percentage of employees that are contractors or temporary staff

0.83%

Cengild Annual Dinner (17 Jan)



SUSTAINABILITY STATEMENT

(CONT'D)

Nurses Day (9 May)



Raya Celebration (11 Apr)



Snapshots from our employee engagement and appreciation events, celebrating teamwork, dedication and the vibrant culture that defines life at Cengild.

Occupational Safety and Health

Employee safety is central to Cengild's commitment to providing a secure and supportive working environment. We maintain a robust health and safety framework that includes regular risk assessments, fire and evacuation drills, and infection-control measures aligned with Ministry of Health requirements.

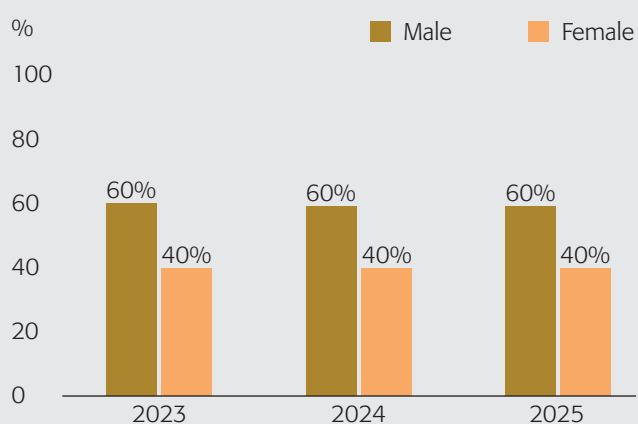
During FYE2025, we recorded zero work-related fatalities and zero serious reportable incidents, reflecting the effectiveness of our safety management system. The lost-time incident rate stood at 0.86, while 68 employees participated in health and safety training throughout the year.

These efforts underscore our focus on cultivating a workplace culture where safety awareness and preventive action are integral to daily operations.

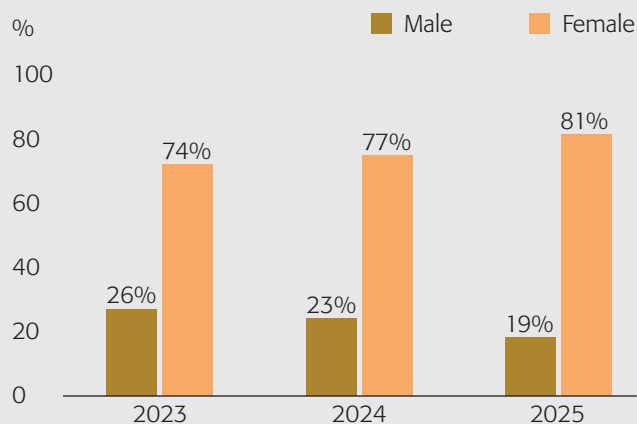
Diversity and Inclusion

Cengild embraces diversity as a source of strength and innovation. As of 30 June 2025, women represented 81% of our total workforce, reflecting the gender demographics of the healthcare industry. We remain committed to ensuring equitable opportunities and representation across all levels. At the Board level, women directors make up 40% of the composition, exceeding the 30% benchmark recommended by the Malaysian Code on Corporate Governance.

Breakdown of Directors By Gender



Percentage of Employees By Gender



SUSTAINABILITY STATEMENT

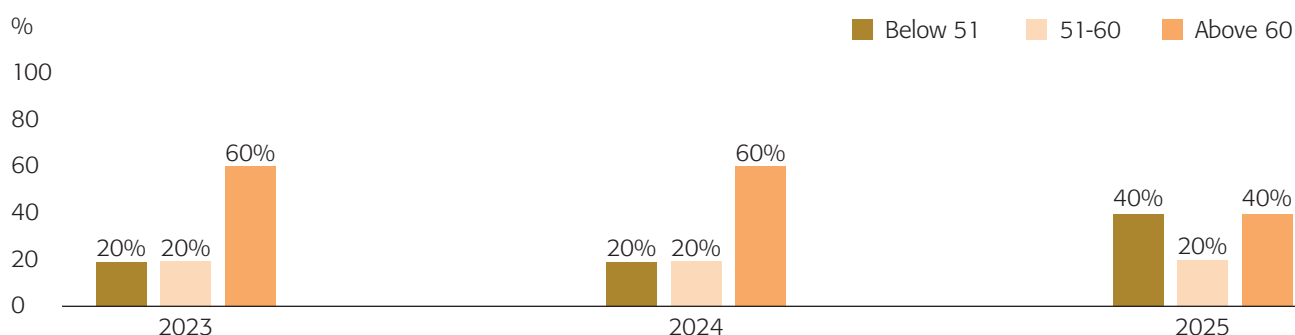
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Beyond gender balance, Cengild values diversity in experience and perspectives. Our workforce spans multiple age groups, combining seasoned professionals with emerging talent:

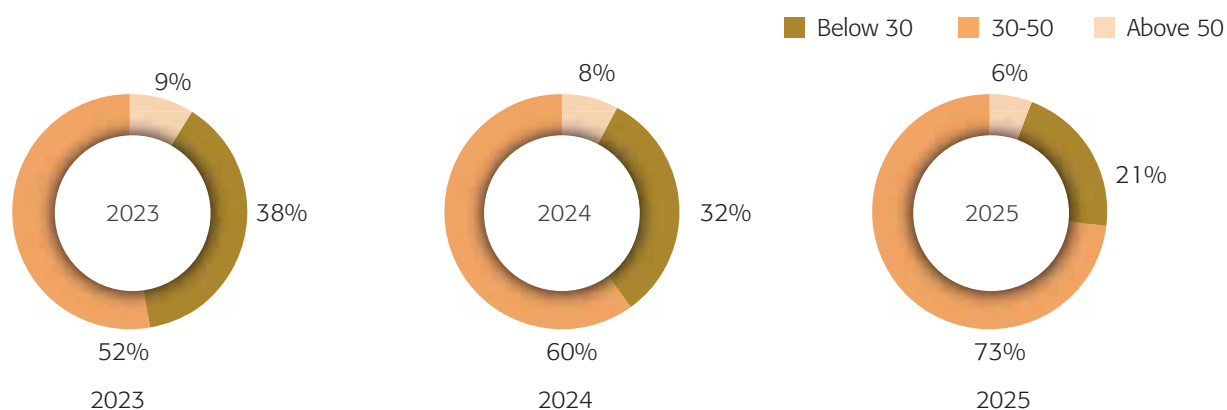
73% of employees fall between 30 and 50 years old, while 21% are below 30. This mix reflects our commitment to maintaining a dynamic and future-ready workforce.

The following charts illustrate the age distribution at both leadership and workforce levels, demonstrating our focus on generational diversity and talent continuity across the Group.

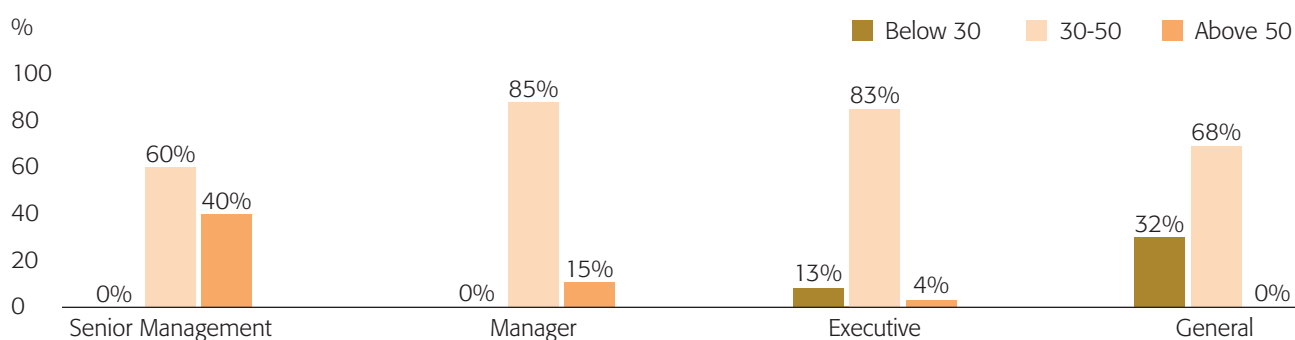
Breakdown of Directors By Age Group



Percentage of Employees By Age Group



Percentage of Employees By Age Group For Each Employee Category (Year 2025)



SUSTAINABILITY STATEMENT

(CONT'D)

Talent Management and Development

Developing and retaining skilled talent is key to sustaining service excellence. Every new employee receives an updated handbook aligned with the latest employment regulations, ensuring awareness of workplace rights and responsibilities.

To attract and nurture top talent, we offer competitive remuneration packages benchmarked against market standards, alongside clear career progression pathways. In FYE2025, 24 employees were promoted across various departments, underscoring our emphasis on recognising potential and rewarding performance.

Our engagement with academic institutions also continues to bear fruit — nine nursing students have been sponsored to date, strengthening the future talent pool in specialist healthcare. Through structured mentoring and professional development opportunities, we aim to build a workforce equipped with the expertise and compassion that define Cengild's care culture.

Equally important is our focus on retaining this talent over the long term. We recognise that experience and continuity are vital to maintaining high standards of patient care. In FYE2025, employee turnover remained manageable across all levels, with most movements occurring among non-executive roles — a trend consistent with industry patterns. We continue to strengthen retention through clear career pathways, leadership opportunities and recognition initiatives that foster loyalty and a sense of belonging.

Total number of employee turnover

By Employee Category :



Senior Management

3

Executive

7

Management

4

Non-executive

27

Training and Continuous Learning

We are committed to cultivating a learning-driven organisation. During the financial year, employees participated in a wide range of external and internal training programmes that enhanced technical, clinical and leadership competencies. Key programmes included Clinical Leadership Seminars, Patient Safety and Risk Management Training, Infection Prevention and Control, Fire Safety Awareness, and courses in digital and sustainability reporting.

Training / Programme in FYE2025	No. of Participants	Internal / External	No. of Hours
Excel Training	10	External	16
Kursus Operator Sterilizer	3	External	32
Clinical Leadership Seminar 2024: Linking Theory to Practice in Nursing	6	External	8
Penang Surgical Symposium 2024 with MUGIS	1	External	16
Accelerated Phlebotomy Workshop	2	External	8
National Pharmacist Convention "Pharmacy of the Future: Embracing Innovative Practice"	1	External	24
Info-Tech Professional Seminar	24	External	24
Basic Life Support	40	External	8
Fundamentals of Infection Prevention and Control	2	External	16
Fostering Towards Unity & Excellence in Tackling Digestive Disorders	1	External	24
Gut 2024	1	External	24
Gastrodiet 2024: Diet Therapies in Gastroenterological Practice	1	External	24

SUSTAINABILITY STATEMENT

(CONT'D)

Training / Programme in FYE2025	No. of Participants	Internal / External	No. of Hours
Basic Echocardiography Certificate Course	1	External	24
9th Asean Nurses Education Programme	2	External	24
International Classification of Diseases (ICD-11) for Beginners	1	External	24
Understanding The New Sustainability Reporting Framework	1	External	8
VEEM Backup & Replication: Configure, Manage and Recover	1	External	32
Asian Pacific Digestive Week	2	External	32
Occupational Safety and Health (OSH)-Coordinator	1	External	24
Radiation Protection Course for Officer	1	External	72
Supplier Selection, Negotiation & Tender Management	1	External	8
Advanced Cardiovascular Life Support (ACLS)	7	External	16
Post Basic in Emergency Nursing	1	External	6 months
Patient Safety & Risk Management Training	2	External	16
Crucial IR for Managers	1	External	16
Practical Orthopaedics for General Practitioners	1	External	16
Transfer Pricing & Tax Corporate Governance Seminar	1	External	8
APHM International Conference	1	External	24
Practical Payroll & Tax Computation Workshop (Compliant With Employment (Amendment) Act (2022)	1	External	16
Critical Care Seminar	2	External	8
Infection Prevention & Control Symposium 2025	2	External	16
Risk Management Training	32	Internal	1.5
E-Hospital Incident Reporting (eHIR) Training	6	Internal	1
Fire Safety Awareness Training	68	Internal	1
Fire Evacuation Drill Briefing	10	Internal	1
Ergonomics at Workplace	10	Internal	1
Waste Management Training	19	Internal	2

Across all employee categories, more than 40 training programmes were conducted, with total training hours distributed as follows: 35 hours for senior management, 1,148 hours for managers, 238 hours for executives and 662 hours for non-executives. These efforts demonstrate our ongoing investment in capability-building and knowledge sharing to ensure operational excellence and professional growth.

Total hours of training

By Employee Category :



Senior Management



Management



Executive



Non-executive



SUSTAINABILITY STATEMENT

(CONT'D)

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As a healthcare provider, Cengild bears a profound social responsibility to uphold patient trust, safety and satisfaction. We comply with the Personal Data Protection Act 2010 and enforce strict access controls within our Hospital Information System to safeguard personal data.

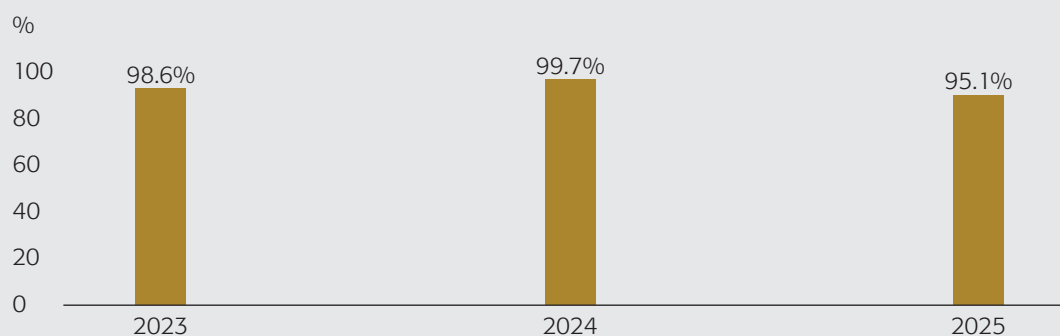
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Patient Responsibility and Experience

As a healthcare provider, Cengild bears a profound social responsibility to uphold patient trust, safety and satisfaction. We comply with the Personal Data Protection Act 2010 and enforce strict access controls within our Hospital Information System to safeguard sensitive information. Only authorised personnel, approved by management or departmental heads, are permitted to access patient data according to specific operational roles.

We also monitor and continuously enhance patient satisfaction through structured feedback mechanisms. Surveys are conducted among patients, families and visitors to assess experiences across nursing, clinical and administrative services. For FYE2025, satisfaction levels remained high — 93.8% for services and facilities, 96.6% for nursing services, 97.2% for doctors' care and 92.9% for clinical support services — reflecting patients' confidence in the quality of our care.

Patient Satisfaction Survey



Patient satisfaction survey shown are based on sample size of 936 patients, 941 patients and 2,602 patients respectively for 3 years. In addition, 92.4% of all complaints received were resolved within the target timeframe of 10 working days. Regular audits and performance monitoring ensure that every interaction upholds our standards of empathy, professionalism and service excellence.

Patient Data Protection and Privacy

Beyond clinical care, Cengild recognises that protecting patient confidentiality is fundamental to social responsibility and trust. We manage personal data in strict compliance with the Personal Data Protection Act 2010. To uphold data integrity and security, we conduct periodic audits and system reviews to ensure compliance with established policies and to safeguard against potential breaches.

These measures reinforce our commitment to treating every patient's information with the same care and professionalism that define our clinical services.

During the year, there were zero substantiated complaints concerning breaches of customer privacy or losses of customer data, and no monetary losses arising from legal proceedings related to data security or privacy.

Community Engagement and Social Responsibility

Cengild's social commitment extends beyond patient care to the broader community. During the year, we organized anti-smoking campaign officiated by the Minister of Youth and Sports, YB Hannah Yeoh, to raise awareness among young people about the dangers of smoking and promote healthier lifestyles. In the spirit of giving back, our employees also took part in a gotong-royong and refurbishment project at SMK Seri Pantai, where we helped upgrade the school's sick bay facilities to provide a safer and more comfortable environment for students. The project culminated in an official handover ceremony, symbolising our continued dedication to community health and well-being.

SUSTAINABILITY STATEMENT

(CONT'D)

Community Highlights in FYE2025

Cengild joined hands with the Ministry of Youth and Sports in a nationwide anti-smoking campaign officiated by YB Hannah Yeoh. The initiative focused on empowering young people to make informed, healthy lifestyle choices and underscored Cengild's role in preventive healthcare advocacy. Our doctors and volunteers engaged participants through educational booths and interactive sessions, reinforcing our belief that awareness is the first step towards wellness.

Empowering Youth Through Awareness: Anti-Smoking Campaign – 10 July 2024



Our team came together with teachers and students of SMK Seri Pantai for a gotong-royong session to refurbish the school's sick bay. The project involved repainting, reorganising and equipping the facility to create a safer and more comfortable space for students in need of care during school hours. The collaboration reflected the spirit of teamwork and community service that lies at the heart of Cengild's culture.

Creating a Safer School Environment: Gotong-Royong and Refurbishment of SMK Seri Pantai Sick Bay - 15 November 2024



SUSTAINABILITY STATEMENT

(CONT'D)

Sustaining Our Commitment to Community Health: Official Handover Ceremony – 20 November 2024

The refurbished sick bay was officially handed over to SMK Seri Pantai in a ceremony that celebrated partnership and shared purpose. Representatives from Cengild, the school red crescent club attended the event, marking the completion of a meaningful initiative to support student well-being and promote community health.



Employee Engagement and Celebration of Achievements

Cengild recognises that our people are the heart of the organisation. In appreciation of their dedication and contributions, several staff engagement activities were held throughout the year.

The year began with the Cengild Annual Dinner on 17 January 2025, where long-serving employees were honoured with the Five-Year Long Service Award. The event served as a meaningful occasion to celebrate teamwork, loyalty, and the shared milestones achieved over the years.

In conjunction with the festive season, the spirit of togetherness continued through the Raya Decoration Contest and Hi-Tea Gathering held on 11 April 2025. Departments showcased creativity and collaboration in decorating their workspaces with vibrant festive themes, fostering camaraderie and cultural appreciation across the organisation.

These activities reflect Cengild's ongoing commitment to nurturing a positive workplace culture that values recognition, inclusivity, and employee well-being.

Long service award (5 years) @ Cengild Annual Dinner – 17 January 2025



SUSTAINABILITY STATEMENT

(CONT'D)

Raya Decoration Contest



Hi Tea Gathering - Raya festive celebration on 11th April 2025



LOOKING AHEAD

Cengild remains committed to advancing its sustainability journey with the same discipline and purpose that have guided its growth thus far. In the year ahead, our focus will be on strengthening governance systems, embedding sustainability indicators into operational decision-making, and expanding data coverage to enhance transparency and performance tracking.

The upcoming opening of our new hospital in 2026 will mark a major milestone in this journey. We also aim to deepen employee engagement through targeted well-being initiatives and leadership development, while maintaining our emphasis on patient safety, ethical conduct and responsible growth.

By continuously improving our practices across the economic, environmental and social dimensions, we strive to build a healthcare organisation that delivers lasting value to patients, employees, shareholders and society.

SUSTAINABILITY STATEMENT

(CONT'D)

Appendix: Sustainability Metrics (FYE2025)

This appendix presents key sustainability data and indicators for the FYE2025, covering common matters across Cengild's operations and management practices.

Sustainability Performance Data

Category	Indicator	FYE 2023	FYE 2024	FYE 2025
Common Matters	Anti-Corruption			
	Confirmed incidents of corruption and action taken	-	-	0
	Percentage of suppliers and vendors notified of the implementation of the Anti-Bribery/Corruption Policy	100%	100%	100%
	Data Privacy and Security			
	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	-	-	0
	Monetary losses as a result of legal proceedings associated with data security and privacy	RM0	RM0	RM0
	Community / Society			
	Total amount invested in the community where the target beneficiaries are external to the listed issuer	-	-	RM4,635.63
	Total number of beneficiaries of the investment in communities	-	-	1
	Health and Safety			
	Number of work-related fatalities	-	-	0
	Number of serious reportable incidents	0	0	0
	Lost time incident rate	-	-	0.86
	Number of employees trained on health and safety standards	-	-	68
	Diversity			
	Percentage of directors by			
	(A) Gender			
	(i) Male	60%	60%	60%
	(ii) Female	40%	40%	40%
	(B) Age group			
	(i) < 51 years old	20%	20%	40%
	(ii) 51 - 60 years old	20%	20%	20%
	(iii) > 60 years old	60%	60%	40%
	Percentage of employees by gender and age group, for each employee category			
	(A) Gender			
	Senior management			
	(i) Male	-	-	40%
	(ii) Female	-	-	60%
	Manager			
	(i) Male	-	-	15%
	(ii) Female	-	-	85%
	Executive			
	(i) Male	-	-	13%
	(ii) Female	-	-	87%
	Non-executive			
	(i) Male	-	-	20%
	(ii) Female	-	-	80%

SUSTAINABILITY STATEMENT

(CONT'D)

Category	Indicator	FYE 2023	FYE 2024	FYE 2025
Common Matters	(B) Age group			
	Senior Management			
	(i) Below 30	-	-	0%
	(ii) 30 - 50	-	-	60%
	(iii) Above 50	-	-	40%
	Manager			
	(i) Below 30	-	-	0%
	(ii) 30 - 50	-	-	85%
	(iii) Above 50	-	-	15%
	Executive			
	(i) Below 30	-	-	13%
	(ii) 30 - 50	-	-	83%
	(iii) Above 50	-	-	4%
	Non-executive			
	(i) Below 30	-	-	32%
	(ii) 30 - 50	-	-	68%
	(iii) Above 50	-	-	0%
	Labour Practices and Standards			
	Total hours of training by employee category			
	(i) Senior management	-	-	35
	(ii) Manager	-	-	1148
	(iii) Executive	-	-	238
	(iv) Non-executive	-	-	662
	Percentage of staff who attended internal and external training	70%	70%	72%
	Percentage of employees that are contractors or temporary staff	-	-	0.83%
	Total number of employee turnover by employee category			
	(i) Senior management	-	-	3
	(ii) Management	-	-	4
	(iii) Executive	-	-	7
	(iv) Non-executive	-	-	27
	Number of substantiated complaints concerning human rights violations	-	-	0
	Waste Management			
	Usage of paper bags and woven bags for takehome medication	100%	100%	100%
	Clinical waste (weight) (kg)	16,249.0	16,083.1	22,431.9
	Carbon footprint (tCO ₂ e)	-	-	20.17
	Group revenue (RM'000)	70,210	66,818	79,995
	Clinical waste weight per revenue (kg/revenue)	0.000231	0.000241	0.000280
	Cytotoxic waste (weight) (kg)	-	-	2,347
	Carbon footprint (tCO ₂ e)	-	-	2.57
	Water Consumption			
	Total volume of water used (m ³)	-	-	12,553
	Energy Management			
	Total energy consumption (kWh)	-	-	1,358,094
	Supply Chain Management			
	Proportion of spending on local suppliers	-	-	100%
	Social			
	Patient satisfaction survey	96.8%	99.7%	95.1%

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("**Board**") of Cengild Medical Berhad ("**Cengild**" or "**the Company**") commits itself to instilling good corporate governance practices in the Company and its group of companies ("**Group**") in accordance with the principles set out in the Malaysian Code on Corporate Governance ("**MCCG**"). The Board strives to ensure our Group adopts the best practices of corporate governance in an effort to protect the interest of the stakeholders and enhance shareholders' value.

This statement outlines the following principles and recommendations which the Group has comprehended and applied within the standards outlined in the MCCG and the Board will continue to take measures to improve compliance with principles and recommended best practices in the ensuing years: -

- **Principle A:** Board Leadership and Effectiveness;
- **Principle B:** Effective Audit and Risk Management; and
- **Principle C:** Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders.

This statement is prepared in compliance with the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Securities**") ("**ACE LR**") and should be read together with the Corporate Governance Report 2025 which is available on the Company's corporate website at <https://cengild.com/financial-information/annual-reports/> as well as via an announcement on the website of Bursa Securities.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

A. BOARD RESPONSIBILITIES

BOARD ROLES AND RESPONSIBILITIES

The Board has the overall responsibility for the long-term success of the Group and delivery of sustainable value to its stakeholders. In discharging its fiduciary duties and responsibilities, the Board assumed the following corporate governance guidelines:

- (a) together with management, promoting good corporate governance culture within the Group which reinforces ethical, prudent and professional behaviors;
- (b) reviewing and setting a strategic plan for the group to ensure that the strategic plan of the group supports long-term value creation and include strategies on economic, environmental and social considerations underpinning sustainability;
- (c) reviewing, challenging and deciding on management's proposals for the Group, and monitoring its implementation by management;
- (d) overseeing the conduct of the Group's business to ensure it is properly managed, including supervising and assessing corporate behaviors and conduct of the business of the Group;
- (e) identifying the principal risks and ensuring implementation of appropriate internal controls and mitigation measures to achieve a proper balance between risks incurred and potential returns to the shareholders;
- (f) reviewing the management information system, risk management framework and internal control system, along with their effectiveness;
- (g) ensuring there is an orderly succession of senior management positions who are of high caliber and have the necessary skills and experience. The Board delegates to the Nominating Committee ("**NC**") and Remuneration Committee ("**RC**") to review succession plans and remuneration packages for the Directors respectively as well as the Group's policies and procedures on remuneration for the employees of the Group. The Board also ensures that there are appropriate policies for training, appointment and performance monitoring of management positions;
- (h) developing and implementing an investor relations programme or shareholders' communications policy the Group to enable effective communication with stakeholders;
- (i) reviewing and approving financial statements;
- (j) reviewing and approving the reports of the Audit and Risk Management Committee ("**ARMC**") (including the status of compliance of the Undertakings* by employee consultants to the Group), NC and RC at the end of each financial year;

CORPORATE GOVERNANCE OVERVIEW STATEMENT

(CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

A. BOARD RESPONSIBILITIES (CONT'D)

BOARD ROLES AND RESPONSIBILITIES (CONT'D)

- (k) reviewing and approving the Company's annual report;
- (l) ensuring the integrity of the Company's financial and non-financial reporting; and
- (m) undertaking a formal and objective annual evaluation to determine the effectiveness of the Board, the Board Committees and each individual Director.

The roles and responsibilities of the Board are clearly stated in the Board Charter and appropriately segregated between those of the Chairman, Group Chief Executive Officer, Executive and Non-Executive Directors. A copy of the Board Charter can be accessed through the Company's website, <https://cengild.com/corporate-governance/>.

Note: -

* Employee Consultants shall not practise at other medical centres:

- (i) after three (3) years from the date the Company is listed on the ACE Market of Bursa Securities; or
- (ii) on full commencement of operations at the expanded area of the Group's existing medical centre,

whichever is the earlier, unless written approval from the Company has been obtained and the following conditions are met:

- (i) employee consultants only consult and treat patients at other medical centre where such patients have other illnesses that require the attention of other specialists not available at the Group's medical centre; and
- (ii) employee consultants shall not practise at other medical centres more than two (2) clinic sessions a week.

In view that the initial plan for expansion of the medical centre has changed, the Board agreed on 28 August 2025 to release employee consultants from the clauses above, on condition that employee consultants sign letters of undertaking stating that they will not practise at other medical centres/hospitals once the expanded Centre (being constructed in the stratified property in Kuala Lumpur) commences operations, unless written approval from Cengild has been obtained.

BOARD AND BOARD COMMITTEES' MEETINGS ATTENDANCE

The minutes of meetings are circulated to the Board and Board Committees respectively as soon as practicable after the meetings for review and comment. The Board meetings held during the financial year ended 30 June 2025 and the Directors' attendance are shown below:

Directors	Board	RC	NC	ARMC	LTIPC
Dato' Dr. Tan Huck Joo	10/10	N/A	N/A	N/A	N/A
Dr. Mohamed Akhtar Bin Mohamed Ditali Qureshi	10/10	N/A	N/A	N/A	N/A
Dr. Chong Su-Lin	10/10	4/4	4/4	5/5	2/2
Dr. Azrina Binti Abu Bakar	10/10	4/4	4/4	5/5	2/2
Dr. Eddy Yap Tat Hiung (Appointed on 2 January 2025)	5/5	1/1	1/1	2/2	2/2
Mr. Kua Choo Kai (Resigned on 16 July 2025)	10/10	4/4	4/4	5/5	2/2
Total Numbers of Meetings	10	4	4	5	2

CORPORATE GOVERNANCE OVERVIEW STATEMENT

(CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

A. BOARD RESPONSIBILITIES (CONT'D)

BOARD TRAINING

The Board continues to identify appropriate briefings, seminars, conferences and courses for the Directors to attend to keep abreast with the latest economic and corporate developments as well as changes in legislations and regulations affecting the Group.

The Directors are mindful that they would continue to enhance their skills and knowledge to maximise their effectiveness as Directors during their tenure. Throughout their period in office, the Directors are continually being updated on the Group's business and regulatory requirements.

During the financial year under review, the Directors have attended the following training programmes, seminars and/or conferences:

Name of Director	Training Program	Date
Dato' Dr. Tan Huck Joo	• Cengild's Gastro Guru Symposium 2025	24 May 2025
	• ICDM: Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	16-17 July 2025
	• Malaysian Society of Gastroenterology and Hepatology: GUT 2025 (Endoscopy Workshop 2025)	8-10 August 2025
Dr. Mohamed Akhtar Bin Mohamed Ditali Qureshi	• Tumour Board Case Presentation	28 August 2024
	• Coloproctology 2025, Sabah	13-16 February 2025
	• Cengild's Gastro Guru Symposium 2025	24 May 2025
Dr. Chong Su-Lin	• AIA Hong Kong exposure to AIA Group Risk, Compliance and Internal Audit frameworks and operating principles	16-18 October 2024
	• AIA briefing on e-invoicing	15 April 2025
	• Khazanah Megatrends conference	6-7 October 2025
	• The Economist webinar on Tariffs	10 October 2025
	• Syariah training	13 October 2025
Dr. Azrina Binti Abu Bakar	• Carbon Market: What Directors Need To Know	8 October 2024
	• MAP: Part 2	22-23 January 2025
	• Basic Life Support	10 June 2025

CORPORATE GOVERNANCE OVERVIEW STATEMENT

(CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

A. BOARD RESPONSIBILITIES (CONT'D)

BOARD TRAINING (CONT'D)

Name of Director	Training Program	Date
Dr. Eddy Yap Tat Hiung	• MIA: Fraud and Financial Scandals: Trends, Red Flags, and Mitigations	17 July 2024
	• MIA: Generating Effective Business and Financial Decisions with Economic Psychology Tools and Theories	5 August 2024
	• MIA: Operational Analyses and Process Improvements with Financial Outcomes	7 August 2024
	• SIDC: Business Foresight Forum 2024 - Investing in MSMEs for Impact	22 August 2024
	• PETRONAS: The Ethical Compass – Navigating Professionalism	3 September 2024
	• IIAM: National Conference 2024	30 September – 1 October 2024
	• MIA: Sharpening Financial & Costing Performance Analysis	22 – 23 October 2024
	• IIAM: ESG Review and Sustainability Audit	27 – 28 November 2024
	• MIA: Digital Technology and Artificial Intelligence as Productivity Tools for Accounting and Finance Professionals	2 December 2024
	• MIA: Strategic Planning Theories, Tools and Practice for Businesses	3 December 2024
	• Cyberview: Beyond Compliance – Transforming Organisations through Strategic Audits	9 December 2024
	• MIA: Reputational Risk Management for Sustainable Organisations	17 December 2024
	• MIA: Enterprise Risk Management Essentials for Accounting and Finance Professionals	18 December 2024
	• MIA: Financial Analysis as Strategic and Operational Management Tool	13 January 2025
	• IIAM: Risk Assessment Techniques and Process Efficiency Audits	22 – 23 January 2025
	• ICDM: Bursa Malaysia Mandatory Accreditation I Programme	26 – 27 February 2025
	• MIA: Fraud and Financial Forensics Conference	27 February 2025
	• IIAM: Navigating the Global Internal Audit Standards	24 – 25 March 2025
	• IIAM: Performing Effective Quality Assessment Reviews	28 – 29 April 2025
	• MIA: Artificial Intelligence for Accounting	15 – 16 May 2025
	• MIA: Emerging Strategic Risks and Mitigation Strategies for 2025: Exclusive Board and C-Suite Brief	17 June 2025
	• IIAM: ESG Certificate – Internal Auditing for Sustainable Organizations	23 – 24 June 2025

CORPORATE GOVERNANCE OVERVIEW STATEMENT

(CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

A. BOARD RESPONSIBILITIES (CONT'D)

CHAIRMAN

The Chairman, Dato' Dr. Tan Huck Joo acts independently in the best interest of the Group and provides the lead at Board level and represents the Board to the shareholders and other stakeholders. The Chairman is responsible for ensuring Board effectiveness and promoting the highest standards of integrity, probity and corporate governance throughout the Group. The responsibilities of Chairman are as follows: -

- (a) setting the Board agenda and ensuring that Board members receive complete and accurate information in a timely manner;
- (b) leading the Board in establishing and monitoring good corporate governance practices in the Group;
- (c) leading Board meetings and discussions and acting as a facilitator at Board and ensuring appropriate level of interaction among Board members;
- (d) encouraging active participation at Board meetings and allowing dissenting views to be freely expressed;
- (e) promoting constructive and respectful relations between Directors and senior management;
- (f) ensuring compliance with all relevant regulations and legislation; and
- (g) representing the Board to shareholders and ensuring appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the Board as a whole.

GROUP CHIEF EXECUTIVE OFFICER ("GCEO")

During FYE 2025, Ms. Stephanie was appointed as the GCEO on 1 November 2024. She is the highest-ranking executive in the Group and whose primary responsibilities include making major corporate decisions, managing the overall operations and resources of the Group, acting as the main point of communication between the Board and corporate operations and being the public face of the Group. Her responsibilities are as follows:

- (a) managing the day-to-day business operations of the Group;
- (b) ensuring that the applicable rules and regulations for the conduct of affairs of the Board are complied with and for all matters associated with the maintenance of the Board or otherwise required for its efficient operation;
- (c) representing the Group as the key spokesperson with all stakeholders including investors, regulators and business partners;
- (d) leading the development of the Group's operations and businesses and recommending short and long-term strategies to the Board;
- (e) assessing all business opportunities which are potentially benefit to the Group;
- (f) maintaining awareness of the competitive market landscape, expansion opportunities and industry developments;
- (g) ensuring that the Group maintains high social responsibility wherever it does business;
- (h) creating and implementing the Company's vision and mission; and
- (i) serving as a focal point for stakeholders' communication and engagement on corporate governance issues.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

(CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

A. BOARD RESPONSIBILITIES (CONT'D)

CODE OF CONDUCT AND ETHICS

The Directors observe the Company Directors' Code of Conduct and Code of Ethics established by the Companies Commission of Malaysia. The Code of Conduct and Ethics is based on the principles in relation to sincerity, integrity, responsibility and corporate social responsibility and applies to all employees of the Group.

A copy of the Code of Conduct and Ethics can be accessed through the Company's website at <https://cengild.com/corporate-governance/>.

CONFLICT OF INTEREST POLICY

The Conflict of Interest Policy was adopted and approved by the Board. It aims to protect the business of the Company and identifies situation in which employees, the Board and agent of the Company may have the opportunity to advance their own personal interests with or against the interest of the Company that presents potential conflict of interest and to assure that the conflict of interest is eliminated or, where appropriate, that internal controls are implemented, or disclosure is made to mitigate the effect of the conflict of interest.

The Conflict of Interest Policy is made available for reference on the Company's website at <https://cengild.com/corporate-governance/>.

ANTI-BRIBERY AND CORRUPTION AND WHISTLEBLOWING POLICIES

As part of the Board's focus area on corporate governance, the Company is committed to the highest standard of integrity, openness and accountability in the conduct of its business and operations. The following policies have been adopted by the Board to ensure proper governance is practiced by the Company and across the Group:

(a) Policy for Anti-Bribery and Corruption

The Group is committed to conduct its business in an ethical and honest manner, and to implement and enforce a system that ensures corrupt gratification is prevented. The Group has adopted a zero-tolerance approach against all forms of bribery and corrupt gratification and its associated activities.

The Board and top-level management are committed to acting professionally, fairly and with integrity in all of the Group's business, in whichever country we operate.

This Policy for Anti-Bribery and Corruption sets out the responsibilities of the Group and those who work for the Group to observe and uphold the Group's zero-tolerance position on "Bribery and Corruption".

The Policy for Anti-Bribery and Corruption is made available for reference on the Company's website at <https://cengild.com/corporate-governance/>.

(b) Policy for Whistleblowing

The Company adopts Policy for Whistleblowing which serves as the guidelines for managing improper conduct within the Group and provides a channel of communication to encourage the report of any misconduct so that appropriate actions can be taken to resolve these issues.

The Policy for Whistleblowing will be periodically reviewed and is available on the Company's corporate website, <https://cengild.com/corporate-governance/>.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

(CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

A. BOARD RESPONSIBILITIES (CONT'D)

COMPANY SECRETARY

The Board is supported by two (2) qualified and competent Company Secretaries, Ms Wong Siew Yeen and Mr. Tee Thiam Chai, who both are member of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA) and qualified to act as Company Secretary under Section 235(2) of the Companies Act 2016. The Directors have ready and unrestricted access to the advice and services of the Company Secretaries to enable them to discharge their duties effectively. The Board is regularly updated and advised by the Company Secretaries on new statutory and regulatory requirements, and the resultant implications to the Group and the Directors in relation to their duties and responsibilities.

The Company Secretaries ensured that deliberations at Board and Board Committee Meetings are well documented, and subsequently communicated to the relevant Management for appropriate actions.

B. BOARD COMPOSITION

BOARD COMPOSITION, INDEPENDENCE AND DIVERSITY

The Board currently consists of five (5) Directors with three (3) Independent Non-Executive Directors, one (1) Executive Chairman and one (1) Executive Director. Currently, there are two (2) female directors on the Board, namely Dr. Chong Su-Lin and Dr. Azrina Binti Abu Bakar.

The Board composition meets the requirements of ACE LR, which requires at a minimum of two (2) or one-third (1/3) of the Board, whichever is higher to be Independent Directors and the MCCG which requires at least half of the Board to consist of Independent Directors.

The Independent Directors are independent of management and are able to provide check and balance during Boardroom deliberations and decision making.

No Independent Directors have served on the Board for more than nine (9) consecutive years as the Company was listed on 18 April 2022. However, a policy on the tenure of Independent Directors was adopted and forms part of the Board Charter. Should the Board intend to retain the Independent Directors whose tenure exceeds the term of nine (9) years, it shall seek shareholders' approval.

The significance of the diversity of the Board and the senior management in regard to skills, experience, age, cultural background and gender have always been emphasised by the Board to ensure that there is variety of professional opinion and where there is value that can be contributed to the growth of the Company. The NC is responsible to develop policies on diversity, as well as to identify and recommend suitable candidates for appointment as Directors or senior management.

BOARD COMMITTEES

To ensure the Board is able to effectively supervise the operations of the Company and to discharge their duties, the following Board Committees were formed to assist the Board:

- (a) Audit and Risk Management Committee ("ARMC");
- (b) Nominating Committee ("NC");
- (c) Remuneration Committee ("RC"); and
- (d) Long Term Incentive Plan Committee ("LTIPC").

Apart from the abovementioned Board Committees, the Board may from time to time establish other Board Committees to assist the Board in discharging its responsibilities more effectively.

These Board Committees do not make decision on behalf of the Board. Each Board Committee will have the authority to examine particular issues within its terms of reference and make the necessary recommendations to the Board for its consideration and decision making.

The duties and powers delegated to these Board Committees are set out in the Terms of Reference of each Board Committee as approved by the Board. The Terms of Reference of each Board Committee is available on the Company's website at <https://cengild.com/corporate-governance/>.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

(CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

B. BOARD COMPOSITION (CONT'D)

NOMINATING COMMITTEE

The Company's NC comprises three (3) members, all of whom are Independent Non-Executive Directors. The composition of the NC is as follows:

Chairperson: Dr. Azrina Binti Abu Bakar

Members: Dr. Chong Su-Lin
Dr. Eddy Yap Tat Hiung

The composition, authority, duties and responsibilities of the NC are set out in its Terms of Reference, which can be accessed through the Company's website at, <https://cengild.com/corporate-governance/>.

The Board delegates to the NC the responsibility of making recommendations on any potential candidates for the appointment of new Director or senior management. The NC is responsible that the procedures to appoint new Director or senior management are transparent and based on merits.

Under the provision of the Company's Constitution, one-third (1/3) of the Directors for the time being, or if their number is not three (3) or a multiple of three (3), then the number nearest to one-third (1/3), shall retire from office at the conclusion of the Annual General Meeting in every year provided always that all Directors shall retire from office once at least in each three (3) years, but shall be eligible for re-election.

The NC is also responsible to review annually the effectiveness of the Board and Board Committees as well as the performance of individual Directors. The criteria for the evaluation are guided by the Corporate Governance Guide issued by Bursa Malaysia Berhad.

During the FYE 2025, the NC conducted four (4) meetings. Some activities carried out by the NC in discharging its duties were as below:

- Reviewed and assessed the mix of skills, experience and size of the Board;
- Reviewed and assessed the performance and effectiveness of the Board as a whole, Board Committees and the performance of each Director FYE 2025;
- Reviewed and assessed the performance and effectiveness of the Key Senior Management FYE 2025;
- Reviewed and assessed the independence of the Independent Non-Executive Directors;
- Reviewed and assessed the terms of office and performance of the ARMC and each of its members to determine whether the ARMC and its members have carried out their duties in accordance with their Terms of Reference;
- Reviewed and recommended the re-election of Directors at the fourth Annual General Meeting of the Company held on 29 November 2024; and
- Assessed the training needs of each Director.

Based on the Directors' Fit and Proper Policy, the NC would assess any appointment of new Directors as well as Directors who are seeking for re-election of the Company and its group of subsidiaries, taking into account the following fit and proper criteria and declarations made by each individual candidate or Director:

- Character and integrity, which would be assessed on probity, personal integrity, financial integrity and reputation;
- Experience and competence, which would be assessed on qualifications, training and skills, relevant experience and expertise, and relevant past performance or track record; and
- Time commitment, which would be assessed on ability to discharge role having regard to other commitments, and participation and contribution in the board or track record (applicable to re-election of existing Directors only).

The performance of the Board and individual Directors would be assessed annually by the NC via a Board Effectiveness Evaluation ("BEE") exercise. During the financial year, the NC had conducted the BEE exercise internally and facilitated by the Company Secretary. Directors are assessed based on the following:-

- Board Assessment Form;
- Board Committee's Assessment Form;
- Individual Director Self and Peer Evaluation Form;

CORPORATE GOVERNANCE OVERVIEW STATEMENT

(CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

B. BOARD COMPOSITION (CONT'D)

NOMINATING COMMITTEE (CONT'D)

- ARMC's Self and Peer Evaluation Form;
- Mix of skills and experience of the Board; and
- Declaration of Independence.

The process of the BEE exercise is summarized as follows:

1. The Company Secretary circulates questionnaires for each Director's completion.
2. Upon receiving the completed questionnaires, the responses are compiled and summarized for the NC.
3. The NC reviews and assesses the results of the BEE exercise and the Chairman of the NC reports the NC's views and recommendations to the Board for consideration and approval.

LONG TERM INCENTIVE PLAN COMMITTEE ("LTIPC")

The Company's LTIPC is comprised of three (3) members, all of whom are Independent Non-Executive Directors. The composition of the LTIPC is as follows:

Chairman: Dr. Eddy Yap Tat Hiung
Members: Dr. Chong Su-Lin
 Dr. Azrina Binti Abu Bakar

The primary function of the LTIPC is to provide assistance to the Board in implementing and administering of the Long-Term Incentive Plan ("LTIP") of the Group. Currently the LTIP consists of two (2) plans which are Executive Share Option Scheme ("ESOS") and Executive Share Grant Scheme ("ESGS").

The composition, authority, duties and responsibilities of the LTIPC are set out in its Terms of Reference which can be accessed through the Company's website at <https://cengild.com/corporate-governance/>.

The role of the LTIPC is to administer the ESOS and ESGS as stated in the By-Laws and the powers and duties conferred upon by the Board.

During the FYE 2025, the LTIPC conducted two (2) meetings. At the said meeting, the LTIPC had:

- Discussed and reviewed the proposed reallocation of ESOS;
- Discussed on the grant of the ESOS Option to the eligible executive; and
- Reviewed the Proposed Extension of the Duration of the ESOS.

REMUNERATION COMMITTEE

The Company's RC is comprised of three (3) members, all of whom are Independent Non-Executive Directors. The composition of the RC is as follows:

Chairperson: Dr. Chong Su-Lin
Members: Dr. Eddy Yap Tat Hiung
 Dr. Azrina Binti Abu Bakar

The primary function of the RC is to develop a remuneration package that is competitive and in line with the current market practice to attract, retain and reward talented Directors and senior management, and is aligned with the Group's strategy. The remuneration package is determined by taking into account the short-term and long-term objectives and growth of the Group.

The composition, authority, duties and responsibilities of the RC are set out in its Terms of Reference which can be accessed through the Company's website at <https://cengild.com/corporate-governance/>.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

(CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

B. BOARD COMPOSITION (CONT'D)

REMUNERATION COMMITTEE (CONT'D)

During the FYE 2025, the RC conducted four (4) meetings. At the said meetings, the RC had:

- Reviewed and recommended the proposed Directors' fees and benefits to the Board for approval;
- Reviewed and recommended the Remuneration Policy and Procedures for Directors and Senior Management to the Board for approval;
- Reviewed and proposed the remuneration package of the former financial controller, Mr. John Lian Yoon Ahn;
- Reviewed and discussed on the fees and benefits to the new Independent Non Executive Director;
- Reviewed and proposed the remuneration package of the new appointment of GCEO, Ms. Stephanie Lee; and
- Review of performance bonus of the GCEO, Ms. Stephanie Lee.

The details of the remuneration of the Directors of the Company and the Group on a named basis for the FYE 2025 are as below:

DIRECTORS REMUNERATIONS

	Directors' Fees (RM'000)	Salaries, EPF and SOCSO (RM'000)	Bonuses, EPF and SOCSO (RM'000)	External Consultant Fee^ (RM'000)	Allowances (RM'000)	Benefit in-kind (RM'000)	Total (RM'000)
Executive Directors (Group)							
Dato' Dr. Tan Huck Joo	-	3,000	1,128	631	-	-	4,759
Dr. Mohamed Akhtar bin Mohamed Ditali Qureshi	-	960	381	651	-	-	1,992
Non-Executive Directors (Group)							
Mr. Kua Choo Kai (Resigned on 16 July 2025)	45	-	-	-	6	-	51
Dr. Chong Su-Lin	45	-	-	-	6	-	51
Dr. Azrina Binti Abu Bakar	45	-	-	-	6	-	51
Dr. Eddy Yap Tat Hiung (Appointed on 2 January 2025)	23	-	-	-	4	-	27

TOP 5 SENIOR MANAGEMENT REMUNERATION

Group	Remuneration (including EPF and SOCSO) (in bands of RM50,000) (RM)	External Consultant Fee^ (including EPF and SOCSO) (in bands of RM50,000) (RM)	Total (in bands of RM50,000) (RM)
Key Senior Management			
Dr. Ramesh K Gurunathan	1,150,001 - 1,200,000	550,001 - 600,000	1,750,001 - 1,800,000
Dr. Ong Siew Kuen	750,001 - 800,000	350,001 - 400,000	1,100,001 - 1,150,000
Dr. Mustafa Mohammed Taher	4,500,001 - 4,550,000	-	4,500,001 - 4,550,000
Ms. Stephanie Lee (Appointed on 1 November 2024)	450,001 - 500,000	-	450,001 - 500,000
Ms. Yap Soh Kim (Retired on 1 November 2024)	100,001 - 150,000	-	100,001 - 150,000
Mr. John Lian Yoon Ahn (Resigned on 9 May 2025)	100,001 - 150,000	-	100,001 - 150,000
Ms. Cheah Wen Lih (Resigned on 26 July 2024)	20,001 - 25,000	-	20,001 - 25,000

CORPORATE GOVERNANCE OVERVIEW STATEMENT

(CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

B. BOARD COMPOSITION (CONT'D)

TOP 5 SENIOR MANAGEMENT REMUNERATION (CONT'D)

[^] The Group's employee consultants may perform consultation and undertake treatments for their patients in other medical centres, pursuant to the employment agreements and deeds of assignment they have entered into with Cengild Sdn Bhd, with effect from 1 September 2021:

- (a) they will assign to the Group all the income earned by them in other medical centres; and
- (b) the Group will pay them 80% of the income earned by them in other medical centres.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

A. AUDIT AND RISK MANAGEMENT COMMITTEE ("ARMC")

The ARMC comprises three (3) members, all of whom are Independent Non-Executive Directors. The ARMC members possess a mix of skill, knowledge and appropriate level of expertise and experience to enable them to discharge their duties and responsibilities as set out in the Terms of Reference. Collectively the ARMC members are financially literate and able to understand, analyse and challenge matters under the purview of the ARMC including the financial reporting process.

The Terms of Reference of the ARMC is available on the Company's website, <https://cengild.com/corporate-governance/>.

During the FYE 2025, the ARMC has carried out an annual assessment of the independence and performance of the external auditors, Crowe Malaysia PLT, and was satisfied that the external auditors have been independent throughout their audit engagement. The ARMC has also met with the external auditors without the present of the Management during the financial year to discuss on any matters that the external auditors may wish to bring up to the attention of the ARMC.

B. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board has overall responsibility for risk governance and ensures that Group management maintains an effective risk management and internal control framework.

The Board is well aware of the importance of a sound internal control and risk management framework in ensuring the operations run smoothly and potential risks are mitigated. The Company has engaged Baker Tilly Monteiro Heng Governance Sdn Bhd, an independent internal audit firm ("**BTMHG**" or "**Internal Auditors**") to assist in formalizing the Group's risk management framework and provide assurance on the adequacy and integrity of the internal control system. The Internal Auditors report directly to the ARMC.

The ARMC is responsible for reviewing the risk management framework and internal control system and ensure that it aligns with the business objectives of the Group. The ARMC's roles include updating the Board on current major risks, potential risks identified, changes of risk profile and management action plans taken to manage those identified risks. The ARMC also reviews the clinical governance, quality framework and reports to ensure delivery of high quality and safe patient care across the Group in accordance with the appropriate standards. Annual assessment and periodic testing on the effectiveness of the risk management framework and internal control system are conducted, and the assessment results together with recommendations for improvements are reported to the Board.

Details on the key features of the risk management and internal control system together with its adequacy and effectiveness are described in the Statement on Risk Management and Internal Control.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

(CONT'D)

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

A. COMMUNICATION WITH STAKEHOLDERS

The Company is fully committed in providing continuous communication with the stakeholders and also the importance of transparency. Hence, the Board has established an effective and transparent method to keep the stakeholders informed on corporate information, policies on governance, economic, environmental and social responsibility.

The Company has posted the following on the Company's website, <https://www.cengild.com/>, with the intention of building a communication channel between the Company with the stakeholders:

(a) Financial information submitted to Bursa Securities

The Company has all its financial information submitted to Bursa Securities posted on the Company's website and stakeholders may access the information from its website.

(b) Investor section which provides relevant corporate information

The Company's website consists of an Investor section dedicated to provide corporate information to the stakeholders' such as general corporate information, directors' profiles, and policies approved by the Board.

(c) General telephone number, fax number and email address.

The general line number, fax number and general enquiry email address of the Company are provided for the stakeholders to send in any enquiries to the Company directly.

B. CONDUCT OF ANNUAL GENERAL MEETING ("AGM")

The Annual General Meeting ("AGM") of the Company serves as a principal forum for the Company and the shareholders to be informed on the Company's growth and to seek for shareholders' approval on resolutions.

The notice and agenda of the AGM together with the proxy form are given to the shareholders at least twenty-eight (28) days prior to the date of the AGM. This will give the shareholders sufficient time to consider the resolutions to be tabled at the AGM and make the necessary arrangement to attend in person and submit the proxy form to attend the AGM on their behalf. The notice of AGM was also accompanied by explanatory notes which provide further explanation on each resolution proposed to facilitate informed decision-making by the shareholders.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Board of Directors ("**Board**") of the Cengild Medical Berhad ("**Cengild Medical**" or "**the Company**") is pleased to present the Audit and Risk Management Committee ("**ARMC**") Report for the financial year ended 30 June 2025 ("**FYE 2025**").

AUDIT AND RISK MANAGEMENT COMMITTEE COMPOSITION

The **ARMC** comprises three (3) members, all of whom are Independent Non-Executive Directors. All of the Independent Non-Executive Directors satisfied the test of independence under the ACE Market Listing Requirements ("**ACE LR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**"). The ARMC meets the requirements of Rule 15.09 of the ACE LR.

The present composition in the **ARMC** during the financial year under review are as follows:

- Chairman:** Dr. Eddy Yap Tat Hiung (Appointed to the Board on 2 January 2025 and as chairman on 1 August 2025)
Mr. Kua Choo Kai (Resigned on 16 July 2025)
- Members:** Dr. Chong Su-Lin
Dr. Azrina Binti Abu Bakar

The Chairman of ARMC, Dr Eddy Yap Tat Hiung, is a Chartered Accountant of the Malaysian Institute of Accountants ("**MIA**").

ROLE AND RESPONSIBILITIES

The role and responsibilities of the ARMC are as follows:

Financial Reporting

- (a) Review the quarterly results and the year-end financial statements of the Group, before submission to the Board for approval, focusing particularly on:
 - Any changes or implementation of major accounting policies;
 - Any significant matters highlighted including financial reporting issues, significant judgement made by management, significant and unusual events or transactions and how these matters are addressed;
 - Any significant adjustment arising from the audit;
 - Any major judgmental areas and others;
 - The going concern assumption;
 - Whether significant contingent liabilities and commitments have been properly disclosed; and
 - Compliance with accounting standards, regulatory and other legal requirements.
- (b) Review and provide advice on whether the financial statements taken as a whole provide a true and fair view of the Company's financial position and performance; and
- (c) Make enquiries to ascertain whether the financial statements are consistent with operational and other information known, where there are significant matters requiring judgement.

External Auditors

- (a) Consider and recommend to the Board on the appointment or re-appointment of external auditors and to fix their fees (audit and non-audit), after assessing their independence and capabilities as well as the effectiveness of the external audit process;
- (b) Review and report the re-appointment or resignation or removal of external auditors to the Board;
- (c) Assess the suitability, objectivity and independence of the external auditors on an annual basis based on the policies and procedures that have been established and the annual performance evaluation of the external auditors undertaken by the Committee; and
- (d) Review the audit plan, scope, nature, audit report, evaluation of the system of internal controls, assistance given by the employees to the external auditors, and external auditors' management letter and management's response to the Board.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

(CONT'D)

ROLE AND RESPONSIBILITIES (CONT'D)

The role and responsibilities of the ARMC are as follows: (Cont'd)

Internal Audit

- (a) review the adequacy of the scope, competency and resources of the internal audit function, and that it has the necessary authority to carry out its work;
- (b) review the internal audit plan, programme, processes, and the reporting structure;
- (c) review whether the internal audit function is carried out in accordance with a recognised framework;
- (d) review the findings of the internal auditors' reports, investigations undertaken and whether or not appropriate actions are taken by the management, based on the recommendations of the internal auditors;
- (e) recommend and review the appraisal or assessment of the performance of the internal audit function on an annual basis; and
- (f) review any special audit which the Committee deems necessary.

Related Party Transactions ("RPT"), Recurrent RPT ("RRPT") and Conflict of Interest

- (a) Monitor, review and report to the Board any RPT, RRPT and conflict of interest situation that arose, persist or may arise within the Company or Group, any other transaction, procedures or code of conduct that raises questions of management integrity, and the measures taken to resolve, eliminate, or mitigate such conflicts of interest;
- (b) In reviewing any RPT or RRPT, the ARMC shall review the terms thereof to determine whether such RPT or RRPT will be conducted at arm's length basis and on normal commercial terms in the ordinary course of business and on terms not more favourable to the related party than those generally available to the public and will not prejudice the shareholders or be a disadvantage to the Group;
- (c) Determining whether the arrangement for the employee consultants to perform consultations and treatments in other medical centre are satisfactory, essential and favourable to the Group and shall not be detrimental to the shareholders; and
- (d) To conduct a review on the declaration and all relevant documents pertaining to the arrangement for the employee consultants of the Group to perform consultations and treatments in other medical centres and ensuring they are satisfactory, essential and favourable to the Group, and to recommend the same to the Board for approval.

Risk Management

- (a) Ensure that an appropriate risk reporting structure is established to facilitate reporting of risks to management and the Board;
- (b) Oversee the Group's overall risk management framework and policies;
- (c) Review and assess the adequacy and effectiveness of the risk management framework, policies and processes, which include identifying, managing, monitoring, treating and mitigating significant risks of the Group, and recommend for approval by the Board;
- (d) Review and assess the risk appetite and risk tolerance for the Group;
- (e) Review the regulatory and clinical compliance reports and any other reports within the purview of the ARMC;
- (f) Review the significant risks identified and assess the mitigating actions put in place to manage these risks;
- (g) Review the Statement on Risk Management and Internal Control for inclusion in the Company's Annual Report, and recommend for approval by the Board;
- (h) Ensure the key risks are effectively managed in accordance with the Group's risk management policies and strategies;

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

(CONT'D)

ROLE AND RESPONSIBILITIES (CONT'D)

The role and responsibilities of the ARMC are as follows: (Cont'd)

Risk Management (Cont'd)

- (i) Review the adequacy of resources for managing the risk management framework;
- (j) Review and deliberate reports on non-compliance findings by regulatory agencies;
- (k) Carry out other responsibilities, functions or assignments as may be defined by the Board from time to time; and
- (l) Has the right to call for ad-hoc or emergency meetings.

Others

- (a) Review all financial related reports/statements as required by the ACE LR, for inclusion in the Annual Report;
- (b) Verify allocation of units or options issued pursuant to the various incentive or retention schemes implemented by the Group (if any);
- (c) Obtain regular updates from the management regarding compliance matters;
- (d) Review findings, queries or investigation by the regulatory agencies (if any);
- (e) Review and report to the Board on the status of compliance of the undertakings* by the employee consultants to the Group;
- (f) Review the adequacy and appropriateness of corporate policies, when necessary; and
- (g) Carry out any other functions that may be agreed upon by the Committee or the Board.

Note: -

* Employee Consultants, under the existing employment contract shall not practise at other medical centres:

- (i) after three (3) years from the date the Company is listed on the ACE Market of Bursa Securities; or
- (ii) on full commencement of operations at the expanded area of the Group's existing medical centre,

whichever is the earlier, unless written approval from the Company has been obtained and the following conditions are met:

- (i) employee consultants only consult and treat patients at other medical centre where such patients have other illnesses that require the attention of other specialists not available at the Group's medical centre; and
- (ii) employee consultants shall not practise at other medical centres more than two (2) clinic sessions a week.

In view that the initial plan for expansion of the medical centre has changed, the Board agreed on 25 August 2025 to release employee consultants from the clauses above, on condition that employee consultants sign letters of undertaking stating that they will not practise at other medical centres/hospitals once the expanded centre (being constructed in the stratified property in Kuala Lumpur) commences operations, unless written approval from Cengild has been obtained.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

(CONT'D)

MEETINGS ATTENDANCE

Audit and Risk Management Committee Meeting	Numbers of Meetings	
	Attended	Held
<u>Independent Directors</u>		
Mr. Kua Choo Kai (Resigned on 16 July 2025)	5	5
Dr. Chong Su-Lin	5	5
Dr. Azrina Binti Abu Bakar	5	5
Dr. Eddy Yap Tat Hiung (Appointed on 2 January 2025)	2	2

SUMMARY OF ACTIVITIES DURING THE FINANCIAL YEAR UNDER REVIEW

The main activities undertaken by ARMC during the financial year are as follows:

Financial reporting

- Reviewed the quarterly financial results of the Group and made recommendations to the Board of Directors ("Board") for approval. The reviews served to ensure that the Group's financial reporting and disclosure are in compliance with Bursa Securities ACE LR and applicable accounting standards in Malaysia;
- Reviewed and made the recommendation to the Board in respect of the annual audited financial statements of the Company and of the Group for the financial year ended 30 June 2024; and
- Reviewed and made the recommendation to the Board in respect of the proposed dividend after reviewing and considering the solvency test of the Company.

External Audit and re-appointment of External Auditors

- Reviewed the Audit Planning Memorandum with the External Auditors;
- Reviewed with the External Auditors, the results of their audit for the financial year ended 30 June 2024, and their audit report;
- Reviewed and recommended to the Board for approval, the fees for the audit and non-audit services for the financial year ended 30 June 2024;
- Assessed the suitability and independence of the External Auditors;
- Conducted private session with the External Auditors in the absence of the Executive Directors and Management to ensure there were no restrictions in the scope of their audit and there were no other significant matters to bring to the attention of the ARMC; and
- Reviewed and recommended to the Board to table at the Fourth Annual General Meeting on the appointment or re-appointment of External Auditors, Crowe Malaysia PLT for the financial year ending 30 June 2025.

Internal Audit

- Reviewed with the Internal Auditors, the Internal Audit Plan to ensure adequacy of the scope and coverage of work for the financial year ended 30 June 2025 and financial year ending 30 June 2026;
- Reviewed and discussed on the internal audit reports with respect to the following business processes:
 - Patient Administration, Registration and Financial Controls Management;
 - Human Resources and Payroll Management;
 - Environmental, Social & Governance Review;
 - Information Technology & General Control; and
 - Risk Management Framework

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

(CONT'D)

SUMMARY OF ACTIVITIES DURING THE FINANCIAL YEAR UNDER REVIEW (CONT'D)

The main activities undertaken by ARMC during the financial year are as follows: (Cont'd)

Internal Audit (Cont'd)

- (c) Reviewed the effectiveness of audit process and the performance of the overall Internal Audit function.

Related Party Transactions

- (a) Reviewed and monitored the related party transactions of the Group and ensured that they were not more favorable to the related parties than those generally available to the public and complied with Bursa Securities ACE LR and will not be detrimental to the shareholders or disadvantage to the Group;
- (b) Reviewed and ensured the Group has in place adequate procedures and processes to monitor, track and identify RRPTs in a timely and orderly manner;
- (c) Reviewed the declaration and relevant documents pertaining to the arrangement for the employee consultants to perform consultations and treatments in other medical centres to ensure that the arrangement is satisfactory, essential and favorable to the Group and not detrimental to the shareholders, and recommended to the Board for approval; and
- (d) Received the update on the draft Circular to Shareholders in relation to the Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature.

Risk Management

- (a) Reviewed the risk management framework, policies and procedures, which include identifying, managing, monitoring, treating and mitigating significant risks of the Group, and recommended to the Board for approval;
- (b) Reviewed the adequacy of resources for managing the risk management framework;
- (c) Reviewed the content of the Risk Management Standard Operating Procedures;
- (d) Reviewed the Balanced Scorecard;
- (e) Reviewed the Risk Register and received the updates on the Hospital incident and Case review; and
- (f) Reviewed the Statement on Risk Management and Internal Control for inclusion in the Company's Annual Report.

Other activities

- (a) Reviewed and recommended to the Board for approval, the Corporate Governance Overview Statement, Audit and Risk Management Committee Report, and Statement on Risk Management and Internal Control for inclusion in the Annual Report 2024;
- (b) Reviewed and recommended to the Board for approval, the draft Corporate Governance Report;
- (c) Discussed on the corporate calendar for FYE 2025; and
- (d) Reviewed and verified the allocation of the ESOS options.

The ARMC Report was approved by the Board of Directors on 27 October 2025.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board of Directors ("**Board**") of Cengild Medical Berhad ("**Cengild**" or "**the Company**") is pleased to present the Statement of Risk Management and Internal Control ("**Statement**") in compliance with Rule 15.26(b) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Securities**"), the relevant principles and practices of the Malaysian Code on Corporate Governance ("**MCCG 2021**") and the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers.

This Statement outlines the nature and scope of risk management and internal control of Cengild and its subsidiary (hereinafter referred to as "**the Group**") for the financial year ended 30 June 2025 ("**FYE 2025**") and up to the date of approval of this Statement for inclusion in the Annual Report.

ROLES AND RESPONSIBILITIES OF THE BOARD

The Board acknowledges its overall responsibility in establishing a sound risk management framework and internal control system. The Board recognises that continuous review of the effectiveness, adequacy and integrity of the risk management framework and internal control system in a dynamic business environment is fundamental to governance framework and would ultimately better safeguard shareholder's investment and the Group's assets.

The Board's focus on effective risk oversight is crucial to setting the tone and culture for effective risk management and internal control. Hence, to discharge its oversight roles and responsibilities more effectively, the Board has authorised the Audit and Risk Management Committee, to review the Company's risk management framework, policies and processes and staff responsibilities and assess whether they provide reasonable assurance that the principal risks can be mitigated with the implementation of appropriate internal controls and / or mitigation measures.

RISK MANAGEMENT FRAMEWORK

Risk management is an integral part of the business strategy and shall be embedded into day-to-day operations to both ensure patient safety and to achieve sustainable long-term growth and profitability. Effective risk management remains the responsibility and accountability of the entire Group.

The Board is supported by the Audit and Risk Management Committee ("**ARMC**") to ensure that an appropriate risk reporting structure is established to facilitate reporting of risk to the management and the Board.

The key roles and responsibilities of the ARMC are set out in the Terms of Reference, as follows:

The ARMC shall:

- i. Have oversight of the integrity of the Group's accounting and financial reporting;
- ii. Evaluate the performance of internal auditors and external auditors;
- iii. Enhance the effectiveness and independence of both the external and internal auditors' functions through active participation in audit process;
- iv. Oversee the effectiveness of the systems of internal controls and risk management framework and policies: such policies include the proposal to the Board of the risk appetite of the Group, and ensuring that operating processes operate within this risk appetite threshold; and
- v. Ensure that proper processes and procedures are in place to comply with relevant laws, rules and regulations, directives and guidelines established by the relevant regulatory bodies of Malaysia.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

(CONT'D)

RISK MANAGEMENT FRAMEWORK (CONT'D)

The Senior Manager of Total Quality Management has been appointed to co-ordinate, facilitate and monitor the implementation of risk management activities across all operations within the Group. The Enterprise Risk Management ("ERM") Framework to be formalised by the Group encompasses the following risk management processes as depicted in the below diagram:



The Group recognises that Enterprise Risk Management (ERM) is proactive management system for anticipating emerging risks and putting in place pre-emptive action plans so that the effect of uncertainties on fulfilling business goals and objectives are minimised. ESG and other sustainability-related risks, including those arising from environmental, social, governance, and climate considerations, are incorporated into the Group's ERM process to support long-term resilience and sustainable value creation.

The Group has in place a Risk Management Standard Operating Procedure which is consistent with the definition of an 'appropriate framework' in Standard ISO 31000:2018 Risk Management – Guidelines.

INTERNAL CONTROL SYSTEM

Internal control system is embedded into various day-to-day operational policies and procedures of business segments across the Group to ensure that the Group's business is being managed effectively and sustainably.

Key elements of the Group's internal control system include:

- i) The Board of Directors and the respective Board Committees meet regularly to review business plans and business strategies, and the Group's performance from financial and operational perspectives;
- ii) Expected integrity and ethical behaviours from the Directors and employees are incorporated in the Code of Conduct and Ethics. Ethical practices throughout the Group are further enhanced with the formalisation of Policy for Anti-Bribery and Corruption and Policy for Whistleblowing to prevent and better manage bribery risks and conflict of interest;
- iii) Financial performance is measured against approved annual budgets and financial forecasts of the Group to identify significant variances for prompt actions to be taken;
- iv) Formalisation of other high-level Policies such as Personal Data Protection Act Policy, Succession Plan Policy, Emergency Evacuation Policy;
- v) A well-defined organisation structure with clear reporting line and appropriate segregation of duties and accountabilities;

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

(CONT'D)

INTERNAL CONTROL SYSTEM (CONT'D)

Key elements of the Group's internal control system include: (Cont'd)

- vi) Establishment of Discretionary Authority Limits for clear delegation of authority limit that governs decision-making powers to act on behalf of the Group and limits to those power;
- vii) Formalisation of Standard Operating Procedures ("**SOP**") on key functions and / or processes to ensure the uniformity, continuity and consistency of business process and practices within the Group;
- viii) Establishment of Compliance Monitoring Framework to ensure the Group conducts its business in compliance with the law and regulations and
- ix) Periodic management review meetings to discuss key operational and management issues.

INTERNAL AUDIT FUNCTION

The Board shall ensure and maintain independence of the risk and internal control environment in compliance with Rule 15.27(1) of ACE Market Listing Requirements of Bursa Securities. Therefore, the Group has appointed Baker Tilly Monteiro Heng Governance Sdn Bhd ("**BTMHG**" or "**Internal Auditor**") as the outsourced internal auditor to assist both the Board and Audit and Risk Management Committee ("**ARMC**") by conducting independent internal audit review on the adequacy, efficiency and effectiveness of the Group's internal control system. The Internal Auditor is independent of Management and free from any relationships that could impair objectivity. The Internal Auditor reports directly to the ARMC and carry out internal audit work based on a risk-based annual internal audit plan reviewed and approved by the ARMC.

The Internal Auditor uses the Committee of Sponsoring Organisation of the Treadway Commission - Internal Control ("**COSO – IC**") Integrated Framework as a basis for evaluating the effectiveness of the internal control system. The Internal Auditor also refers to the International Professional Practices Framework ("**IPPF**") during the audit reviews. The Internal Auditor shall highlight any key area of weakness in the risks and internal control management system of the Group to the ARMC and make recommendation on the remedial action to be taken to address the areas of weaknesses. The internal audit findings which include audit recommendations shall be highlighted for the reviews and recommendations of the ARMC for implementation. In addition, the Internal Auditor shall perform follow-up review on previously reported internal audit findings and provide an update to the ARMC on the status of implementation.

During the FYE 2025, internal audit work was carried out in accordance with the risk assessment based internal audit plan that was reviewed and approved by the ARMC on 28 May 2024. The internal audit during the year reviewed, identified areas of risk and evaluated the efficiency and effectiveness of internal controls that are in place with respect to the following business processes:

Description of Business Processes	FYE 2024	FYE 2025
i. Human Resource & Payroll Management	Nov 2023	
ii. Environmental, Social & Governance Review		Aug 2024
iii. Information Technology General Controls		Nov 2024
iv. Risk Management Framework Review		Nov 2024

* * month/year represent Internal Audit conducted for each business process.

Based on the internal audit reviews conducted, no noted weaknesses resulted in any material losses, contingencies or uncertainties that would require separate disclosure in this report.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

(CONT'D)

REVIEW OF THE STATEMENT BY EXTERNAL AUDITOR

This Statement on Risk Management and Internal Control has been reviewed by our external auditor in accordance with Rule 15.23 of ACE Market Listing Requirements of Bursa Securities for FYE 2025.

Their limited assurance review was performed in accordance with the Audit and Assurance Practice Guide ("**AAPG**") 3 issued by the Malaysian Institute of Accountants. AAPG 3 does not require the external auditor to form an opinion on the adequacy and effectiveness of the risk management and internal control system of the Group.

Based on their review, the external auditor has reported to the Board that nothing had come to their attention that causes them to believe that this Statement is not prepared, in all material aspects, in accordance with the disclosures required under Paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers and Practice 10.1 and Practice 10.2 of MCCG 2021, nor that this Statement is factually incorrect.

CONCLUSION

During the financial year under review up to the date of approval of this Statement for inclusion in the Annual Report, the Board remains committed to ensure that risk management is embedded in the Group's activities and the internal controls have been duly assessed throughout the period.

There were no significant internal control deficiencies or weaknesses that have resulted in material losses or contingencies that would require separate disclosure in the Group's Annual Report. The Group's risk management and internal controls systems do not apply to the associate companies and joint ventures.

The Board has also received assurance from the GCEO and CFO that the Company's risk management and internal control system is operating adequately and effectively, in all material aspects, based on the risk management and internal control system of the Company.

This Statement has been tabled and approved by the Board on 27 October 2025.

ADDITIONAL COMPLIANCE INFORMATION

1. Audit and Non-Audit Fees

During the financial year ended 30 June 2025 ("FYE 2025"), the amount for audit and non-audit fees payable by the Group were RM174,117 and RM6,000 respectively.

The non-audit fees paid or payable to the external auditors, or a firm or corporation affiliated to the auditors' firm by the Company during the FYE 2025 were RM6,000. The non-audit fees were in relation to the service rendered for the review of Statement of Risk Management and Internal Control.

2. Material Contracts

During the FYE 2025, there was no material contract entered into by the Company or its subsidiaries involving Directors and major shareholders.

3. Material Contracts relating to Loans

During the FYE 2025, there was no material contract relating to loans entered into by the Company or its subsidiaries involving Directors and major shareholders.

4. Recurring Related Parties Transactions

The RRPTs of the Group have been entered into in the normal course of business. The aggregate value of the RRPTs from 31 October 2024 to 30 September 2025 are as follows:

Related Party	Relationship	Nature of transactions	RM
Dato' Dr. Tan Huck Joo	Interested Director and major shareholder	External Consultant Fee	781,950
Dr. Mohamed Akhtar Bin Mohamed Ditali Qureshi	Interested Director	External Consultant Fee	782,147

The Company will seek shareholders' approval for renewal of existing shareholders' mandate for the recurrent related party transactions at the upcoming 5th Annual General Meeting to be convened on 28 November 2025.

5. Utilisation of Proceeds

The status of the utilisation of proceeds raised from the IPO of RM72.20 million and the variation of the use of proceeds is as follows:

Details of utilisation	(A) Original intention for utilisation	(B) Actual utilisation as at 29 December 2023	(C) = (A) - (B) Balance of proceeds as at 29 December 2023	Variation	Balance of proceeds after variation	Actual utilisation from 29 December 2023 to 30 June 2025	Balance of proceeds as at 30 June 2025	Original timeframe for utilisation of proceeds	Revised timeframe for utilisation of proceeds
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000		
Expansion of existing medical centre	13,000	(3,092)	9,908	(9,908)	-	-	-	Within 36 months from the Listing Date	-
Establishing new medical centres	37,100	-	37,100	(18,550)	18,550	-	18,550	Within 36 months from the Listing Date	-
Acquisition of new forming part of a purpose-built private medical centre	-	-	-	36,258	36,258	(36,258)	-	-	Within 36 months from the unconditional date of the sale and purchase agreement
Working capital	17,404	(4,153)	13,251	(7,800)	5,654	-	5,654	Within 24 months from the Listing Date	Within 36 months from the Listing Date
Defraying the listing expenses	4,700	(4,497)	203	-	-	-	-	Within 1 month from the Listing Date	
Total	72,204	(11,742)	60,462	-	60,462	(36,258)	24,204		

As at 30 June 2025, we have utilised RM48.00 million from the total IPO Proceeds and the remaining balance of RM24.20 million has yet to be utilised.

DIRECTORS' RESPONSIBILITY STATEMENT

The Board is responsible for ensuring that the financial statements are properly drawn up in accordance with the Malaysia Financial Reporting Standards, IFRS Accounting Standards, and the requirements of the Companies Act 2016 so as to give a true and fair view of the financial position of our Group and of our Company as at the end of the financial year and of the financial performance and cash flows for the financial year then ended.

In preparing these financial statements, the Board has considered the following:

- (i) Applied appropriate accounting policies consistently;
- (ii) Made judgements and estimations that were reasonable and prudent; and
- (iii) Ensured compliance with applicable approved financial reporting standards in Malaysia and the financial statements were prepared on a going concern basis.

The Board is responsible for ensuring that our Group and our Company maintain proper and adequate accounting records which disclose the financial position of our Group and of our Company with reasonable accuracy to ensure compliance with the provisions of the Companies Act 2016.

The Board is also responsible to take reasonable steps to safeguard the assets of our Group and of our Company to prevent and detect fraud and other irregularities.



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DIRECTORS' REPORT

The directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 30 June 2025.

PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding.

The information on the name, place of incorporation, principal activities, and percentage of issued share capital held by the holding company in each subsidiary company are set out in the "Subsidiaries" section of this report.

There have been no significant changes in the nature of these activities during the financial year.

RESULTS

	The Group RM	The Company RM
Profit/(Loss) after taxation for the financial year:		
- continuing operations	13,567,835	4,115,063
- discontinued operations	(2,511,282)	-
	11,056,553	4,115,063
Attributable to:-		
Owners of the Company:		
- continuing operations	13,567,835	4,115,063
- discontinued operations	(2,511,282)	-
	11,056,553	4,115,063

DIVIDENDS

Dividends paid or declared by the Company since 30 June 2024 are as follows:-

	RM
<u>In respect of the financial year ended 30 June 2024</u>	
A single-tier interim dividend of 0.37 sen per ordinary share, paid on 27 September 2024	3,081,776
<u>In respect of the financial year ended 30 June 2025</u>	
A single-tier interim dividend of 0.60 sen per ordinary share, paid on 28 February 2025	4,997,476
	8,079,252

On 29 August 2025, the Company declared a single-tier interim dividend of 0.37 sen per ordinary share amounting to RM3,081,777 in respect of the current financial year, paid on 7 October 2025, to shareholders whose names appeared in the record of depositors on 19 September 2025. The financial statements for the current financial year do not reflect this interim dividend. Such dividend will be accounted for in equity as an appropriation of retained profits in the financial year ending 30 June 2026.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year other than those disclosed in the financial statements.

DIRECTORS' REPORT

(CONT'D)

ISSUES OF SHARES AND DEBENTURES

During the financial year:-

- (a) there were no changes in the issued and paid-up share capital of the Company; and
- (b) there were no issues of debentures by the Company.

OPTIONS GRANTED OVER UNISSUED SHARES

During the financial year, no options were granted by the Company to any person to take up any unissued shares in the Company except for the share options granted pursuant to the Company's Long Term Incentive Plan below.

LONG TERM INCENTIVE PLAN

The Long Term Incentive Plan ("LTIP") of the Company is governed by the LTIP By-Laws and was approved by the shareholders on 15 April 2022. The LTIP is to be in force for a period of 5 years effective from 15 April 2022.

The main features of the LTIP are as follows:-

- (i) Eligible persons are employees and/or directors of the Group, save for companies which are dormant, who have been confirmed in the employment of the Group;
- (ii) The maximum number of new ordinary shares of the Company, which may be available under the scheme, shall not exceed in aggregate 10%, or any such amount or percentage as may be permitted by the relevant authorities of the issued and paid-up share capital of the Company at any one time during the existence of the LTIP;
- (iii) The option price shall be determined by the Option Committee based on the 5-day weighted average market price of ordinary shares of the Company immediately preceding the offer date of the option, with a discount of not more than 10%;
- (iv) The option may be exercised by the grantee by notice in writing to the Company in the prescribed form during the option period in respect of all or any part of the new ordinary shares of the Company comprised in the LTIP; and
- (v) All new ordinary shares issued upon exercise of the options granted under the LTIP will rank pari passu in all respects with the existing ordinary shares of the Company, provided always that new ordinary shares so allotted and issued, will not be entitled to any dividends, rights, allotments and/or other distributions declared, where the entitlement date of which is prior to date of allotment and issuance of the new ordinary shares.

The option prices and the details in the movement of the options granted at the end of the reporting period are as follows:-

Date of Offer	Exercise Price	Remaining Contractual Life of Options	Number of Options over Ordinary Shares		
			At 1 July 2024	Exercised	At 30 June 2025
15 April 2022	RM0.33	1.80 Years	23,260,400	-	23,260,400
20 March 2023	RM0.40	1.80 Years	73,500	-	73,500
			23,333,900	-	23,333,900

DIRECTORS' REPORT

(CONT'D)

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and satisfied themselves that there are no known bad debts and that adequate allowance had been made for impairment losses on receivables.

At the date of this report, the directors are not aware of any circumstances that would require the writing off of bad debts, or the additional allowance for impairment losses on receivables in the financial statements of the Group and of the Company.

CURRENT ASSETS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ensure that any current assets, which were unlikely to be realised in the ordinary course of business, including their value as shown in the accounting records of the Group and of the Company, have been written down to an amount which they might be expected so to realise.

At the date of this report, the directors are not aware of any circumstances which would render the values attributed to the current assets in the financial statements misleading.

VALUATION METHODS

At the date of this report, the directors are not aware of any circumstances which have arisen which render adherence to the existing methods of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

CONTINGENT AND OTHER LIABILITIES

At the date of this report, there does not exist:-

- (a) any charge on the assets of the Group and of the Company that has arisen since the end of the financial year which secures the liabilities of any other person; or
- (b) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

No contingent or other liability of the Group and of the Company has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the directors, will or may substantially affect the ability of the Group and of the Company to meet their obligations when they fall due.

CHANGE OF CIRCUMSTANCES

At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

ITEMS OF AN UNUSUAL NATURE

The results of the operations of the Group and of the Company during the financial year were not, in the opinion of the directors, substantially affected by any item, transaction or event of a material and unusual nature other than the disposal of general medical services of the Group.

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors, to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

DIRECTORS' REPORT

(CONT'D)

DIRECTORS

The names of directors of the Company who served during the financial year and up to the date of this report are as follows:-

Dato' Dr. Tan Huck Joo
 Dr. Mohamed Akhtar Bin Mohamed Ditali Qureshi
 Dr. Azrina Binti Abu Bakar
 Dr. Chong Su-Lin
 Dr. Yap Tat Hiung (Appointed on 2.1.2025)
 Mr. Kua Choo Kai (Resigned on 16.7.2025)

The names of directors of the Company's subsidiaries who served during the financial year until the date of this report are similar to those disclosed above.

DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors holding office at the end of the financial year in shares, options over unissued shares or debentures of the Company and its related corporations during the financial year are as follows:-

← Number of Ordinary Shares →			
At 1.7.2024	Bought	Sold	At 30.6.2025

The Company

Direct Interests

Dato' Dr. Tan Huck Joo	134,728,570	-	-	134,728,570
Dr. Mohamed Akhtar Bin Mohamed Ditali Qureshi	56,327,438	-	-	56,327,438
Dr. Azrina Binti Abu Bakar	200,000	-	-	200,000

← Number of Options under LTIP →			
At 1.7.2024	Granted	Exercised	At 30.6.2025

The Company

Direct Interests

Dato' Dr. Tan Huck Joo	6,224,400	-	-	6,224,400
Dr. Mohamed Akhtar Bin Mohamed Ditali Qureshi	2,445,300	-	-	2,445,300

The other directors holding office at the end of the financial year had no interest in shares, options over unissued shares or debentures of the Company or its related corporations during the financial year.

DIRECTORS' REPORT

(CONT'D)

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" section of this report) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest except for any benefits which may be deemed to arise from the following transactions:-

	The Group RM
External consultant fee contributed by directors	326,055

Neither during nor at the end of the financial year was the Group or the Company a party to any arrangements whose object is to enable the directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate other than the share options granted to certain directors pursuant to the LTIP of the Company.

DIRECTORS' REMUNERATION

The details of the directors' remuneration paid or payable to the directors of the Company during the financial year are as follows:-

	From the Company RM	From the Subsidiaries RM	Total RM
Fees	157,500	-	157,500
Salaries, bonuses and other benefits	23,200	6,164,773	6,187,973
Contributions to defined contribution benefits	-	586,130	586,130
LTIP expenses	-	66,393	66,393
	180,700	6,817,296	6,997,996

INDEMNITY AND INSURANCE COSTS

During the financial year, the amount of insurance effected for the directors and officers of the Company and its subsidiaries was RM10,000,000. No indemnity was given to or insurance effected for the auditors of the Company.

DIRECTORS' REPORT

(CONT'D)

SUBSIDIARIES

The details of the Company's subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business/ Country of Incorporation	Percentage of Issued Share Capital Held by Parent	Principal Activities
<i>Subsidiary of the Company</i>			
Cengild Sdn. Bhd. ("Cengild")	Malaysia	100%	Business of healthcare specialising in the diagnosis and treatment of gastrointestinal, liver disease and morbid obesity.
<i>Subsidiary of Cengild</i>			
Galen Primer Sdn. Bhd. ("GPSB")	Malaysia	100%	Activities of holding companies; specialised medical services; and to set up a specialist medical practice to provide consultancy on the medical treatment that deals with the diagnosis and treatment of cancer. Currently, GPSB is dormant.

The available auditors' reports on the financial statements of the subsidiaries did not contain any qualification.

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

- On 30 September 2024, Curie Oncology KL Sdn. Bhd. increased its issued and paid-up share capital from 5,100,000 to 11,350,000 ordinary shares by the issuance of 6,250,000 new ordinary shares. On the same day, a wholly-owned subsidiary of the Company, Cengild Sdn. Bhd., subscribed for additional 1,562,500 ordinary shares of RM1 each in Curie Oncology KL Sdn. Bhd. for a total cash consideration of RM1,562,500 representing 25% of the entire newly issued and paid-up capital of Curie Oncology KL Sdn. Bhd.
- On 28 February 2025, Curie Oncology KL Sdn. Bhd. increased its issued and paid-up share capital from 11,350,000 to 13,131,000 shares by the issuance of 1,781,000 non-convertible preference share ("NCRPS"). On the same day, a wholly-owned subsidiary, Cengild Sdn. Bhd., subscribed for 445,250 NCRPS of RM1 each in Curie Oncology KL Sdn. Bhd. as full settlement of the amount by Curie Oncology KL Sdn. Bhd., representing 25% of the entire issued and paid-up capital of Curie Oncology KL Sdn. Bhd.
- On 30 June 2025, the Company has disposed of its entire equity interests in CGI Primary Care Sdn. Bhd. for a total cash consideration of RM840,000.

SIGNIFICANT EVENT OCCURRING AFTER THE REPORTING PERIOD

On 28 July 2025, a wholly-owned subsidiary of the Company, Galen Primer Sdn. Bhd. were dissolved via striking off procedures.

DIRECTORS' REPORT

(CONT'D)

AUDITORS

The auditors, Crowe Malaysia PLT, have expressed their willingness to continue in office.

The details of the auditors' remuneration for the financial year are as follows:-

	The Group RM	The Company RM
Audit fees	174,117	75,500
Non-audit fee	6,000	6,000
	180,117	81,500

Signed in accordance with a resolution of the directors dated 7 October 2025.

Dato' Dr. Tan Huck Joo

Dr. Mohamed Akhtar Bin Mohamed Ditali Qureshi

STATEMENT BY DIRECTORS

PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Dato' Dr. Tan Huck Joo and Dr. Mohamed Akhtar Bin Mohamed Ditali Qureshi, being two of the directors of Cengild Medical Berhad, state that, in the opinion of the directors, the financial statements set out on pages 93 to 146 are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 30 June 2025 and of their financial performance and cash flows for the financial year ended on that date.

Signed in accordance with a resolution of the directors dated 7 October 2025.

Dato' Dr. Tan Huck Joo

Dr. Mohamed Akhtar Bin Mohamed Ditali Qureshi

STATUTORY DECLARATION

PURSUANT TO SECTION 251(1)(b) OF THE COMPANIES ACT 2016

I, Wong Suik Hae, MIA Membership Number: 33339, being the officer primarily responsible for the financial management of Cengild Medical Berhad, do solemnly and sincerely declare that the financial statements set out on pages 93 to 146 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovementioned
Wong Suik Hae, NRIC Number: 820413-13-5514
at Kuala Lumpur
in the Federal Territory
on this 7 October 2025

Before me

Wong Suik Hae

Muhammad Faiz Dharmendra Bin Abdullah
No. W-737
Commissioner For Oaths

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF CENGILD MEDICAL BERHAD

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Cengild Medical Berhad, which comprise the statements of financial position of the Group and of the Company as at 30 June 2025, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 93 to 146.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 30 June 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined that there are no key audit matters to be communicated in our report.

Information Other than the Financial Statements and Auditors' Report Thereon

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF CENGILD MEDICAL BERHAD (CONT'D)

Responsibilities of the Directors for the Financial Statements (Cont'd)

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF CENGILD MEDICAL BERHAD (CONT'D)

Auditors' Responsibilities for the Audit of the Financial Statements (Cont'd)

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 5 to the financial statements.

OTHER MATTER

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Crowe Malaysia PLT

201906000005 (LLP0018817-LCA) & AF 1018
Chartered Accountants

Kuala Lumpur

7 October 2025

Lee Kui Lui

03832/05/2026 J
Chartered Accountant

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2025

	Note	The Group		The Company	
		2025	2024	2025	2024
		RM	RM	RM	RM
ASSETS					
NON-CURRENT ASSETS					
Investment in subsidiaries	5	-	-	13,161,705	12,981,766
Investment in associates	6	3,373,546	920,663	-	-
Investment in joint ventures	7	25,815	2,905	-	-
Property, plant and equipment	8	74,125,866	26,448,367	-	-
Right-of-use assets	9	1,497,944	3,753,235	-	-
Other receivable	10	607,244	-	607,244	-
Deferred tax assets	11	2,422,400	1,930,250	-	-
		82,052,815	33,055,420	13,768,949	12,981,766
CURRENT ASSETS					
Inventories	12	2,045,046	1,715,855	-	-
Trade receivables	13	8,794,942	6,545,815	-	-
Other receivables, deposits and prepayments	10	3,158,040	1,588,477	271,755	216,713
Amount owing by subsidiaries	14	-	-	44,702,752	13,632,116
Dividend receivable	15	-	-	-	3,081,777
Fixed deposits with licensed banks	16	72,641,125	87,620,701	19,427,809	60,510,984
Cash and bank balances		11,797,125	1,917,042	8,930,441	798,465
		98,436,278	99,387,890	73,332,757	78,240,055
TOTAL ASSETS		180,489,093	132,443,310	87,101,706	91,221,821
EQUITY AND LIABILITIES					
EQUITY					
Share capital	17	87,487,306	87,487,306	87,487,306	87,487,306
Reserves	18	2,447,872	2,266,933	917,422	736,483
Retained profits/ (Accumulated losses)		24,520,170	21,542,869	(1,677,271)	2,286,918
TOTAL EQUITY		114,455,348	111,297,108	86,727,457	90,510,707

The annexed notes form an integral part of these financial statements.

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2025 (CONT'D)

		The Group		The Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
NON-CURRENT LIABILITIES					
Lease liabilities	19	2,414,351	5,665,010	-	-
Provision for restoration costs	20	746,206	715,711	-	-
Term loans	21	42,819,234	-	-	-
		45,979,791	6,380,721	-	-
CURRENT LIABILITIES					
Trade payables	22	9,416,428	5,148,724	-	-
Other payables and accruals	23	6,489,782	6,001,340	179,260	150,877
Amount owing to directors	24	180,700	154,200	180,700	154,200
Lease liabilities	19	2,315,681	2,478,485	-	-
Current tax liabilities		1,651,363	982,732	14,289	406,037
		20,053,954	14,765,481	374,249	711,114
TOTAL LIABILITIES		66,033,745	21,146,202	374,249	711,114
TOTAL EQUITY AND LIABILITIES		180,489,093	132,443,310	87,101,706	91,221,821

The annexed notes form an integral part of these financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

		The Group		The Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
CONTINUING OPERATIONS					
REVENUE	25	79,995,228	66,818,902	5,467,114	6,163,554
COST OF SALES		(43,120,960)	(35,750,201)	-	-
GROSS PROFIT		36,874,268	31,068,701	5,467,114	6,163,554
OTHER INCOME		4,212,166	4,479,383	1,560,338	2,449,266
		41,086,434	35,548,084	7,027,452	8,612,820
ADMINISTRATIVE EXPENSES		(22,054,672)	(17,859,275)	(1,163,043)	(927,387)
OTHER EXPENSES		(617,687)	(2,899)	(1,524,676)	-
FINANCE COSTS		(385,713)	(601,988)	(96,104)	(379)
NET IMPAIRMENT LOSSES ON FINANCIAL ASSET	26	(489,269)	(1,434)	-	-
SHARE OF PROFIT/(LOSS) OF EQUITY ACCOUNTED ASSOCIATES		445,133	(354,637)	-	-
SHARE OF PROFIT OF EQUITY ACCOUNTED JOINT VENTURES		22,910	3,686	-	-
PROFIT BEFORE TAXATION	27	18,007,136	16,731,537	4,243,629	7,685,054
INCOME TAX EXPENSE	28	(4,439,301)	(4,765,158)	(128,566)	(786,322)
PROFIT AFTER TAXATION FROM CONTINUING OPERATIONS		13,567,835	11,966,379	4,115,063	6,898,732
DISCONTINUED OPERATIONS					
LOSS AFTER TAXATION FROM DISCONTINUED OPERATIONS	29	(2,511,282)	(888,591)	-	-
PROFIT AFTER TAXATION		11,056,553	11,077,788	4,115,063	6,898,732
OTHER COMPREHENSIVE INCOME		-	-	-	-
TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR		11,056,553	11,077,788	4,115,063	6,898,732

The annexed notes form an integral part of these financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

Note	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
PROFIT/(LOSS) AFTER TAXATION ATTRIBUTABLE TO:-				
Owners of the Company:				
- continuing operations	13,567,835	11,966,379	4,115,063	6,898,732
- discontinued operations	(2,511,282)	(888,591)	-	-
	11,056,553	11,077,788	4,115,063	6,898,732
TOTAL COMPREHENSIVE INCOME/(EXPENSES) ATTRIBUTABLE TO:-				
Owners of the Company:				
- continuing operations	13,567,835	11,966,379	4,115,063	6,898,732
- discontinued operations	(2,511,282)	(888,591)	-	-
	11,056,553	11,077,788	4,115,063	6,898,732
EARNINGS/(LOSS) PER SHARE (SEN)				
Basic:				
- continuing operations	1.63	1.44		
- discontinued operations	(0.30)	(0.11)		
30	1.33	1.33		
Diluted:				
- continuing operations	1.63	1.44		
- discontinued operations	(0.30)	(0.11)		
30	1.33	1.33		

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

		← Non-Distributable →			Distributable	
	Note	Share Capital RM	Reorganisation Reserve RM	Long Term Incentive Plan Reserve RM	Retained Profits RM	Total Equity RM
The Group						
Balance at 1.7.2023		87,472,106	1,530,450	477,259	16,628,635	106,108,450
Profit after taxation/Total comprehensive income for the financial year		-	-	-	11,077,788	11,077,788
- Share options exercised	17(b)	15,200	-	(2,495)	-	12,705
- Share options to executives	18(b)	-	-	261,719	-	261,719
- Dividends	31	-	-	-	(6,163,554)	(6,163,554)
Total contributions by and distributions to owners		15,200	-	259,224	(6,163,554)	(5,889,130)
Balance at 30.6.2024		87,487,306	1,530,450	736,483	21,542,869	111,297,108

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

Note	Share Capital RM	Non-Distributable		Distributable	Total Equity RM
		Reorganisation Reserve RM	Long Term Incentive Plan Reserve RM		
The Group					
Balance at 1.7.2024	87,487,306	1,530,450	736,483	21,542,869	111,297,108
Profit after taxation/Total comprehensive income for the financial year	-	-	-	11,056,553	11,056,553
- Share options to executives	18(b) 31	-	180,939	-	180,939
- Dividends		-	-	(8,079,252)	(8,079,252)
Total contributions by and distributions to owners	-	-	180,939	(8,079,252)	(7,898,313)
Balance at 30.6.2025	87,487,306	1,530,450	917,422	24,520,170	114,455,348

	Note	Share Capital RM	Long Term Incentive Plan Reserve RM	Retained Profits/ (Accumulated Loss) RM	Total Equity RM
The Company					
Balance at 1.7.2023		87,472,106	477,259	1,551,740	89,501,105
Profit after taxation/ Total comprehensive income for the financial year		-	-	6,898,732	6,898,732
- Share options exercised	17(b)	15,200	(2,495)	-	12,705
- Share options to executives	18(b)	-	261,719	-	261,719
- Dividends	31	-	-	(6,163,554)	(6,163,554)
Total contributions by and distributions to owners		15,200	259,224	(6,163,554)	(5,889,130)
Balance at 30.6.2024/1.7.2024		87,487,306	736,483	2,286,918	90,510,707
Profit after taxation/Total comprehensive income for the financial year		-	-	4,115,063	4,115,063
- Share options to executives	18(b)	-	180,939	-	180,939
- Dividends	31	-	-	(8,079,252)	(8,079,252)
Total contributions by and distributions to owners		-	180,939	(8,079,252)	(7,898,313)
Balance at 30.6.2025		87,487,306	917,422	(1,677,271)	86,727,457

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

		The Group		The Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM/(FOR) OPERATING ACTIVITIES					
Profit/(Loss) before taxation					
- continuing operations		18,007,136	16,731,537	4,243,629	7,685,054
- discontinued operations	29	(2,311,268)	(888,577)	-	-
Adjustments for:-					
Depreciation of property, plant and equipment		5,055,206	2,550,171	-	-
Depreciation of right-of-use assets		1,448,278	1,460,624	-	-
Rent concessions		-	(8,800)	-	-
Impairment losses on trade receivables		489,791	1,434	-	-
Reversal of impairment losses on trade receivables		(522)	-	-	-
Interest expense		95,861	-	95,861	-
Interest expense on lease liabilities		291,927	596,142	-	-
Unwinding of discount		30,495	30,741	-	-
Property, plant and equipment written off		9,656	1,868	-	-
Loss on disposal of a subsidiary	32(a)	604,031	-	1,524,676	-
Loss on reduction in stake in a joint venture		-	1,031	-	-
Share of net (profit)/loss of equity accounted associates		(445,133)	354,637	-	-
Share of net profit of equity accounted joint ventures		(22,910)	(3,686)	-	-
Share options to executives		180,939	261,719	-	-
Interest income		(3,138,902)	(3,355,900)	(1,560,338)	(2,449,266)
Operating profit before working capital changes		20,294,585	17,732,941	4,303,828	5,235,788
Increase in inventories		(479,823)	(335,223)	-	-
(Increase)/Decrease in trade and other receivables		(5,170,942)	(1,658,887)	(758,147)	34,834
Increase in amount owing by subsidiaries		-	-	(29,512,535)	(16,684,247)
Increase/(Decrease) in trade and other payables		5,672,171	1,527,137	28,383	(50,959)
Decrease in amount owing to a subsidiary		-	-	-	(141)
Increase in amount owing to directors		26,500	4,000	26,500	4,000
CASH FROM/(FOR) OPERATIONS		20,342,491	17,269,968	(25,911,971)	(11,460,725)
Income tax paid		(4,262,872)	(4,334,095)	(520,314)	(503,717)
NET CASH FROM/(FOR) OPERATING ACTIVITIES		16,079,619	12,935,873	(26,432,285)	(11,964,442)

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

		The Group		The Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS (FOR)/ FROM INVESTING ACTIVITIES					
Interest income received		3,138,902	3,355,900	1,560,338	2,449,266
Additional investment in an associate		(2,007,750)	(1,275,000)	-	-
Disposal of a subsidiary, net of cash and cash equivalents disposed of	32(b)	(50,636)	-	-	-
Proceeds from reduction in stake in a joint venture		-	50	-	-
Proceeds from disposal of property, plant and equipment		133,467	394,803	-	-
Purchase of property, plant and equipment	33(a)	(37,261,754)	(15,734,121)	-	-
Withdrawal/(Placement) of fixed deposits with tenure more than 3 months		15,416,579	(66,173,915)	47,660,418	(52,893,492)
NET CASH (FOR)/FROM INVESTING ACTIVITIES		(20,631,192)	(79,432,283)	49,220,756	(50,444,226)
CASH FLOWS FROM/(FOR) FINANCING ACTIVITIES					
Dividends paid		(8,079,252)	(6,163,554)	(8,079,252)	(6,163,554)
Interest paid	33(b)	(291,927)	(596,142)	-	-
Proceeds from exercise of share options		-	12,705	-	12,705
Proceeds from term loans	33(b)	25,691,540	-	-	-
Repayment of lease liabilities	33(b)	(2,451,702)	(1,700,946)	-	-
NET CASH FROM/(FOR) FINANCING ACTIVITIES		14,868,659	(8,447,937)	(8,079,252)	(6,150,849)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS					
		10,317,086	(74,944,347)	14,709,219	(68,559,517)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR					
		23,363,828	98,308,175	8,415,957	76,975,474
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR					
	33(d)	33,680,914	23,363,828	23,125,176	8,415,957

The annexed notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

1. GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia and listed on the ACE market of Bursa Malaysia Securities Berhad. The registered office and principal place of business are as follows:-

Registered office : Unit 30-01, Level 30, Tower A, Vertical Business Suite,
Avenue 3, Bangsar South, No. 8, Jalan Kerinchi,
59200 Kuala Lumpur.

Principal place of business : Unit 2-3 & 2-4, Level 2, Nexus @ Bangsar South,
No. 7, Jalan Kerinchi, 59200 Kuala Lumpur.

These financial statements comprise both separate and consolidated financial statements. The financial statements of the Company are separate financial statements, while the financial statements of the Group are consolidated financial statements that include those of the Company and its subsidiaries as of the end of the reporting period. The Company and its subsidiaries are collectively referred to as "the Group".

The financial statements of the Company and of the Group are presented in Ringgit Malaysia ("RM"), which is the Company's functional and presentation currency.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 7 October 2025.

2. PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding. The principal activities of the subsidiaries are set out in Note 5 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

3. BASIS OF PREPARATION

The financial statements of the Group and of the Company are prepared under the historical cost convention and modified to include other bases of valuation as disclosed in other sections under material accounting policy information, and in compliance with Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

- 3.1 During the current financial year, the Group and the Company have adopted the following new accounting standards and/or interpretations (including the consequential amendments, if any):-

MFRSs and/or IC Interpretations (Including The Consequential Amendments)

Amendments to MFRS 16: Lease Liability in a Sale and Leaseback
Amendments to MFRS 101: Classification of Liabilities as Current or Non-current
Amendments to MFRS 101: Non-current Liabilities with Covenants
Amendments to MFRS 107 and MFRS 7: Supplier Finance Arrangements

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) did not have any material impact on the financial statements of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

3. BASIS OF PREPARATION (CONT'D)

- 3.2 The Group and the Company have not applied in advance the following accounting standards and/or interpretations (including the consequential amendments, if any) that have been issued by the Malaysian Accounting Standards Board (MASB) but are not yet effective for the current financial year:-

MFRSs and/or IC Interpretations (Including The Consequential Amendments)	Effective Date
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred
Amendments to MFRS 121: Lack of Exchangeability	1 January 2025
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) is expected to have no material impact on the financial statements of the Group and of the Company upon their initial application except as follows:-

MFRS 18 Presentation and Disclosure of Financial Statements

MFRS 18 'Presentation and Disclosure in Financial Statements' will replace MFRS 101 'Presentation of Financial Statements' upon its adoption. This new standard aims to enhance the transparency and comparability of financial information by introducing new disclosure requirements. Specifically, it requires that income and expenses be classified into 3 defined categories: "operating", "investing" and "financing" and introduces 2 new subtotals: "operating profit or loss" and "profit or loss before financing and income tax". In addition, MFRS 18 requires the disclosure of management-defined performance measures and sets out principles for the aggregation and disaggregation of information, which will apply to all primary financial statements and the accompanying notes. The statement of financial position and the statement of cash flows will also be affected. The Group and the Company are currently assessing the impact of implementing this new standard.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Key Sources of Estimation Uncertainty

Management believes that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year other than as disclosed below:-

(a) Depreciation of Property, Plant and Equipment

The estimates for the residual values, useful lives and related depreciation charges for the property, plant and equipment are based on commercial factors which could change significantly as a result of technical innovations and competitors' actions in response to the market conditions. The Group anticipates that the residual values of its property, plant and equipment will be insignificant. As a result, residual values are not being taken into consideration for the computation of the depreciable amount. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amount of property, plant and equipment as at the reporting date is disclosed in Note 8 to the financial statements.

(b) Impairment of Investment in Subsidiaries, Investment in Associates, Investment in Joint Ventures, Property, Plant and Equipment and Right-of-use Assets

The Group and the Company determine whether its investment in subsidiaries, investment in associates, investment in joint ventures, an item of its property, plant and equipment and right-of-use assets is impaired by evaluating the extent to which the recoverable amount of the asset is less than its carrying amount. This evaluation is subject to changes such as market performance, economic and political situation of the country. A variety of methods is used to determine the recoverable amount, such as valuation reports and discounted cash flows. The carrying amounts of investment in subsidiaries, investment in associates, investment in joint ventures, property, plant and equipment and right-of-use assets as at the reporting date are disclosed in Notes 5, 6, 7, 8 and 9 to the financial statements respectively.

(c) Write-down of Inventories

Reviews are made periodically by management on damaged, obsolete and slow-moving inventories. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories. The carrying amount of inventories as at the reporting date is disclosed in Note 12 to the financial statements.

(d) Impairment of Trade Receivables

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables. The Group develops the expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts for qualitative and quantitative reasonable and supportable forward-looking information. If the expectation is different from the estimation, such difference will impact the carrying value of trade receivables. The carrying amount of trade receivables as at the reporting date is disclosed in Note 13 to the financial statements.

(e) Impairment of Non-Trade Receivables

The loss allowances for non-trade receivables are based on assumptions about risk of default (probability of default) and expected loss if a default happens (loss given default). It also requires the Group and the Company to assess whether there is a significant increase in credit risk of the non-trade financial asset at the reporting date. The Group and the Company use judgement in making these assumptions and selecting appropriate inputs to the impairment calculation, based on the past payment trends, existing market conditions and forward-looking information. The carrying amounts of other receivables and amount owing by subsidiaries as at the reporting date are disclosed in Notes 10 and 14 to the financial statements respectively.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(f) Income Taxes

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group and the Company recognise tax liabilities based on its understanding of the prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax expense and deferred tax balances in the period in which such determination is made. The carrying amounts of current tax liabilities of the Group and of the Company as at the reporting date are RM1,651,363 and RM14,289 (2024 - RM982,732 and RM406,037) respectively.

(g) Deferred Tax Assets

Deferred tax assets are recognised for all deductible temporary differences to the extent that it is probable that future taxable profits would be available against which the deductible temporary differences could be utilised. Management judgement is required to determine the amount of deferred tax assets that can be recognised, based on the assessment of the probability of the future taxable profits. The carrying amount of deferred tax assets as at the reporting date is disclosed in Note 11 to the financial statements.

(h) Discount Rates used in Leases

Where the interest rate implicit in the lease cannot be readily determined, the Group uses the incremental borrowing rate to measure the lease liabilities. The incremental borrowing rate is the interest rate that the Group would have to pay to borrow over a similar term, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. Therefore, the incremental borrowing rate requires estimation particularly when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the incremental borrowing rate using observable inputs when available and is required to make certain entity-specific estimates.

Critical Judgements Made in Applying Accounting Policies

Management believes that there are no instances of application of critical judgement in applying the accounting policies of the Group and of the Company which will have a significant effect on the amounts recognised in the financial statements other than as disclosed below:-

(a) Lease Terms

Some leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. In determining the lease term, management considers all facts and circumstances including the past practice and any cost that will be incurred to change the asset if an option to extend is not taken. An extension option is only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

(b) Share-based Payments

The Group measures the cost of equity-settled transactions with employees by reference to the fair value of the equity investments at the date at which they are granted. The estimating of the fair value requires determining the most appropriate valuation model for a grant of equity instruments, which is dependent on the terms and conditions of the grant. This also requires determining the most appropriate inputs to the valuation model including the expected life of the option volatility and dividend yield and making assumptions about them.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.2 FINANCIAL INSTRUMENTS

(a) Financial Assets

Financial Assets at Amortised Cost

The financial assets are initially measured at fair value plus transaction costs except for trade receivables without significant financing component which are measured at transaction price only. Subsequent to the initial recognition, all financial assets are measured at amortised cost less any impairment losses.

(b) Financial Liabilities

Financial Liabilities at Amortised Cost

The financial liabilities are initially measured at fair value less transaction costs. Subsequent to the initial recognition, the financial liabilities are measured at amortised cost.

(c) Equity

Ordinary Shares

Ordinary shares are recorded on initial recognition at the proceeds received less directly attributable transaction costs incurred. The ordinary shares are not remeasured subsequently.

4.3 INVESTMENTS IN SUBSIDIARIES

Investments in subsidiaries, which are eliminated on consolidation, are stated in the financial statements of the Company at cost less impairment losses, if any.

4.4 INVESTMENTS IN ASSOCIATES

Investments in associates are accounted for using the equity method in the financial statements of the Group.

4.5 INVESTMENTS IN JOINT VENTURES

Investments in joint ventures are stated in the financial statements of the Company at cost less impairment losses, if any. The Group recognises its interest in the joint ventures using the equity method.

4.6 PROPERTY, PLANT AND EQUIPMENT

All items of property, plant and equipment are initially measured at cost.

Subsequent to the initial recognition, all property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation on property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over the estimated useful lives. The principal annual depreciation rates are:-

Computer equipment	33.33%
Furniture and fittings	12.5%
Electrical equipment	20%
Medical equipment	20%
Office equipment	20%
Renovation	30.77%

Capital work-in-progress represent building under construction. They are not depreciated until such time when the asset is available for use.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.7 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

(a) Right-of-use Assets

Right-of-use assets are initially measured at cost. Subsequent to the initial recognition, the right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities.

The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the estimated useful lives of the right-of-use assets or the end of the lease term.

(b) Lease Liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the entities' incremental borrowing rate. Subsequent to the initial recognition, the lease liabilities are measured at amortised cost and adjusted for any lease reassessment or modifications.

4.8 INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the weighted average cost method and comprises all costs of purchase plus other costs incurred in bringing the inventories to their present location and condition.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

5. INVESTMENT IN SUBSIDIARIES

	The Company	
	2025	2024
	RM	RM
At 1 July 2024/2023	12,981,766	12,720,047
Disposal during the financial year	(1,000)	-
Share options granted to executives of a subsidiary	180,939	261,719
At 30 June 2025/2024	13,161,705	12,981,766

The details of the subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business/ Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025 %	2024 %	
Subsidiaries of the Company				
Cengild Sdn. Bhd. ("Cengild")	Malaysia	100	100	Business of healthcare specialising in the diagnosis and treatment of gastrointestinal, liver disease and morbid obesity.
CGI Primary Care Sdn. Bhd. ("CPCSB") ^	Malaysia	-	100	Business of general medical services.
Subsidiary of Cengild				
Galen Primer Sdn. Bhd. ("GPSB") ^	Malaysia	100	100	Activities of holding companies; specialised medical services; and to set up a specialist medical practice to provide consultancy on the medical treatment that deals with the diagnosis and treatment of cancer. Currently, GPSB is dormant.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

5. INVESTMENT IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows (Cont'd):-

Name of Subsidiary	Principal Place of Business/ Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025 %	2024 %	
Subsidiaries of CPCSB				
Poliklinik CGI (Mayang Emas) Sdn. Bhd. ("PCMESB") ^	Malaysia	-	100	Business of general medical services.
Poliklinik CGI (Bukit Jalil) Sdn. Bhd. ("PCBJSB") ^	Malaysia	-	100	Business of general medical services.
Poliklinik CGI (Jade Hills) Sdn. Bhd. ("PCJHSB") ^	Malaysia	-	100	Business of general medical services.
Poliklinik CGI (Traders Square) Sdn. Bhd. ("PCTSSB") ^	Malaysia	-	100	Business of general medical services.
Poliklinik CGI (Taman Equine) Sdn. Bhd. ("PCTESB") ^	Malaysia	-	100	Business of general medical services.
Poliklinik CGI (Taman Midah) Sdn. Bhd. ("PCTMSB") ^	Malaysia	-	100	Business of private medical clinic.

^ These subsidiaries were audited by other firm of chartered accountants.

(a) During the current financial year, the Company has disposed of its entire equity interest in CPCSB. The details of the disposal are disclosed in Note 32 to the financial statements.

(b) In the previous financial year:-

- (i) a wholly-owned subsidiary of the Company, CPCSB, incorporated PCBJSB with 100% equity interest comprising 1,000 units of ordinary shares for RM1 each on 10 October 2023.
- (ii) a wholly-owned subsidiary of the Company, CPCSB, incorporated PCJHSB with 100% equity interest comprising 1,000 units of ordinary shares for RM1 each on 21 November 2023.
- (iii) a wholly-owned subsidiary of the Company, CPCSB, incorporated PCTSSB with 100% equity interest comprising 1,000 units of ordinary shares for RM1 each on 21 November 2023.
- (iv) a wholly-owned subsidiary of the Company, CPCSB, incorporated PCTESB with 100% equity interest comprising 1,000 units of ordinary shares for RM1 each on 4 December 2023.
- (v) a wholly-owned subsidiary of the Company, CPCSB, incorporated PCTMSB with 100% equity interest comprising 1,000 units of ordinary shares for RM1 each on 19 March 2024.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

6. INVESTMENT IN ASSOCIATES

	The Group	
	2025 RM	2024 RM
Unquoted shares, at cost	3,283,050	1,275,300
Share of post-acquisition profit/(loss)	90,496	(354,637)
	3,373,546	920,663

The details of the associates are as follows:-

Name of Associate	Principal Place of Business/ Country of Incorporation	Percentage of Ownership		Principal Activities
		2025 %	2024 %	
UNCKL Sdn. Bhd. ("UNCKL")	Malaysia	30	30	Activities of holding companies; specialised medical services; and to set up a specialist medical practice to provide consultancy on the medical treatment relating to the function and disorders of urinary system. Currently, UNCKL is dormant.
Curie Oncology KL Sdn. Bhd. ("COKL")	Malaysia	25	25	Principally engaged in oncology clinic.

(a) During the financial year:-

- (i) On 30 September 2024, COKL increased its issued and paid-up share capital from 5,100,000 to 11,350,000 ordinary shares by the issuance of 6,250,000 new ordinary shares. On the same day, a wholly-owned subsidiary of the Company, Cengild subscribed for additional 1,562,500 ordinary shares of RM1 each in COKL for a total cash consideration of RM1,562,500 representing 25% of the entire issued and paid-up capital of COKL.
- (ii) On 28 February 2025, COKL increased its issued and paid-up share capital from 11,350,000 to 13,131,000 shares by the issuance of 1,781,000 non-convertible redeemable preference shares ("NCRPS"). On the same day, a wholly-owned subsidiary of the Company, Cengild, subscribed for 445,250 NCRPS of RM1 each in COKL as full settlement of the amount owing by COKL, representing 25% of the entire issued and paid-up capital of COKL.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

6. INVESTMENT IN ASSOCIATES (CONT'D)

(b) In the previous financial year:-

- (i) On 11 July 2023, a wholly-owned subsidiary of the Company, Cengild, entered into a shareholders' agreement with a third party to mutually cooperate and carry out the business and affairs of USB as a joint venture. USB had subsequently transferred to investment in joint venture.
- (ii) On 31 July 2023, a wholly-owned subsidiary of the Company, Cengild, subscribed for 25,000 ordinary shares of RM1 each in COKL for a total cash consideration of RM25,000, representing 25% of the entire issued and paid-up capital of COKL.
- (iii) On 22 December 2023, COKL increased its issued and paid-up share capital from 100,000 to 5,100,000 ordinary shares by the issuance of 5,000,000 new ordinary shares. On the same day, a wholly-owned subsidiary of the Company, Cengild, subscribed for additional 1,250,000 ordinary shares of RM1 each in COKL for a total cash consideration of RM1,250,000 representing 25% of the entire newly issued and paid-up capital of COKL.
- (c) COKL has a different financial year end from the Group. In applying the equity method of accounting, the financial statements of the associate for the financial year ended 28 February 2025 have been used and appropriate adjustments have been made for the effects of significant transactions between 1 March 2025 to 30 June 2025.
- (d) The summarised financial information for the associate that is material to the Group is as follows:-

	COKL	
	2025 RM	2024 RM
<u>At 30 June</u>		
Non-current assets	15,701,626	3,425,564
Current assets	9,847,884	2,254,972
Non-current liabilities	(4,038,032)	-
Current liabilities	(8,009,206)	(1,989,797)
Net assets	13,502,272	3,690,739
<u>12-month Period Ended 30 June</u>		
Revenue	23,966,892	3,724,554
Profit/(Loss) for the financial year	1,780,533	(1,409,261)
Total comprehensive income/(expense)	1,780,533	(1,409,261)
Group's share of profit/(loss) for the financial year	445,133	(354,637)

7. INVESTMENT IN JOINT VENTURES

	The Group	
	2025 RM	2024 RM
Unquoted shares, at cost	550	550
Share of post-acquisition profit	25,265	2,355
	25,815	2,905

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

7. INVESTMENT IN JOINT VENTURES (CONT'D)

The details of the joint ventures are as follows:-

Name of Joint Venture	Principal Place of Business/ Country of Incorporation	Percentage of Ownership		Principal Activities
		2025 %	2024 %	
Cardiac Care Centre Sdn. Bhd. ("CCCSB")	Malaysia	25	25	Specialist in medical practice and to provide consultancy on the medical treatment in treating heart-related disorder and issues.
Urohealth Sdn. Bhd. ("USB")	Malaysia	30	30	Business of specialised medical services.

- (a) The Group's involvement in joint arrangement is structured through a separate vehicle which provides the Group rights to the net assets of the entity. Accordingly, the Group has classified these investments as joint venture.
- (b) Although the Group holds less than 50% of the voting power in CCCSB and USB, the Group has determined that the strategic and financial decisions of the relevant activities of the investee require unanimous consent by all shareholders.
- (c) On 5 December 2023 and 25 March 2024, a wholly-owned subsidiary of the Company, Cengild, disposed 30 and 20 ordinary shares of RM1 each in CCCSB for a total cash consideration of RM30 and RM20 respectively. CCCSB became a 25% owned joint venture of Cengild.
- (d) The summarised financial information has not been presented as the joint ventures are not individually material to the Group.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

8. PROPERTY, PLANT AND EQUIPMENT

The Group

	Capital work- in-progress RM	Computer equipment RM	Furniture and fittings RM	Electrical equipment RM	Medical equipment RM	Office equipment RM	Renovation RM	Total RM
Carrying amount as at 30 June 2023/1 July 2023								
Additions (Note 33(a))	546,905	84,795	179,358	29,914	1,754,252	5,387	11,060,477	13,661,088
Disposals	12,638,245	390,590	4,842	6,779	2,155,796	81,033	456,836	15,734,121
Transfer between categories	(394,803)	-	-	-	-	-	-	(394,803)
Written off	(83,732)	21,192	-	-	-	-	62,540	-
Depreciation charges	-	-	(63,721)	(16,127)	(1,868)	-	-	(1,868)
	-	(123,043)	(63,721)	(16,127)	(927,140)	(10,753)	(1,409,387)	(2,550,171)
Carrying amount as at 30 June 2024/1 July 2024								
Additions (Note 33(a))	12,706,615	373,534	120,479	20,566	2,981,040	75,667	10,170,466	26,448,367
Disposals	51,101,589	541,268	20,872	12,920	1,793,771	10,428	908,600	54,389,448
Transfer between categories	(10,173)	(49,896)	-	-	(73,398)	-	-	(133,467)
Written off	(421,668)	421,668	-	-	24,794	(24,794)	-	-
Depreciation charges	-	(1,722)	-	(2)	(7,932)	-	-	(9,656)
Disposal of a subsidiary (Note 32(a))	-	(341,838)	(65,777)	(11,843)	(1,148,886)	(12,201)	(3,474,661)	(5,055,206)
	-	(44,898)	(719)	(2,860)	(599,276)	(13,516)	(852,351)	(1,513,620)
Carrying amount as at 30 June 2025	63,376,363	898,116	74,855	18,781	2,970,113	35,584	6,752,054	74,125,866
As at 30 June 2024								
At cost	12,706,615	1,767,853	512,374	146,229	13,467,209	94,296	15,749,408	44,443,984
Accumulated depreciation	-	(1,394,319)	(391,895)	(125,663)	(10,486,169)	(18,629)	(5,578,942)	(17,995,617)
Carrying Amount	12,706,615	373,534	120,479	20,566	2,981,040	75,667	10,170,466	26,448,367
As at 30 June 2025								
At cost	63,376,363	2,602,093	532,350	154,870	14,427,178	62,030	15,691,132	96,846,016
Accumulated depreciation	-	(1,703,977)	(457,495)	(136,089)	(11,457,065)	(26,446)	(8,939,078)	(22,720,150)
Carrying Amount	63,376,363	898,116	74,855	18,781	2,970,113	35,584	6,752,054	74,125,866

The capital work-in-progress of the Group with a total carrying amount of RM63,376,363 (2024 - Nil) have been pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Note 21 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

9. RIGHT-OF-USE ASSETS

	At 1.7.2024 RM	Addition (Note 33(a)) RM	Depreciation Charges RM	Reassessment Lease of Liabilities RM	Disposal of a subsidiary (Note 32 (a)) RM	At 30.6.2025 RM
The Group						
2025						
<i>Carrying Amount</i>						
Premises	2,574,176	-	(830,124)	(363,193)	-	1,380,859
Office	175,621	-	(58,536)	-	-	117,085
Shoplots	1,003,438	234,000	(559,618)	-	(677,820)	-
	3,753,235	234,000	(1,448,278)	(363,193)	(677,820)	1,497,944

	At 1.7.2023 RM	Additions (Note 33(a)) RM	Depreciation Charges RM	Reassessment Lease of Liabilities RM	At 30.6.2024 RM
The Group					
2024					
<i>Carrying Amount</i>					
Premises	10,231,668	667,958	(1,160,337)	(7,165,113)	2,574,176
Office	-	234,157	(58,536)	-	175,621
Shoplots	-	1,245,189	(241,751)	-	1,003,438
	10,231,668	2,147,304	(1,460,624)	(7,165,113)	3,753,235

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

9. RIGHT-OF-USE ASSETS (CONT'D)

The Group leases various premises, office and shoplots of which the leasing activities are summarised below:-

- (a) Premises The Group has leased premises that run between 2 and 2.2 (2024 - 0.9 and 3) years, with no option to renew the lease (2024 - option to renew the lease for 2 to 2.2 years). Lease payments are increased every 3 years at the revised rent rate to be based on the prevailing market rate.
- (b) Office The Group has leased an office that run for 2 (2024 - 2) years, with an option to renew for a further 2 (2024 - 2) years.
- (c) Shoplots The Group has leased a number of shoplots that run between 2 and 3 (2024 - 2 and 3) years.

10. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

		The Group		The Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
<u>Non-current</u>					
Other receivables:					
- third parties	(a)	607,244	-	607,244	-
<u>Current</u>					
Other receivables:					
- third parties	(a)	466,476	340,534	259,401	215,160
- associates	(b)	1,286,516	-	-	-
- a joint venture	(b)	26,064	41,953	-	-
		1,779,056	382,487	259,401	215,160
Deposits		805,456	879,055	1,500	1,500
Prepayments		573,528	326,935	10,854	53
		3,158,040	1,588,477	271,755	216,713
		3,765,284	1,588,477	878,999	216,713

- (a) Included in the Group's other receivables is an amount of RM744,139 (2024 - Nil) owing by a third party for the disposal of a subsidiary. The amount is unsecured, interest-free and receivable in 5 (2024 - Nil) years by equal repayments annually. The amount owing is to be settled in cash.
- (b) The amount owing by associates and a joint venture is unsecured, interest-free and receivable on demand. The amount owing is to be settled in cash.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

11. DEFERRED TAX ASSETS

	At 1.7.2024 RM	Recognised in Profit or Loss (Note 28) RM	Disposal of a Subsidiary (Note 32(a)) RM	At 30.6.2025 RM
The Group				
2025				
<i>Deferred Tax (Liabilities)/Assets</i>				
Property, plant and equipment	(88,727)	539,958	32,898	484,129
Right-of-use assets	1,049,419	(273,718)	-	775,701
Provisions	969,558	193,012	-	1,162,570
	1,930,250	459,252	32,898	2,422,400
2024				
<i>Deferred Tax (Liabilities)/Assets</i>				
Property, plant and equipment	(256,383)	167,656	-	(88,727)
Right-of-use assets	1,128,363	(78,944)	-	1,049,419
Provisions	797,541	172,017	-	969,558
	1,669,521	260,729	-	1,930,250

The deferred tax assets have been recognised by the Group on the basis of its previous history of recording profits and to the extent that it is probable that future profits will be available against which the temporary differences can be utilised.

12. INVENTORIES

	The Group	
	2025 RM	2024 RM
Medical supplies and consumable goods	2,045,046	1,715,855
Recognised in profit or loss:-		
Inventories recognised as cost of sales	8,412,932	7,461,760

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

13. TRADE RECEIVABLES

	The Group	
	2025	2024
	RM	RM
Third parties	8,483,293	6,169,005
Unbilled receivables	829,586	405,478
	9,312,879	6,574,483
Allowance for impairment losses	(517,937)	(28,668)
	8,794,942	6,545,815
Allowance for impairment losses:-		
At 1 July 2024/2023	28,668	27,234
Addition during the financial year (Note 26)	489,791	1,434
Reversal during the financial year (Note 26)	(522)	-
At 30 June 2025/2024	517,937	28,668

The Group's normal trade credit terms range from 15 to 60 (2024 - 15 to 60) days. Other credit terms are assessed and approved on a case-by-case basis.

Unbilled receivables represent to services provided but not yet billed.

14. AMOUNTS OWING BY SUBSIDIARIES

The amounts owing are non-trade in nature, unsecured, interest-free and receivable on demand. The amounts owing are to be settled in cash.

15. DIVIDEND RECEIVABLE

	The Company	
	2025	2024
	RM	RM
A single-tier interim dividend of RM0.23 per ordinary share from a subsidiary	-	3,081,777

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

16. FIXED DEPOSITS WITH LICENSED BANKS

The fixed deposits with licensed banks of the Group and of the Company at the end of the reporting period bore interest rates ranging from 3.40% to 4.00% (2024 - 2.30% to 3.95%) per annum and 3.50% to 3.95% (2024 - 3.60% to 3.70%) per annum respectively. The fixed deposits have maturity periods ranging from 30 to 190 (2024 - 25 to 184) days and 92 to 181 (2024 - 92 to 184) days for the Group and the Company respectively.

17. SHARE CAPITAL

	The Group/The Company			
	2025		2024	
	Number of Shares	RM	Number of Shares	RM
Issued and Fully Paid-Up:				
Ordinary Shares				
At 1 July 2024/2023	832,912,600	87,487,306	832,874,100	87,472,106
Issuance of new shares:				
- share options exercised	-	-	38,500	12,705
- share option reserve	-	-	-	2,495
	-	-	38,500	15,200
At 30 June 2025/2024	832,912,600	87,487,306	832,912,600	87,487,306

- (a) The holders of ordinary shares are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. The ordinary shares have no par value.
- (b) In the previous financial year, the Company increased its issued and paid-up share capital from RM87,472,106 to RM87,487,306 by way of issuance of 38,500 new ordinary shares from the exercise of options under the Company's Long Term Incentive Plan at the exercise price of RM0.33 per share which amounted to RM12,705 and transfer from Long Term Incentive Plan reserve of RM2,495 to share capital.

The new ordinary shares issued rank pari passu in all respects with the existing ordinary shares of the Company.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

18. RESERVES

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Reorganisation reserve	(a)	1,530,450	1,530,450	-	-
Long Term Incentive Plan reserve	(b)	917,422	736,483	917,422	736,483
		2,447,872	2,266,933	917,422	736,483

(a) Reorganisation Reserve

The reorganisation reserve arises from the difference between the carrying value of the investment and the nominal value of shares of a direct subsidiary upon consolidation under the pooling-of-interests method of accounting.

(b) Long Term Incentive Plan Reserve

	The Group/ The Company	
	2025 RM	2024 RM
At 1 July 2024/2023	736,483	477,259
Addition during the financial year	180,939	261,719
Share options exercised	-	(2,495)
At 30 June 2025/2024	917,422	736,483

This represents the equity-settled share options granted to executives. The reserve is made up of the cumulative value of services received from executives recorded over the vesting period commencing from the grant date of equity-settled share options, and is reduced by the expiry or exercise of the share options.

The Long Term Incentive Plan ("LTIP") of the Company is governed by the LTIP By-Laws and was approved by shareholders on 15 April 2022. The LTIP is to be in force for a period of 5 years effective from 15 April 2022.

The main features of the LTIP are as follows:-

- (i) Eligible persons are employees and/or directors of the Group, save for companies which are dormant, who have been confirmed in the employment of the Group;
- (ii) The maximum number of new ordinary shares of the Company, which may be available under the scheme, shall not exceed in aggregate 10%, or any such amount or percentage as may be permitted by the relevant authorities of the issued and paid-up share capital of the Company at any one time during the existence of the LTIP;
- (iii) The option price shall be determined by the Option Committee based on the 5-day weighted average market price of ordinary shares of the Company immediately preceding the offer date of the option, with a discount of not more than 10%;
- (iv) The option may be exercised by the grantee by notice in writing to the Company in the prescribed form during the option period in respect of all or any part of the new ordinary shares of the Company comprised in the LTIP; and
- (v) All new ordinary shares issued upon exercise of the options granted under the LTIP will rank pari passu in all respects with the existing ordinary shares of the Company, provided always that new ordinary shares so allotted and issued, will not be entitled to any dividends, rights, allotments and/or other distributions declared, where the entitlement date of which is prior to date of allotment and issuance of the new ordinary shares.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

18. RESERVES (CONT'D)

(b) Long Term Incentive Plan Reserve (Cont'd)

The option prices and the details in the movement of the options granted are as follows:-

Date of Offer	Exercise Price	Remaining Contractual Life of Options	← Number of Options over Ordinary Shares →		
			At 1 July 2024	Exercised	At 30 June 2025
2025					
15 April 2022	RM0.33	1.80 Years	23,260,400	-	23,260,400
20 March 2023	RM0.40	1.80 Years	73,500	-	73,500
			23,333,900	-	23,333,900

Date of Offer	Exercise Price	Remaining Contractual Life of Options	← Number of Options over Ordinary Shares →		
			At 1 July 2023	Exercised	At 30 June 2024
2024					
15 April 2022	RM0.33	2.80 Years	23,298,900	(38,500)	23,260,400
20 March 2023	RM0.40	2.80 Years	73,500	-	73,500
			23,372,400	(38,500)	23,333,900

No person to whom the share option has been granted above has any right to participate by virtue of the option in any share issue of any other company.

The share options which lapsed in the previous financial year were due to the resignation of employees.

For options exercised in the previous financial year, the weighted average share price at the date of exercise was RM0.37

The number of options vested and exercisable as at 30 June 2025 was 14,018,000 (2024 - 4,613,900) and have exercise prices in the range of RM0.33 to RM0.40 and a weighted average contractual life of 1.8 (2024 - 2.8) years.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

18. RESERVES (CONT'D)

(b) Long Term Incentive Plan Reserve (Cont'd)

The fair values of the share options granted were estimated using a black-scholes model, taking into account the terms and conditions upon which the options were granted. The fair value of the share options measured at grant date and the assumptions used are as follows:-

	← Grant Date →	
	20 March 2023	15 April 2022
Fair value of share options (RM)		
- First tranche, which vests on 18 April 2023	0.16	0.06
- Second tranche, which vests on 18 April 2024	0.15	0.06
- Third tranche, which vests on 18 April 2025	0.12	0.04
- Fourth tranche, which vests on 18 April 2026	0.09	0.03
Weighted average ordinary share price (RM)	0.46	0.42
Exercise price of share option (RM)	0.40	0.33
Expected volatility (%)	45.00	20.00
Expected life (years)	4.07	4.80
Risk free rate (%)	3.45	3.57
Expected dividend yield (%)	1.70	1.00

19. LEASE LIABILITIES

	The Group	
	2025 RM	2024 RM
At 1 July 2024/2023	8,143,495	14,933,180
Additions (Note 33(a))	-	2,085,174
Interest expense recognised in profit or loss	291,927	596,142
Rent concessions	-	(8,800)
Changes due to lease reassessment (Note 33(b))	(363,193)	(7,165,113)
Repayment of principal	(2,451,702)	(1,700,946)
Repayment of interest expense	(291,927)	(596,142)
Disposal of a subsidiary (Note 32(a))	(598,568)	-
At 30 June 2025/2024	4,730,032	8,143,495
Analysed by:-		
Current liabilities	2,315,681	2,478,485
Non-current liabilities	2,414,351	5,665,010
	4,730,032	8,143,495

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

20. PROVISION FOR RESTORATION COSTS

	The Group	
	2025	2024
	RM	RM
At 1 July 2024/2023	715,711	622,840
Provision made during the financial year (Note 33(a))	234,000	62,130
Unwinding of discount factor (Note 27)	30,495	30,741
Disposal of a subsidiary (Note 32(a))	(234,000)	-
At 30 June 2025/2024	746,206	715,711

Under the lease arrangements, the Group has an obligation to dismantle and remove structures on certain sites and restore the premises to its original condition at the end of the lease terms to an acceptable condition consistent with the lease agreements.

The provisions are estimated using the assumption that decommissioning, removal and restoration will only take place upon expiry of the lease terms (inclusive of option to renew terms) of 4 years (2024 - 5 years). The discount rate and inflation rate used to determine the obligation as at the reporting date were 4.18% and 2.00% (2024 - 4.18% and 3.20%) respectively.

While the provisions are based on the best estimate future costs and the economic lives of the affected assets, there is uncertainty regarding both the amount and timing of incurring these costs. All the estimates are reviewed on an annual basis or more frequently, where there is indication of a material change.

21. TERM LOANS

	The Group	
	2025	2024
	RM	RM
Non-current liabilities	42,819,234	-

The term loans at the end of the reporting period bore an effective interest rate of 4.18% (2024 - Nil) per annum and is secured by:-

- (i) First party legal charge over the Group's capital work-in-progress as disclosed in Note 8 to the financial statements;
- (ii) Debenture for RM127,500,000 over fixed and floating assets, both present and future; and
- (iii) Corporate guarantee by the Company for RM127,500,000.

The major covenants of the term loan are as follows:-

- (i) Post Dividend Financing Service Coverage ratio ("FSCR") of a subsidiary shall not below 1.20 times.
- (ii) Security Cover ratio ("SCR") shall not below 0.95 time.
- (iii) Consolidated gearing ratio of the Group shall not exceed:-

First 5 years from the first disbursement date of the Banking Facility	: 1.20 times
Subsequent years	: 1.00 time

The covenants are tested yearly at 30 June 2025. The Group has complied with the covenants throughout the reporting periods.

There are no indicators that the Group would have difficulties complying with the upcoming covenant assessments.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

21. TERM LOANS (CONT'D)

The interest rate profile of the term loans is summarised below:-

	Effective Interest Rate %	The Group 2025 RM	2024 RM
Floating rate term loans	4.18	42,819,234	-

22. TRADE PAYABLES

	The Group	
	2025 RM	2024 RM
Trade payables:		
- consultant payables	1,685,492	1,475,855
- third parties	5,258,037	2,193,505
Accruals	2,472,899	1,479,364
	9,416,428	5,148,724

(a) The normal trade credit terms granted to the Group are range from 30 to 90 (2024 - 30 to 90) days.

(b) Included in the Group's trade payables is an amount of RM84 (2024 - RM84) owing to the directors of the Company. The amount is unsecured, interest-free and repayable on demand. The amount owing is to be settled in cash.

23. OTHER PAYABLES AND ACCRUALS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Other payables:				
- third parties	2,687,547	2,521,101	21,740	32,272
- an associate	-	111,699	-	-
- a joint venture	23,724	33,132	-	-
Deposit from customers	890,458	537,930	-	-
Accruals	2,888,053	2,797,478	157,520	118,605
	6,489,782	6,001,340	179,260	150,877

The amount owing to an associate and a joint venture are unsecured, interest-free and repayable on demand. The amounts owing are to be settled in cash.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

24. AMOUNT OWING TO DIRECTORS

The amount owing is non-trade in nature, unsecured, interest-free and repayable on demand. The amount owing is to be settled in cash.

25. REVENUE

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Revenue from Contracts with Customers				
<u>Recognised at a point in time</u>				
Medical management services	54,599,519	44,728,369	-	-
Consultant services	25,395,709	22,090,533	-	-
	79,995,228	66,818,902	-	-
Revenue from Other Sources				
Dividend income	-	-	5,467,114	6,163,554
	79,995,228	66,818,902	5,467,114	6,163,554

(a) The revenue of the Group are derived entirely in Malaysia.

(b) The information of the revenue from contracts with customers is summarised below:-

Medical Management Services

Medical management services income is recognised at a point in time upon completion of the service and acceptance by the customers.

Medical management services generally relate to contracts with patients in which performance obligations are to provide nursing and clinical support services. The performance obligations for inpatient services are generally satisfied over a short period, and revenue from inpatients is recorded when the healthcare services is performed. The performance obligations for outpatient and day care services are generally satisfied over a period of less than one day, and revenue is also recorded when the healthcare services is performed. The Group has a range of credit terms which are typically short-term, in line with market practice, and without any financing component. There are no variable considerations, and no obligation for returns or refunds or warranties for healthcare-related services.

Consultant Services

Consultant services income is recognised at a point in time upon completion of the service and acceptance by the customers.

Consultant services represent consultation and treatment services provided to patients.

There is no significant financing component in the selling prices as the sales are made on normal credit terms not exceeding 12 months.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

25. REVENUE (CONT'D)

(c) The information of the revenue from other sources is summarised below:-

Dividend income

Dividend income from investment is recognised when the right to receive dividend payment is established.

26. NET IMPAIRMENT LOSSES ON FINANCIAL ASSET

	The Group	
	2025	2024
	RM	RM
Impairment losses on trade receivables (Note 13)	489,791	1,434
Reversal of impairment losses on trade receivables (Note 13)	(522)	-
	489,269	1,434

27. PROFIT BEFORE TAXATION

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Profit before taxation is arrived at after charging/(crediting):-				
Auditors' remuneration:				
- audit fees:				
- current financial year	158,000	106,500	75,500	30,000
- underprovision in the previous financial year	-	375	-	-
- non-audit-fees	6,000	6,000	6,000	6,000
Directors' remuneration (Note 34(a))	6,997,996	7,670,559	180,700	154,200
Material Expenses/(Income)				
Depreciation of:				
- property, plant and equipment	4,777,772	2,509,019	-	-
- right-of-use assets	888,660	1,218,873	-	-
Interest expense on lease liabilities	257,278	569,461	-	-
Unwinding of discount (Note 20)	30,495	30,741	-	-
Property, plant and equipment written off	9,656	1,868	-	-
Loss on reduction in stake in a joint venture	-	1,031	-	-
Loss on disposal of a subsidiary (Note 32(a))	604,031	-	1,524,676	-
Professional fees	526,838	494,922	466,828	393,332
Staff costs (including other key management personnel as disclosed in Note 34(b)):				
- short-term employee benefits	17,837,102	15,664,530	170,831	-
- defined contribution benefits	1,939,156	1,799,859	-	-
- LTIP expenses	114,546	165,877	-	-
Total interest expense on financial assets measured at amortised cost	95,861	-	95,861	-
Total interest income on financial assets measured at amortised cost	(3,138,902)	(3,355,900)	(1,560,338)	(2,449,266)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

28. INCOME TAX EXPENSE

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Current tax expense:				
- for the financial year	5,715,161	4,902,022	349,533	788,204
- (over)/underprovision in the previous financial year	(616,594)	123,879	(220,967)	(1,882)
	5,098,567	5,025,901	128,566	786,322
Deferred tax (Note 11):				
- origination and reversal of temporary differences	(636,740)	(254,805)	-	-
- over/(under)provision in the previous financial year	177,488	(5,924)	-	-
	(459,252)	(260,729)	-	-
Total income tax expenses	4,639,315	4,765,172	128,566	786,322
Represented by:				
Income tax expense on continuing operations	4,439,301	4,765,158	128,566	786,322
Income tax expense on discontinued operations (Note 29)	200,014	14	-	-
Total income tax expense	4,639,315	4,765,172	128,566	786,322

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

28. INCOME TAX EXPENSE (CONT'D)

A reconciliation of income tax expense applicable to the profit before taxation at the statutory tax rate to income tax expense at the effective tax rate of the Group and of the Company is as follows:-

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Profit after taxation	11,056,553	11,077,788	4,115,063	6,898,732
Total income tax expense	4,639,315	4,765,172	128,566	786,322
Results from continuing and discontinued operations before income tax expenses	15,695,868	15,842,960	4,243,629	7,685,054
Tax at the statutory tax rate of 24% (2024 - 24%)	3,767,008	3,802,310	1,018,471	1,844,413
Tax effects of:-				
Share of results in associates	(106,832)	85,113	-	-
Share of results in joint ventures	(5,498)	(885)	-	-
Non-deductible expenses	1,465,713	721,155	643,169	423,044
Non-taxable income	-	(1,392)	(1,312,107)	(1,479,253)
Deferred tax assets not recognised during the financial year	332	40,916	-	-
Utilisation of deferred tax assets previously not recognised	(42,302)	-	-	-
(Over)/Underprovision of current tax in the previous financial year	(616,594)	123,879	(220,967)	(1,882)
Over/(Under)provision of deferred taxation in the previous financial year	177,488	(5,924)	-	-
	4,639,315	4,765,172	128,566	786,322

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024 - 24%) of the estimated assessable profit for the financial year.

In the previous financial year, the Group has unused tax losses and unabsorbed capital allowances (stated at gross) of approximately RM143,000 and RM81,000 respectively that are available for offset against future taxable profits of the subsidiaries in which the losses arose. No deferred tax assets are recognised in respect of these items as it is not probable that taxable profits of the subsidiaries will be available against which the deductible temporary differences can be utilised.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

29. LOSS AFTER TAXATION FROM DISCONTINUED OPERATIONS

The discontinued operations are in relation to the disposal of general medical services of the Group.

An analysis of the results of the discontinued operations is as follows:-

	The Group	
	2025	2024
	RM	RM
Revenue	713,146	34,631
Cost of sales	(282,979)	(11,384)
Gross profit	430,167	23,247
Other income	12,353	14,600
Administrative expenses	442,520	37,847
Other expenses	(2,702,866)	(899,008)
Finance costs	(11,670)	-
	(39,252)	(27,416)
Results from operating activities	(2,311,268)	(888,577)
Income tax expense (Note 28)	(200,014)	(14)
Loss after taxation from discontinued operations	(2,511,282)	(888,591)

(a) Included in the results from operating activities are the following:-

	The Group	
	2025	2024
	RM	RM
Audit fee:		
- current financial year	16,117	15,900
- overprovision in the previous financial year	344	-
Rent concession	-	(8,800)
Depreciation of:		
- property, plant and equipment	277,434	41,152
- right-of-use assets	559,618	241,751
Interest expense on lease liabilities	34,649	26,681
Professional fees	42,389	8,351
Staff costs:		
- short-term employee benefits	1,419,882	426,409
- defined contribution benefits	145,952	50,104

(b) The cash flows attributable to the discontinued operations are the following:-

	The Group	
	2025	2024
	RM	RM
Net cash from operation activities	1,542,606	1,038,385
Net cash for investing activities	(1,131,238)	(700,968)
Net cash for financing activities	(457,199)	(240,950)
Net cash (for)/from discontinued operations	(45,831)	96,467

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

30. EARNINGS PER SHARE

(a) Basic Earnings Per Share

The basic earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year.

			The Group			
	Continuing Operations RM	2025 Discontinued Operations RM	Total RM	Continuing Operations RM	2024 Discontinued Operations RM	Total RM
Profit/(Loss) attributable to owners of the Company (Basic)	13,567,835	(2,511,282)	11,056,553	11,966,379	(888,591)	11,077,788
					The Group 2025	The Group 2024
Weighted average number of ordinary shares in issue (Basic)					832,912,600	832,910,812
Basic earnings/(loss) per share (sen):						
- continuing operations					1.63	1.44
- discontinued operations					(0.30)	(0.11)
					1.33	1.33

(b) Diluted Earnings Per Share

The diluted earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year after adjusted for the effects of dilutive potential ordinary shares.

	The Group					
	2025		2024			
	Continuing Operations RM	Discontinued Operations RM	Total RM	Continuing Operations RM	Discontinued Operations RM	Total RM
Profit/(Loss) attributable to owners of the Company (Diluted)	13,567,835	(2,511,282)	11,056,553	11,966,379	(888,591)	11,077,788

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

30. EARNINGS PER SHARE (CONT'D)

(b) Diluted Earnings Per Share (Cont'd)

	The Group	
	2025	2024
Weighted average number of ordinary shares in issue (Basic)	832,912,600	832,910,812
Effect of LTIP	*	957,138
Weighted average number of ordinary shares in issue (Diluted)	832,912,600	833,867,950
Dilute earnings/(loss) per share (sen):		
- continuing operations	1.63	1.44
- discontinued operations	(0.30)	(0.11)
	1.33	1.33

* The potential conversion of LTIP are anti-dilutive as their exercise prices are higher than the average market price of the Company's ordinary shares during the current financial year. Accordingly, the exercise of LTIP has been ignored in the calculation of dilutive earnings per share.

31. DIVIDENDS

	The Group/ The Company	
	2025 RM	2024 RM
<u>In respect of the financial year ended 30 June 2023</u>		
A single-tier interim dividend of 0.37 sen per ordinary share, paid on 25 September 2023	-	3,081,777
<u>In respect of the financial year ended 30 June 2024</u>		
A single-tier interim dividend of 0.37 sen per ordinary share, paid on 29 March 2024	-	3,081,777
A single-tier interim dividend of 0.37 sen per ordinary share, paid on 27 September 2024	3,081,776	-
<u>In respect of the financial year ended 30 June 2025</u>		
A single-tier interim dividend of 0.60 sen per ordinary share, paid on 28 February 2025	4,997,476	-
	8,079,252	6,163,554

Subsequent to the end of the financial year, the Company has declared a single-tier interim dividend of 0.37 sen per ordinary share in respect of the current financial year, paid on 7 October 2025.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

32. DISPOSAL OF A SUBSIDIARY

On 30 June 2025, the Company disposed of its entire equity interests in CGI Primary Care Sdn. Bhd. for a total consideration of RM840,000.

The following summarises the major classes of the consideration received, and the amounts of assets disposed of and liabilities transferred at the date of disposal:-

(a) Financial Effect Arising from Disposal

	The Group 2025 RM	The Company 2025 RM
Investment in a subsidiary (Note 5)	-	1,000
Amount owing by a subsidiary	-	2,363,676*
Property, plant and equipment (Note 8)	1,513,620	-
Right-of-use assets (Note 9)	677,820	-
Inventories	150,632	-
Trade receivables	28,750	-
Other receivables, deposits and prepayments	131,128	-
Cash and bank balances	50,636	-
Other payables and accruals	(76,025)	-
Lease liabilities (Note 19)	(598,568)	-
Provision of restoration cost (Note 20)	(234,000)	-
Current tax liabilities	(167,064)	-
Deferred tax liabilities (Note 11)	(32,898)	-
Carrying amount of net assets disposed of	1,444,031	2,364,676
Total disposal proceeds	(840,000)	(840,000)
Loss on disposal of a subsidiary (Note 27)	604,031	1,524,676

* Pursuant to the Share Sale Agreement entered by the Group and the Company for the disposal of CGI Primary Care Sdn. Bhd., the Company has agreed to waive in full the outstanding amount owing by CGI Primary Care Sdn. Bhd.

(b) Cash Flows Arising from Disposal

Cash proceeds from disposal	-	-
Cash and cash equivalents of a subsidiary disposed of	(50,636)	-
Net cash outflow from the disposal of a subsidiary	(50,636)	-

There were no disposals of subsidiaries in the previous financial year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

33. CASH FLOW INFORMATION

- (a) The cash disbursed for the purchase of property, plant and equipment and the addition of right-of-use assets are as follows:-

	The Group	
	2025	2024
	RM	RM
Property, plant and equipment		
Cost of plant and equipment purchased (Note 8)	54,389,448	15,734,121
Less: Acquired through term loan arrangements	(17,127,694)	-
	37,261,754	15,734,121
Right-of-use assets		
Cost of right-of-use assets acquired (Note 9)	234,000	2,147,304
Less: Addition of lease liabilities (Note 19)	-	(2,085,174)
Less: Provision for restoration costs (Note 20)	(234,000)	(62,130)
	-	-

- (b) The reconciliations of liabilities arising from financing activities are as follows:-

	Lease Liabilities RM	Term Loans RM	Total RM
The Group			
2025			
At 1 July 2024	8,143,495	-	8,143,495
<u>Changes in Financing Cash Flows</u>			
Proceeds from drawdown	-	25,691,540	25,691,540
Repayment of principal	(2,451,702)	-	(2,451,702)
Repayment of interests	(291,927)	-	(291,927)
	(2,743,629)	25,691,540	22,947,911
<u>Other Changes</u>			
Interest expense recognised in profit or loss (Note 19)	291,927	-	291,927
Reassessment of leases (Note 19)	(363,193)	-	(363,193)
Disposal of a subsidiary (Note 32(a))	(598,568)	-	(598,568)
At 30 June 2025	4,730,032	25,691,540	30,421,572

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

33. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows (Cont'd):-

	Lease Liabilities RM
The Group	
2024	
At 1 July 2023	14,933,180
<u>Changes in Financing Cash Flows</u>	
Repayment of principal	(1,700,946)
Repayment of interests	(596,142)
	(2,297,088)
<u>Other Changes</u>	
Acquisition of new leases (Note 19)	2,085,174
Interest expense recognised in profit or loss (Note 19)	596,142
Rent concessions	(8,800)
Reassessment of leases (Note 19)	(7,165,113)
	(4,492,597)
At 30 June 2024	8,143,495

(c) The total cash outflows for leases as a lessee are as follows:-

	The Group	
	2025 RM	2024 RM
Payment of lease liabilities	2,451,702	1,700,946
Interest paid on lease liabilities	291,927	596,142
	2,743,629	2,297,088

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

33. CASH FLOW INFORMATION (CONT'D)

(d) The cash and cash equivalents comprise the following:-

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Fixed deposits with licensed banks	72,641,125	87,620,701	19,427,809	60,510,984
Cash and bank balances	11,797,125	1,917,042	8,930,441	798,465
	84,438,250	89,537,743	28,358,250	61,309,449
Less:				
- Fixed deposits with tenure of more than 3 months	(50,757,336)	(66,173,915)	(5,233,074)	(52,893,492)
	33,680,914	23,363,828	23,125,176	8,415,957

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

34. KEY MANAGEMENT PERSONNEL COMPENSATION

The key management personnel of the Group and of the Company includes executive directors and non-executive directors of the Company and certain members of senior management of the Group and of the Company.

The key management personnel compensation during the financial year are as follows:

(a) Directors

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Directors of the Company				
Short-term employee benefits:				
- fees	157,500	135,000	157,500	135,000
- salaries, bonuses and other benefits	6,187,973	6,780,903	23,200	19,200
	6,345,473	6,915,903	180,700	154,200
Defined contribution benefits	586,130	658,814	-	-
LTIP expenses	66,393	95,842	-	-
Total directors' remuneration (Note 27)	6,997,996	7,670,559	180,700	154,200

(b) Other Key Management Personnel

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Short-term employee benefits	7,246,872	6,900,547	-	-
Defined contribution benefits	935,713	908,665	-	-
Share options expenses	114,545	165,877	-	-
Total compensation for other key management personnel	8,297,130	7,975,089	-	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

35. CAPITAL COMMITMENTS

	The Group	
	2025	2024
	RM	RM
Construction of hospital	63,087,169	110,106,601
Maintenance of computer equipment	-	273,480
	63,087,169	110,380,081

36. RELATED PARTY DISCLOSURES**(a) Subsidiaries**

The subsidiaries are disclosed in Note 5 to the financial statements.

(b) Significant Related Party Transactions and Balances

Other than those disclosed elsewhere in the financial statements, the Group also carried out the following significant transactions with the related parties during the financial year:-

	The Group	
	2025	2024
	RM	RM
External consultant fee contributed by directors	(326,055)	(413,289)
External consultant fee contributed by other key management personnel	(240,895)	(247,251)
Ancillary services paid to a joint venture	11,246	11,793
Consultant fee paid to joint ventures	444,642	326,265
Hospital cost paid to joint ventures	210,172	132,978
Rental income charged to an associate	(70,416)	(70,416)
Management fee charged to an associate	(324,000)	(297,000)
Management fee charged to joint ventures	(21,017)	(13,298)
Disposal of property, plant and equipment to an associate	(2,268)	(394,803)

The significant outstanding balances of the related parties together with their terms and conditions are disclosed in the respective notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

37. OPERATING SEGMENTS

The Group operates predominantly in one business segment in Malaysia. Accordingly, the information by business and geographical segments is not presented.

There is no single customer that contributed 10% or more to the Group's revenue.

38. FINANCIAL INSTRUMENTS

The activities of the Group and of the Company are exposed to a variety of market risk (including foreign currency risk, interest rate risk and equity price risk), credit risk and liquidity risk. The overall financial risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group and of the Company.

38.1 FINANCIAL RISK MANAGEMENT POLICIES

The policies in respect of the major areas of treasury activity are as follows:-

(a) Market Risk

(i) Foreign Currency Risk

The Group and the Company do not have any transactions or balances denominated in foreign currencies and hence, are not exposed to foreign currency risk.

(ii) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The exposure to interest rate risk arises mainly from long-term borrowings with variable rates. The Group and the Company adopt a policy of obtaining the most favourable interest rates available.

The exposure to interest rate risk based on the carrying amounts of the financial instruments at the end of the reporting period is disclosed in Note 21 to the financial statements.

Interest Rate Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the interest rates at the end of the reporting period, with all other variables held constant:-

	2025 RM	2024 RM
Effects on Profit After Taxation		
Increase of 100 basis points	-325,426	-
Decrease of 100 basis points	+325,426	-

(iii) Equity Price Risk

The Group and the Company do not have any quoted investments and hence, are not exposed to equity price risk.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

The policies in respect of the major areas of treasury activity are as follows (cont'd):-

(b) Credit Risk

The exposure to credit risk, or the risk of counterparties defaulting, arises mainly from trade and other receivables. The Group and the Company manage their exposures to credit risk by the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. For other financial assets (including cash and bank balances and fixed deposits), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

Also, the Company's exposure to credit risk includes advances to subsidiaries and corporate guarantee given to financial institutions for credit facilities granted to a subsidiary. The Company monitors the ability of the subsidiaries to serve their loans on an individual basis.

(i) Credit Risk Concentration Profile

The Group does not have any significant credit risk related to any individual customer or counterparty.

(ii) Maximum Exposure to Credit Risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position of the Group and of the Company after deducting any allowance for impairment losses (where applicable).

(iii) Assessment of Impairment Losses

The Group and the Company have an informal credit policy in place and the exposure to credit risk is monitored on an on-going basis through periodic review of the ageing of the receivables. The Group and the Company closely monitor the receivables' financial strength to reduce the risk of loss.

At each reporting date, the Group and the Company evaluate whether any of the financial assets at amortised cost are credit impaired.

The gross carrying amounts of financial assets are written off against the associated impairment, if any, when there is no reasonable expectation of recovery despite the fact that they are still subject to enforcement activities.

A financial asset is credit impaired when any of following events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred:

- Significant financial difficulty of the receivable;
- A breach of contract, such as a default or past due event;
- Restructuring of a debt in relation to the receivable's financial difficulty; or
- It is becoming probable that the receivable will enter bankruptcy or other financial reorganisation.

The Group and the Company consider a receivable to be in default when the receivable is unlikely to repay its debt to the Group and the Company in full or is more than one year past due unless the Group and the Company have reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables

The Group applies the simplified approach to measure expected credit losses using a lifetime expected credit loss allowance for all trade receivables.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The Group measures the expected credit losses of certain major customers, trade receivables that are credit impaired and trade receivables with a high risk of default on an individual basis.

The expected loss rates are based on the payment profiles of sales over 12 months (2024 - 12 months) before the reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates were not adjusted to reflect forward-looking information on macroeconomic factors affecting the ability of the trade receivables to settle their debts as the Group has not identified any forward-looking assumptions which correlate to the historical loss rates.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

The information about the credit exposure and loss allowances recognised for trade receivables and unbilled receivables are as follows:-

	Gross Amount RM	Lifetime Individual Allowance RM	Lifetime Collective Allowance RM	Carrying Amount RM
The Group				
2025				
Current (not past due)	6,983,247	-	(100,597)	6,882,650
1 to 30 days past due	599,955	-	(52,602)	547,353
31 to 120 days past due	540,725	-	(83,541)	457,184
More than 120 days past due	193,959	-	(95,655)	98,304
Credit impaired	165,407	(165,407)	-	-
Trade receivables	8,483,293	(165,407)	(332,395)	7,985,491
Unbilled receivables	829,586	-	(20,135)	809,451
	9,312,879	(165,407)	(352,530)	8,794,942

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables (Cont'd)Allowance for Impairment Losses (Cont'd)

	Gross Amount RM	Individual Allowance RM	Lifetime Collective Allowance RM	Lifetime Carrying Amount RM
The Group				
2024				
Current (not past due)	5,383,408	-	-	5,383,408
1 to 30 days past due	162,934	-	-	162,934
31 to 120 days past due	428,588	-	-	428,588
More than 120 days past due	165,407	-	-	165,407
Credit impaired	28,668	(28,668)	-	-
Trade receivables	6,169,005	(28,668)	-	6,140,337
Unbilled receivables	405,478	-	-	405,478
	6,574,483	(28,668)	-	6,545,815

Trade receivables that are individually determined to be impaired relate to debtors who are in significant financial difficulties and have defaulted on payments. These debtors are not secured by any collateral or credit enhancements.

Trade receivables that are collectively determined to be impaired relate to expected credit losses measured based on the Group's observed default rates.

There has not been any significant change in the gross amounts of trade receivables that impacted the allowance for impairment losses.

Other Receivables

The Group and the Company apply the 3-stage general approach to measure expected credit losses for its other receivables.

Input, Assumptions and techniques used for Estimating Impairment Losses

Under this approach, loss allowance is measured on either 12-month expected credit losses or lifetime expected credit losses, by considering the likelihood that the receivable would not be able to repay during the contractual period (probability of default, PD), the percentage of contractual cash flows that will not be collected if default happens (loss given default, LGD) and the outstanding amount that is exposed to default risk (exposure at default, EAD).

In deriving the PD and LGD, the Group and the Company consider the receivable's past payment status and its financial condition as at the reporting date. The PD is adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the receivable to settle its debts.

Allowance for Impairment Losses

No expected credit loss is recognised on other receivables as it is negligible.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Amount Owing by Subsidiaries (Non-trade balances)

The Company also applies the 3-stage general approach to measure expected credit losses for all inter-company balances.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company measures the expected credit losses on an individual basis, which is aligned with its credit risk management practices on the inter-company balances.

The Company considers advances to subsidiaries have low credit risks. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. As the Company is able to determine the timing of payments of the advances when they are payable, the Company considers the advances to be in default when the subsidiaries are not able to pay when demanded.

For advances that are repayable on demand, impairment loss is assessed based on the assumption that repayment of the outstanding balances is demanded at the reporting date. If the subsidiary does not have sufficient highly liquid resources when the advances are demanded, the Company will consider the expected manner of recovery to measure the impairment loss; the recovery manner could be either through 'repayable over time' or a fire sale of less liquid assets by the subsidiary.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

Based on the assessment performed, the identified impairment loss was immaterial and hence, it is not provided for.

Fixed Deposits with Licensed Banks, Cash and Bank Balances

The Group and the Company consider the licensed banks have low credit risks. In addition, some of the bank balances are insured by Government agencies. Therefore, the Group and the Company are of the view that the loss allowance is immaterial and hence, it is not provided for.

Financial Guarantee Contracts

Corporate guarantees for borrowing facilities granted to subsidiaries are financial guarantee contract.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company closely monitors the subsidiaries' financial strength to reduce the risk of loss.

The Company considers there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. A financial guarantee contract is credit impaired when:

- The subsidiary is unlikely to repay its obligation to the bank in full; or
- The subsidiary is having a deficit in equity and is continuously loss making.

The Company determines the probability of default of the guaranteed amounts individually using internal information available.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

38. FINANCIAL INSTRUMENTS (CONT'D)**38.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)****(b) Credit Risk (Cont'd)****(iii) Assessment of Impairment Losses (Cont'd)**Financial Guarantee Contracts (cont'd)*Allowance for Impairment Losses*

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties of which the financial guarantee contracts were issued to. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

(c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group and the Company practise prudent risk management by maintaining sufficient cash balances and the availability of funding through certain committed credit facilities.

Maturity Analysis

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):-

	Effective Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM	1 - 5 Years RM	Over 5 Years RM
The Group						
2025						
<u>Non-derivative Financial Liabilities</u>						
Trade payables	-	9,416,428	9,416,428	9,416,428	-	-
Other payables and accruals	-	5,599,324	5,599,324	5,599,324	-	-
Amount owing to directors	-	180,700	180,700	180,700	-	-
Lease liabilities	4.18	4,730,032	4,938,734	2,469,367	2,469,367	-
Term loans	4.18	42,819,234	53,997,591	-	20,618,492	33,379,099
		62,745,718	74,132,777	17,665,819	23,087,859	33,379,099
2024						
<u>Non-derivative Financial Liabilities</u>						
Trade payables	-	5,148,724	5,148,724	5,148,724	-	-
Other payables and accruals	-	5,463,410	5,463,410	5,463,410	-	-
Amount owing to directors	-	154,200	154,200	154,200	-	-
Lease liabilities	4.18	8,143,495	8,668,938	2,766,233	5,902,705	-
		18,909,829	19,435,272	13,532,567	5,902,705	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period) (Cont'd):-

	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM
The Company			
2025			
<u>Non-derivative Financial Liabilities</u>			
Other payables and accruals	179,260	179,260	179,260
Amount owing to directors	180,700	180,700	180,700
Financial guarantee contracts in relation to corporate guarantee given to a subsidiary*	-	42,819,234	42,819,234
	359,960	43,179,194	43,179,194
2024			
<u>Non-derivative Financial Liabilities</u>			
Other payables and accruals	150,877	150,877	150,877
Amount owing to directors	154,200	154,200	154,200
	305,077	305,077	305,077

* The potential exposure of the financial guarantee contracts is equivalent to the outstanding amount of the credit facilities of the said subsidiary at end of the reporting period. The financial guarantees have not been recognised in the financial statements because their fair values on initial recognition were not material.

38.2 CAPITAL RISK MANAGEMENT

The Group and the Company manage their capital to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support its businesses and maximise shareholders' value. To achieve this objective, the Group and the Company may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

The Group and the Company manage their capital based on debt-to-equity ratio that complies with debt covenants and regulatory, if any. The debt-to-equity ratio is calculated as net debt divided by total equity. The Group and the Company include within net debt, interest bearing loans and borrowings, less cash and cash equivalents.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

38. FINANCIAL INSTRUMENTS (CONT'D)

38.2 CAPITAL RISK MANAGEMENT (CONT'D)

The debt-to-equity ratio of the Group and of the Company at the end of the reporting period are as follows:-

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Lease liabilities	4,730,032	8,143,495	-	-
Term loans	42,819,234	-	-	-
	47,549,266	8,143,495	-	-
Less: Cash and cash equivalents (Note 33 (d))	(33,680,914)	(23,363,828)	(23,125,176)	(8,415,957)
Net debt/(Net cash)	13,868,352	(15,220,333)	(23,125,176)	(8,415,957)
Total equity	114,455,348	111,297,108	86,727,457	90,510,707
Debt-to-equity ratio	0.12	*	N/A	N/A

* Not applicable as the Group's cash and cash equivalents exceed its borrowings.

There was no change in the approach to capital management during the financial year.

38.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Financial Assets				
<u>Amortised Cost</u>				
Trade receivables	8,794,942	6,545,815	-	-
Other receivables	2,386,300	382,487	866,645	215,160
Amount owing by subsidiaries	-	-	44,702,752	13,632,116
Dividend receivable	-	-	-	3,081,777
Fixed deposits with licensed banks	72,641,125	87,620,701	19,427,809	60,510,984
Cash and bank balances	11,797,125	1,917,042	8,930,441	798,465
	95,619,492	96,466,045	73,927,647	78,238,502
Financial Liabilities				
<u>Amortised Cost</u>				
Trade payables	9,416,428	5,148,724	-	-
Other payables and accruals	5,599,324	5,463,410	179,260	150,877
Amount owing to directors	180,700	154,200	180,700	154,200
Term loans	42,819,234	-	-	-
	58,015,686	10,766,334	359,960	305,077

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

38. FINANCIAL INSTRUMENTS (CONT'D)

38.4 GAINS AND LOSSES ARISING FROM FINANCIAL INSTRUMENTS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial Assets				
<u>Amortised Cost</u>				
Net gains recognised in profit or loss	2,553,772	3,354,466	1,464,477	2,449,266

38.5 FAIR VALUE INFORMATION

The fair values of the financial assets and financial liabilities of the Group and of the Company that maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

The following table sets out the fair value profile of financial instruments that are not carried at fair value at the end of the reporting period:-

	Fair value of Financial Instruments Not Carried At Fair Value			Total Fair Value RM	Carrying Amount RM
	Level 1 RM	Level 2 RM	Level 3 RM		
The Group					
2025					
<u>Financial Asset</u>					
Other receivables (non-current)	-	607,244	-	607,244	607,244
<u>Financial Liability</u>					
Term loans	-	42,819,234	-	42,819,234	42,819,234
The Company					
2025					
<u>Financial Asset</u>					
Other receivables (non-current)	-	607,244	-	607,244	607,244

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

38. FINANCIAL INSTRUMENTS (CONT'D)**38.5 FAIR VALUE INFORMATION (CONT'D)****Fair Value of Financial Instruments Not Carried at Fair Value**

The fair values, which are for disclosure purposes, have been determined using the following basis:-

- (i) The fair value of other receivables (non-current) are calculated based on the present value of the projected repayment of loans.
- (ii) The fair value of the term loans that carry floating interest rates approximated their carrying amounts as they are repriced to market interest rates on or near the reporting date.

39. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

- (a) On 30 September 2024, Curie Oncology KL Sdn. Bhd. increased its issued and paid-up share capital from 5,100,000 to 11,350,000 ordinary shares by the issuance of 6,250,000 new ordinary shares. On the same day, a wholly-owned subsidiary of the Company, Cengild Sdn. Bhd., subscribed for additional 1,562,500 ordinary shares of RM1 each in Curie Oncology KL Sdn. Bhd. for a total cash consideration of RM1,562,500 representing 25% of the entire newly issued and paid-up capital of Curie Oncology KL Sdn. Bhd.
- (b) On 28 February 2025, Curie Oncology KL Sdn. Bhd. increased its issued and paid-up share capital from 11,350,000 to 13,131,000 shares by the issuance of 1,781,000 non-convertible preference share ("NCRPS"). On the same day, a wholly owned subsidiary, Cengild Sdn. Bhd., subscribed for 445,250 NCRPS of RM1 each in Curie Oncology KL Sdn. Bhd. as full settlement of the amount by Curie Oncology KL Sdn. Bhd., representing 25% of the entire issued and paid-up capital of Curie Oncology KL Sdn. Bhd.
- (c) On 30 June 2025, the Company has disposed of its entire equity interests in CGI Primary Care Sdn. Bhd. for a total cash consideration of RM840,000.

40. SIGNIFICANT EVENT OCCURING AFTER THE REPORTING PERIOD

On 28 July 2025, a wholly-owned subsidiary of the Company, Galen Primer Sdn. Bhd. were dissolved via striking off procedures.

41. COMPARATIVE FIGURES

The following figures have been reclassified to conform with the presentation of the current financial year.

	As Previously Reported RM	Reclassifications RM (Note 41.1)	As Restated RM
Consolidation Statement of Financial Position (Extract):-			
Trade payables	3,669,360	1,479,364	5,148,724
Other payables and accruals	7,480,704	(1,479,364)	6,001,340

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

41. COMPARATIVE FIGURES (CONT'D)

	As Previously Reported RM	Reclassifications RM (Note 41.1)	As Restated RM
The Group			
Continuing operations			
REVENUE	66,853,533	(34,631)	66,818,902
COST OF SALES	(35,761,585)	11,384	(35,750,201)
GROSS PROFIT	31,091,948	(23,247)	31,068,701
OTHER INCOME	4,493,983	(14,600)	4,479,383
	35,585,931	(37,847)	35,548,084
ADMINISTRATIVE EXPENSES	(18,758,283)	899,008	(17,859,275)
OTHER EXPENSES	(2,899)	-	(2,899)
FINANCE COSTS	(629,404)	27,416	(601,988)
NET IMPAIRMENT LOSSES ON FINANCIAL ASSET	(1,434)	-	(1,434)
SHARE OF LOSS OF EQUITY ACCOUNTED ASSOCIATES	(354,637)	-	(354,637)
SHARE OF PROFIT OF EQUITY ACCOUNTED JOINT VENTURES	3,686	-	3,686
PROFIT BEFORE TAXATION	15,842,960	888,577	16,731,537
INCOME TAX EXPENSE	(4,765,172)	14	(4,765,158)
PROFIT AFTER TAXATION FROM CONTINUING OPERATIONS	11,077,788	888,591	11,966,379
DISCONTINUED OPERATIONS			
LOSS AFTER TAXATION FROM DISCONTINUED OPERATIONS	-	(888,591)	(888,591)
PROFIT AFTER TAXATION	11,077,788	-	11,077,788
OTHER COMPREHENSIVE INCOME	-	-	-
TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR	11,077,788	-	11,077,788

41.1 RECLASSIFICATIONS

The Group made certain reclassifications to the comparatives to conform with the presentation of the current financial year.

ANALYSIS OF SHAREHOLDINGS

AS AT 30 SEPTEMBER 2025

STATISTICS OF ORDINARY SHAREHOLDINGS

Class of Shares	:	Ordinary Shares
Total Number of Issued Shares	:	832,912,600
Voting Rights	:	One vote for each ordinary share held

DISTRIBUTION OF SHAREHOLDINGS

Size of Holding	No. of shareholders	%	No. of shares	%
1 - 99	10	0.234	174	0.001
100 – 1,000	390	9.119	192,650	0.023
1,001 – 10,000	1,531	35.796	9,923,608	1.191
10,001 – 100,000	1,889	44.166	72,607,100	8.717
100,001 to less than 5% of issued shares	454	10.615	503,038,098	60.395
5% and above of issued shares	3	0.070	247,150,970	29.673
Total	4,277	100.00	832,912,600	100.00

SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS BASED ON REGISTER OF SUBSTANTIAL SHAREHOLDERS

Name of Substantial Shareholders	No. of ordinary shares held			
	Direct	%	Indirect	%
Dato' Dr. Tan Huck Joo	134,853,570	16.191	-	-
Anne Marie Loh Foong Han	80,294,704	9.640	-	-
Dr. Mohamed Akhtar Bin Mohamed Ditali Qureshi	56,327,438	6.763	-	-

DIRECTORS' SHAREHOLDINGS BASED ON REGISTER OF DIRECTORS' SHAREHOLDINGS

Name of Directors	No. of ordinary shares held			
	Direct	%	Indirect	%
Dato' Dr. Tan Huck Joo	134,853,570	16.191	-	-
Dr. Mohamed Akhtar Bin Mohamed Ditali Qureshi	56,327,438	6.763	-	-
Dr. Azrina Binti Abu Bakar	200,000	0.024	-	-
Dr. Chong Su-Lin	-	-	-	-
Dr. Yap Tat Hiung	-	-	-	-

ANALYSIS OF SHAREHOLDINGS

AS AT 30 SEPTEMBER 2025 (CONT'D)

LIST OF TOP 30 HOLDERS

No.	Name of Shareholders	No. of Shares	%
1.	Dato' Dr. Tan Huck Joo	134,853,570	16.191
2.	Dr. Mohamed Akhtar Bin Mohamed Ditali Quresh	56,327,438	6.763
3.	HLB Nominees (Asing) Sdn. Bhd. Pledged Securities Account for Anne Marie Loh Foong Han (SIN8000079)	55,969,962	6.719
4.	HLIB Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Tan Kar Tek	40,256,463	4.833
5.	Teoh Su Lin	40,183,121	4.824
6.	Ramesh K Gurunathan	39,341,056	4.723
7.	Ong Siew Kuen	32,195,253	3.865
8.	Citigroup Nominees (Asing) Sdn. Bhd. Exempt an for UBS AG Singapore (Foreign)	27,250,092	3.271
9.	Anne Marie Loh Foong Han	24,324,742	2.920
10.	Transmetro Sdn. Bhd.	23,424,636	2.812
11.	Goh Li Syuen	20,000,000	2.401
12.	Koon Poh Keong	13,000,000	1.560
13.	Tan Soon Wah	12,987,017	1.559
14.	Lai Kwong Choy	12,882,619	1.546
15.	Medic Quest Sdn. Bhd.	11,242,900	1.349
16.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. Pledged Securities Account for Tang Vee Mun (Datuk) (MY4553)	9,243,610	1.109
17.	Fong Ah Chai	5,500,000	0.660
18.	Amir Azlan Zain	5,304,302	0.636
19.	Jason Lim Meng Hock	4,587,000	0.550
20.	Tan Lim Tneah Kooi	3,932,777	0.472
21.	HLIB Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Foong Siew Ee (CCTS)	3,919,000	0.470
22.	Wang Phaik Mear	3,902,800	0.468
23.	Affin Hwang Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Tang Vee Mun (Datuk)	3,855,500	0.462
24.	Tan Lai Huan	3,622,800	0.434
25.	Wong Chee Kong	3,591,000	0.431
26.	Kuok Su Sim	3,492,803	0.419
27.	IFAST Nominees (Tempatan) Sdn. Bhd. Yong Wan Yee	3,400,000	0.408
28.	Lee Boon Chye	3,400,000	0.408
29.	Kang Hoo Chong	2,657,810	0.319
30.	Maybank Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Sia Boon Huat	2,513,400	0.301

NOTICE OF THE FIFTH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Fifth Annual General Meeting of CENGILD MEDICAL BERHAD will be conducted physically at Nexus, Connexion Conference & Event Centre, Spectrum (Level 3A), Bangsar South City, No. 7, Jalan Kerinchi 59200 Kuala Lumpur, Malaysia ("Venue") on Friday, 28 November 2025 at 3.00 p.m. or at any adjournment thereof, to transact the following businesses:-

AGENDA

Ordinary Businesses

1. To receive the Audited Financial Statements for the financial year ended 30 June 2025 and the Reports of the Directors and Auditors thereon. **(Please refer to Explanatory Note 1)**
2. To re-elect Dr. Chong Su-Lin who shall retire by rotation pursuant to Clause 76(3) of the Constitution of the Company. **(Ordinary Resolution 1)**
3. To re-elect Dr. Yap Tat Hiung who shall retire by rotation pursuant to Clause 78 of the Constitution of the Company. **(Ordinary Resolution 2)**
4. To approve the payment of Directors' Fees and Benefits for an amount not exceeding RM200,000.00 for the period commencing from the date immediately after the Fifth Annual General Meeting until the next Annual General Meeting of the Company. **(Ordinary Resolution 3)**
5. To re-appoint Crowe Malaysia PLT as Auditors of the Company and authorise the Directors to fix their remuneration. **(Ordinary Resolution 4)**
6. **Authority to issue and allot shares of the Company pursuant to Sections 75 and 76 of the Companies Act 2016 ("the Act")** **(Ordinary Resolution 5)**

"THAT pursuant to Sections 75 and 76 of the Act, ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") and subject to the approval of the relevant regulatory authorities, the Directors of the Company be and are hereby authorised to issue and allot shares in the capital of the Company, grant rights to subscribe for shares in the Company, convert any securities into shares in the Company, or allot shares under an agreement or option of offer ("New Shares") from time to time, at such price, to such persons and for such purposes and upon such terms and conditions as the Directors may in their absolute discretion deem fit, provided that the aggregate number of such New Shares to be issued, to be subscribed under any rights granted, to be issued from conversion of any security, or to be issued and allotted under an agreement or option or offer, pursuant to this resolution, when aggregated with the total number of any such New Shares issued during the preceding twelve (12) months does not exceed ten per centum (10%) of the total number of issued shares (excluding any treasury shares) of the Company for the time being ("Proposed General Mandate").

THAT such approval on the Proposed General Mandate shall continue to be in force until:

 - a. the conclusion of the next Annual General Meeting of the Company after the approval was given;
 - b. the expiration of the period within which the next Annual General Meeting of the Company is required to be held after the approval was given; or
 - c. revoked or varied by an ordinary resolution passed by the shareholders of the Company at a general meeting,

whichever is earlier.

NOTICE OF THE FIFTH ANNUAL GENERAL MEETING

(CONT'D)

THAT the Directors of the Company be and are hereby also empowered to obtain the approval from Bursa Securities for the listing of and quotation for such New Shares on the ACE Market of Bursa Securities.

THAT authority be and is hereby given to the Directors of the Company, to give effect to the Proposed General Mandate with full powers to assent to any conditions, modifications, variations and/or amendments as they may deem fit in the best interest of the Company and/or as may be imposed by the relevant authorities.

AND THAT the Directors of the Company be and are hereby authorised to implement, finalise, complete and take all necessary steps and do all acts (including execute such documents as may be required), deeds and things in relation to the Proposed General Mandate."

7. **Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature**

(Ordinary Resolution 6)

"THAT pursuant to Rule 10.09 of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities"), the Company and its subsidiaries ("the Group") be and are hereby authorised to enter into and give effect to the recurrent related party transactions of a revenue or trading nature with the related party as set out in Section 2.3 of the Circular to Shareholders dated 30 October 2025 ("the Related Parties") provided that such transactions and/or arrangements are:-

- a. necessary for the day-to-day operations;
- b. undertaken in the ordinary course of business at arm's length basis and on normal commercial terms and transaction prices which are not more favourable to the Related Parties than those generally available to the public; and
- c. not detrimental to the minority shareholders of the Company.

(collectively known as "Shareholders' Mandate");

THAT such approval, shall continue to be in force until:-

- a. the conclusion of the next Annual General Meeting ("AGM") of the Company at which the Shareholders' Mandate was passed, at which time it will lapse, unless by a resolution passed at such AGM, the authority is renewed; or
- b. the expiration of the period within which the next AGM of the Company is required to be held pursuant to Section 340(2) of the Companies Act 2016 ("the Act") but must not extend to such extension as may be allowed pursuant to Section 340(4) of the Act; or
- c. revoked or varied by ordinary resolution passed by the shareholders of the Company in general meeting,

whichever is earlier;

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things (including executing all such documents as may be required) as they may consider expedient or necessary to give effect to the Shareholders' Mandate."

8. To transact any other business of which due notice shall have been given in accordance with the Companies Act 2016 and the Constitution of the Company.

BY ORDER OF THE BOARD

Wong Siew Yeen (MAICSA 7018749) (SSM PC No. 202008001471)

Tee Thiam Chai (MAICSA 7066679) (SSM PC No. 202008002297)

Company Secretaries

Kuala Lumpur

30 October 2025

NOTICE OF THE FIFTH ANNUAL GENERAL MEETING

(CONT'D)

Notes:

1. For the purpose of determining who shall be entitled to participate in this Annual General Meeting ("AGM"), the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to make available to the Company, the Record of Depositors as at **21 November 2025**. Only a member whose name appears on this Record of Depositors shall be entitled to participate in this AGM.
2. A member who is entitled to participate in this AGM is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to participate in his/her place. A proxy may but need not be a member of the Company.
3. A member of the Company who is entitled to attend and vote at a General Meeting of the Company may appoint not more than two (2) proxies to participate instead of the member at the AGM.
4. If two (2) proxies are appointed, the entitlement of those proxies to vote on a show of hands shall be in accordance with the listing requirements of the stock exchange.
5. Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act"), it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
6. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Sections 25A(1) of the Central Depositors Act.
7. Where a member appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.
8. The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the AGM or adjourned general meeting at which the person named in the appointment proposes to vote:
 - (i) In hard copy form

In the case of an appointment made in hard copy form, the proxy form must be deposited with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, at the drop-in box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.
 - (ii) By electronic means

The proxy form can be electronically lodged with the Share Registrar of the Company via The Portal at <https://srmy.vistra.com>. Please follow the procedures set out in the Administrative Guide.
9. Please ensure ALL the particulars as required in the proxy form are complete, signed and dated accordingly.
10. Last date and time for lodging the proxy form is **Wednesday, 26 November 2025 at 3.00 p.m.**
11. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, at the drop-in box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than forty-eight (48) hours before the time appointed for holding the General Meeting or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.

NOTICE OF THE FIFTH ANNUAL GENERAL MEETING

(CONT'D)

12. For a corporate member who has appointed an authorised representative, please deposit the **ORIGINAL** certificate of appointment of authorised representative with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively at the drop-in box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia. The certificate of appointment of authorised representative should be executed in the following manner:
 - (i) If the corporate member has a common seal, the certificate of appointment of authorised representative should be executed under seal in accordance with the constitution of the corporate member.
 - (ii) If the corporate member does not have a common seal, the certificate of appointment of authorised representative should be affixed with the rubber stamp of the corporate member (if any) and executed by:
 - (a) at least two (2) authorised officers, of whom one shall be a director; or
 - (b) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.
13. Shareholders are advised to check the Company's website at www.cengild.com and announcements from time to time for any changes to the administration of the 5th AGM.

Explanatory Notes on Ordinary Businesses:

1. **Agenda Item No. 1 - Audited Financial Statements for the financial year ended 30 June 2025**

The Audited Financial Statements is meant for discussion only as an approval from shareholders is not required pursuant to the provision of Sections 248(2) and 340(1)(a) of the Companies Act 2016. Hence, this item on the Agenda is **not put forward for voting** by shareholders of the Company.

2. **Ordinary Resolutions 1 and 2 – Re-election of Directors**

Pursuant to Clauses 76(3) and 78 of the Constitution of the Company, Dr. Chong Su-Lin and Dr. Yap Tat Hiung are due for retirement as Directors of the Company and being eligible, have offered themselves for re-election at the Fifth Annual General Meeting.

The profile of the Directors standing for re-election are set out in the Annual Report 2025. The details of their interest in the securities of the Company can be found under the Analysis of Shareholdings.

The Board has through the Nominating Committee, considered the assessment of the aforesaid Directors and agreed that they met the criteria as prescribed under Rule 2.20A of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad on skills, expertise, experience, professionalism, commitment, integrity, character, competence and time to effectively discharge their roles as Directors. Both Directors have also met the relevant requirements under the fit and proper assessment.

3. **Ordinary Resolution 3 – Payment of Directors' Fees and Benefits**

Pursuant to Section 230(1) of the Companies Act 2016, the fees of the directors and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting.

Proposed Ordinary Resolution 3 is calculated based on the current board size and the number of scheduled Board and Committee meetings for the period commencing from the date immediately after the Fifth Annual General Meeting until the next Annual General Meeting of the Company. In the event the proposed amount is insufficient, (due to enlarged Board size or more meetings), approval will be sought at the next Annual General Meeting for the shortfall.

4. **Ordinary Resolution 4 – Re-appointment of Auditors**

The Board has through the Audit and Risk Management Committee, considered the re-appointment of Messrs Crowe Malaysia PLT as Auditors of the Company. The factors considered by the Audit and Risk Management Committee in making the recommendation to the Board to table the resolution on re-appointment of the Auditors at the Fifth Annual General Meeting disclosed in the Corporate Governance Overview Statement of Annual Report 2025.

NOTICE OF THE FIFTH ANNUAL GENERAL MEETING

(CONT'D)

Explanatory Note on Special Businesses:

5. **Ordinary Resolution 5 - Authority to issue and allot shares of the Company pursuant to Sections 75 and 76 of the Companies Act 2016**

The proposed ordinary resolution, if passed, will empower the Directors of the Company to issue and allot ordinary shares of the Company from time to time and grant rights to subscribe for shares in the Company, convert any securities into shares in the Company, or allot shares under an agreement or option or offer, provided that the aggregate number of shares allotted pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company for the time being ("Proposed General Mandate").

The authority for the Proposed General Mandate will, unless revoked or varied by the Company in a general meeting, expire at the conclusion of the next Annual General Meeting ("AGM") or the expiration of the period within which the next AGM is required by law to be held, whichever is earlier.

This proposed Resolution is a renewal of the previous year's mandate. The mandate is to provide flexibility to the Company to issue new securities without the need to convene separate general meeting to obtain its shareholders' approval so as to avoid incurring additional costs and time.

As at the date of this notice, the Company did not implement its proposal for new allotment of shares under the general mandate pursuant to Sections 75 and 76 of the Companies Act 2016 which was approved by shareholders at the 4th AGM held on 29 November 2024 and lapse at the conclusion of the 5th AGM to be held on 28 November 2025. As at the date of this notice, there is no decision to issue new shares. Should there be a decision to issue new shares after the general mandate is sought, the Company will make an announcement of the actual purpose and utilisation of proceeds arising from such issuance of shares.

6. **Ordinary Resolution 6 – Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature**

The Ordinary Resolution 6 if passed, will enable the Company and/or its subsidiary to enter into recurrent transactions involving the interest of Related Parties, which are necessary for the Group's day-to-day operations and undertaken at arm's length, subject to the transactions being carried out in the ordinary course of business and on terms that are not detrimental to the minority shareholders of the Company.

Please refer to the Circular to Shareholders dated 30 October 2025 for further details.

STATEMENT OF ACCOMPANYING NOTICE OF THE FIFTH ANNUAL GENERAL MEETING

Directors standing for election

As at date of this notice, there are no individuals who are standing for election or appointment as Directors at the Fifth Annual General Meeting.

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CENGILD

CENGILD MEDICAL BERHAD
Registration No.: 202101004143 (1404442-P)
(Incorporated in Malaysia)

PROXY FORM

CDS Account No.	
No. of shares held	

*I/We _____ Tel: _____
(Full name in block, NRIC/Passport/Company No)

of _____

being member(s) of **CENGILD MEDICAL BERHAD**, hereby appoint:

Full Name (in Block as per NRIC / Passport)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			

and / or (*delete as appropriate)

Full Name (in Block as per NRIC / Passport)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			

or failing him/her, the Chairman of the Meeting, as *my/our proxy/proxies to vote for *me/us and on *my/our behalf at the Fifth Annual General Meeting ("5th AGM") of the Company which will be conducted physically at Nexus, Connexion Conference & Event Centre, Spectrum (Level 3A), Bangsar South City, No. 7, Jalan Kerinchi 59200 Kuala Lumpur, Malaysia on **Friday, 28 November 2025 at 3.00 p.m.** or any adjournment thereof, and to vote as indicated below:

No.	Description of Resolutions	Ordinary Resolution	For	Against
1.	Re-election of Dr. Chong Su-Lin as Director	1		
2.	Re-election of Dr. Yap Tat Hiung as Director	2		
3.	Approval of payment of Directors' fees and benefits	3		
4.	Re-appointment of Crowe Malaysia PLT as Auditors of the Company and authorising the Directors to fix their remuneration	4		
5.	Authority to issue and allot shares	5		
6.	Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature	6		

Please indicate with an "X" in the space provided whether you wish your votes to be cast for or against the resolutions. In the absence of specific direction, your proxy will vote or abstain as he/she thinks fit.

Signed this _____ day of _____ 2025

Signature/Common Seal of Shareholder(s)

* Delete whichever is inapplicable

Notes:

- For the purpose of determining who shall be entitled to participate in this Annual General Meeting ("AGM"), the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to make available to the Company, the Record of Depositors as at **21 November 2025**. Only a member whose name appears on this Record of Depositors shall be entitled to participate in this AGM.
- A member who is entitled to participate in this AGM is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to participate in his/her place. A proxy may but need not be a member of the Company.
- A member of the Company who is entitled to attend and vote at a General Meeting of the Company may appoint not more than two (2) proxies to participate instead of the member at the AGM.
- If two (2) proxies are appointed, the entitlement of those proxies to vote on a show of hands shall be in accordance with the listing requirements of the stock exchange.
- Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act"), it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
- Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Sections 25A(1) of the Central Depositors Act.
- Where a member appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.
- The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 5th AGM or adjourned general meeting at which the person named in the appointment proposes to vote:
 - In hard copy form
In the case of an appointment made in hard copy form, the proxy form must be deposited with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, at the drop-in box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

(ii) By electronic means

- The proxy form can be electronically lodged with the Share Registrar of the Company via The Portal at <https://smy.vistra.com>. Please follow the procedures set out in the Administrative Guide.
- Please ensure ALL the particulars as required in the proxy form are complete, signed and dated accordingly.
 - Last date and time for lodging the proxy form is **Wednesday, 26 November 2025 at 3.00 p.m.**
 - Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, at the drop-in box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than forty-eight (48) hours before the time appointed for holding the General Meeting or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
 - For a corporate member who has appointed an authorised representative, please deposit the **ORIGINAL** certificate of appointment of authorised representative with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, at the drop-in box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia. The certificate of appointment of authorised representative should be executed in the following manner:
 - If the corporate member has a common seal, the certificate of appointment of authorised representative should be executed under seal in accordance with the constitution of the corporate member.
 - If the corporate member does not have a common seal, the certificate of appointment of authorised representative should be affixed with the rubber stamp of the corporate member (if any) and executed by:
 - at least two (2) authorised officers, of whom one shall be a director; or
 - any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.
 - Shareholders are advised to check the Company's website at www.cengild.com and announcements from time to time for any changes to the administration of the 5th AGM.

Fold this flap for sealing

Then fold here

Affix
Stamp

CENGILD MEDICAL BERHAD
2021010041413 (1404442-P)

c/o Tricor Investor & Issuing House Services Sdn Bhd
Unit 32-01, Level 32, Tower A
Vertical Business Suite, Avenue 3
Bangsar South, No. 8 Jalan Kerinchi
59200 Kuala Lumpur

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www.cengild.com

CENGILD MEDICAL BERHAD

[Registration No.: 202101004143 (1404442-P)]

(Incorporated in Malaysia under the Companies Act 2016)

Unit 2-3 & 2-4, Level 2, Nexus @ Bangsar South

No.7, Jalan Kerinchi, 59200

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