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republic healthcare

The Future Of Healthcare, Now

Republic Healthcare Limited

(Incorporated in the Cayman Islands with limited liability)

(Stock code: 8357)

DESIGNATION OF LEAD INDEPENDENT NON-EXECUTIVE DIRECTOR

Republic Healthcare Limited (the "**Company**") is pleased to announce that Ms. Florence Kang Lee Ngo ("**Ms. Kang**"), currently an independent non-executive director (each "**INED**" and collectively "**INED**s") and is the chairlady of Remuneration Committee, and a member of each of Audit Committee and Nomination Committee of the Company, has been designated as the lead independent non-executive director (the "**Lead INED**") with effect from 23 December 2025.

The Lead INED is not an executive position in the Company and does not have any management role in the Group. This position will not have a separate or higher level of liability relative to other INEDs. Ms. Kang's primary responsibility as the Lead INED is to facilitate and strengthen communication (i) among INEDs; (ii) between INEDs and the rest of the board of directors (the "**Board**"); and (iii) with shareholders (in particular, minority shareholders) of the Company.

The designation of Lead INED is introduced with reference to the recently amended Corporate Governance Code as set out in Appendix C1 to the GEM Listing Rules, which has come into effect on 1 July 2025. The Board believes that the designation of the Lead INED can strengthen the effectiveness and diversity of the Board, and further enhance good corporate governance practices across the Company.

By order of the Board
Republic Healthcare Limited
Tan Cher Sen Alan
Chairman and Executive Director

Singapore, 23 December 2025

As at the date of this announcement, the executive Director is Dr. Tan Cher Sen Alan (Chairman); non-executive Director is Mr. Wang Liang and the independent non-executive Directors are Mr. Yeo Teck Chuan, Mr. Wong Yee Leong and Ms. Florence Kang Lee Ngo.

*This announcement, for which the Directors collectively and individually accept full responsibility, includes particulars given in compliance with the Rules Governing the Listing of Securities on GEM of the Stock Exchange (the "**GEM Listing Rules**"), for the purpose of giving information with regard to the Company. The Directors, having made all reasonable enquires, confirm that to the best of their knowledge and belief, the information contained in this announcement is accurate and complete in all material respects and not misleading or deceptive, and there are no other matters the omission of which would make any statement herein or this announcement misleading.*

This announcement will remain on the "Latest Listed Company Information" page of the Stock Exchange's website at www.hkexnews.hk for at least 7 days from the date of its publication. This announcement will also be published on the website of the Company at republichealthcare.asia.