

NOTICE TO READER

Please be advised that the notice of meeting and the management information circular of Medical Facilities Corporation (together, the “**Circular**”) filed on SEDAR+ on March 31, 2025 has been re-filed to correct the record date for determining shareholders entitled to receive notice of, and to vote at, the annual general meeting, or any postponement or adjournment thereof. The correct record date is March 21, 2025. No other changes were made to the Circular. The re-filed Circular replaces and supersedes the previously filed Circular.



**MEDICAL
FACILITIES
CORPORATION**

**NOTICE OF ANNUAL MEETING OF SHAREHOLDERS
AND
MANAGEMENT INFORMATION CIRCULAR**

**ANNUAL MEETING OF SHAREHOLDERS
TO BE HELD ON MAY 8, 2025**

March 24, 2025

This document is important and requires your immediate attention. It requires shareholders of Medical Facilities Corporation to make important decisions. If you are in doubt as to how to make such decisions, please contact your financial, legal, tax, or other professional advisors.

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NOTICE OF ANNUAL MEETING OF SHAREHOLDERS

NOTICE IS HEREBY GIVEN that the annual meeting (the “**Meeting**”) of the shareholders of Medical Facilities Corporation (the “**Corporation**”) will be held on Thursday, the 8th day of May, 2025 at the hour of 11:00 a.m. (Eastern time) by virtual-only meeting via live audio webcast online at <https://meetnow.global/MHLULMX> for the following purposes:

1. **TO RECEIVE** the financial statements of the Corporation for the year ended December 31, 2024, together with the report of the auditors thereon;
2. **TO ELECT** members of the Board of Directors of the Corporation for the coming year;
3. **TO RE-APPOINT** Raymond Chabot Grant Thornton LLP as the auditors of the Corporation for the coming year and to authorize the Board of Directors of the Corporation to fix the remuneration to be paid to the auditors; and
4. **TO TRANSACT** such further or other business as may properly come before the Meeting and any and all adjournments thereof.

Your vote is important regardless of the number of shares you hold. As a shareholder, you have the right to vote your shares in respect of the election of directors, appointment of the auditors, and any other items that may properly come before the Meeting. To assist with your decisions, you are encouraged to read the accompanying management information circular.

The vast majority of shareholders typically vote by proxy in advance of the Meeting. The Corporation encourages its shareholders to vote in advance of the Meeting as described below.

The Corporation will hold the Meeting in a virtual-only format, which will be conducted via live audio webcast. Shareholders will have an equal opportunity to participate in the Meeting online regardless of their geographic location. Shareholders will not be able to attend the Meeting in person.

Registered shareholders and duly appointed proxyholders will be able to vote and submit questions at the Meeting, all in real time, provided they are connected to the Internet and comply with all of the requirements set out in the accompanying management information circular. Non-registered shareholders who wish to be recognized as shareholders at the Meeting should refer to the information provided under the headings “*Proxy Solicitation, Meeting Attendance and Voting – Voting Instructions – Voting by Non-Registered Shareholders*” and “*Proxy Solicitation, Meeting Attendance and Voting – Voting Instructions – Voting by Non-Registered Shareholders – Appointment of a Proxyholder*” of the accompanying management information circular and follow the instructions provided by their financial intermediary to appoint themselves as proxyholders. Non-registered shareholders who have not duly appointed themselves as proxyholders will be able to attend the Meeting as guests but will not be able to vote at the Meeting.

The Corporation is using “notice and access” procedures to furnish proxy materials to shareholders over the Internet. The Corporation believes that this delivery process will expedite shareholders’ receipt of proxy materials and lower the cost and reduce the environmental impact of the Meeting. On or about March 28, 2025, shareholders will be sent a notice and access notification containing instructions on how to access proxy materials for the fiscal year ended December 31, 2024. The notice and access notification also provides instructions on how to vote and includes instructions on how to receive a paper copy of the proxy materials by mail.

The Board of Directors of the Corporation has fixed the record date for the Meeting as March 21, 2025 (the “**Record Date**”) for determining shareholders entitled to receive notice of, and to vote at, the Meeting, or any postponement or adjournment thereof.

Please exercise your right to vote by signing and returning the enclosed form of proxy using the enclosed return envelope or following the instructions contained in the accompanying management information circular to vote by facsimile. The form of proxy should arrive not less than 48 hours before the time set for the holding of the Meeting or

any adjournment or postponement thereof (excluding Saturdays, Sundays, and holidays) before any reconvened meeting.

Shareholders that hold their shares with a financial intermediary will receive a voting instruction form in order to instruct their intermediary how to vote on their behalf. These shareholders may also vote at the Meeting as detailed under the heading “*Proxy Solicitation, Meeting Attendance and Voting – Voting Instructions*” of the accompanying management information circular. Shareholders are encouraged to vote online or by telephone to ensure their vote is received in advance of the Meeting.

If you have any questions or need any additional information, please contact your professional advisors.

The accompanying management information circular provides additional information relating to the matters to be dealt with at the Meeting and forms part of this notice.

DATED at Toronto, Ontario this 24th day of March, 2025

BY ORDER OF THE BOARD OF DIRECTORS

“Adina G. Storch”

Chair of the Board of Directors
Medical Facilities Corporation

MANAGEMENT INFORMATION CIRCULAR SUMMARY

This summary highlights information contained elsewhere in this management information circular. It does not contain all of the information that you should consider. Please read the entire management information circular carefully before voting.

Meeting Information

Date: Thursday, May 8, 2025

Time: 11:00 a.m. Eastern Time

Place: The meeting will be held in virtual-only format.

<https://meetnow.global/MHLULMX>

Voting Recommendations

Proposal	Board Recommendation
To elect members of the Board of Directors	FOR
To re-appoint Raymond Chabot Grant Thornton LLP as auditors and fix remuneration	FOR

How You Can Vote

Your vote is important. To ensure that your shares will be represented and voted at the meeting, please submit your vote as soon as possible by one of the following methods:



Internet

You will need to have your form of proxy or voting instruction form in hand. Go to the website listed on the form that you received and follow the instructions on the screen.



Telephone

You will need to have your form of proxy or voting instruction form in hand. Dial the phone number listed on the form that you received and follow the voting prompts.



Mail

Complete your form of proxy or voting instruction form and return using the enclosed postage-paid envelope.

Record Date

You are entitled to vote at the meeting if you were a holder of common shares at the close of business on March 21, 2025.

Vote Deadline

To ensure that your vote is counted, please vote by 11:00 a.m. Eastern time on May 6, 2025.

Shareholder Engagement

Investor Relations

MBC Capital Markets Advisors is responsible for maintaining communications with the investing public. Investor Relations staff are available to shareholders by email at: theisler@maisonbrison.com.

Management

Management meets regularly with financial analysts and institutional investors.

Live Broadcasts

Quarterly earning calls with analysts are broadcast live and archived on our investor relations website at <https://www.medicalfacilitiescorp.ca/investors/investor-information>.

MANAGEMENT INFORMATION CIRCULAR

This management information circular (“**information circular**”) is furnished in connection with the solicitation of proxies by or on behalf of management of Medical Facilities Corporation (the “**Corporation**”) for use at the annual meeting (the “**Meeting**”) of shareholders (the “**Shareholders**”) of the Corporation to be held on May 8, 2025 commencing at 11:00 a.m. (Eastern time), and at all postponements or adjournments thereof, for the purposes set forth in the accompanying Notice of Meeting. **The Meeting will be held in a virtual-only format, which will be conducted via live audio webcast online at <https://meetnow.global/MHLULMX>. Shareholders will not be able to attend the Meeting in person.** A summary of the information Shareholders will need to attend the Meeting online is provided under the heading “*Proxy Solicitation, Meeting Attendance and Voting – Participation at the Meeting*”.

The information contained herein is given as at March 24, 2025, except where otherwise noted. All dollar amounts herein are in U.S. dollars, unless otherwise indicated.

NON-IFRS FINANCIAL MEASURES

This information circular contains certain financial metrics that do not have a standardized meaning under International Financial Reporting Standards (“**IFRS Accounting Standards**”), and, therefore, may not be comparable to similar measures presented by other issuers. The Corporation’s management’s discussion and analysis for the three months and year ended December 31, 2024 contains reconciliations of non-IFRS financial measures to their most directly comparable measure under IFRS Accounting Standards and includes additional information regarding these financial metrics, including definitions, under the headings “Non-IFRS Financial Measures” and “Reconciliation of Non-IFRS Financial Measures”.

PROXY SOLICITATION, MEETING ATTENDANCE AND VOTING

SOLICITATION OF PROXIES

The solicitation of proxies for the Meeting will be made using the notice and access mechanism, but proxies may also be solicited personally, in writing, by mail or by telephone by employees of the Corporation, at nominal cost. The Corporation will bear the cost in respect of the solicitation of proxies for the Meeting and will bear the legal, printing, and other costs associated with the preparation of this information circular.

APPOINTMENT AND REVOCATION OF PROXIES

Together with this information circular, Registered Shareholders (defined below) will also be sent a form of proxy. The persons named in such proxy are officers of the Corporation. **A Shareholder who wishes to appoint some other person to represent him, her or it at the Meeting may do so by inserting such other person’s name in the blank space provided in the form of proxy or by completing another proper form of proxy. Such other person need not be a Shareholder of the Corporation.** Please follow the instructions on the form of proxy and refer to information under the heading “*Proxy Solicitation, Meeting Attendance and Voting – Voting Instructions*”.

To be valid, proxies must be delivered in person, by mail or by courier to Computershare Investor Services Inc. (“**Computershare**”) at 100 University Avenue, 8th Floor, Toronto, Ontario, M5J 2Y1, or via facsimile to 1.866.249.7775 (within North America) or 1.416.263.9524 (outside of North America). The proxy must be deposited with Computershare not later than 11:00 a.m. (Eastern time) on Tuesday, May 6, 2025. If the Meeting is adjourned, proxies must be deposited 48 hours (excluding Saturdays, Sundays, and holidays) before the time set for any reconvened meeting at which the proxy or instructions are to be used unless the chair of the Meeting elects to exercise his discretion to accept proxies received subsequently.

The document appointing a proxy must be in writing and completed and signed by a Shareholder or his or her attorney authorized in writing or, if the Shareholder is a corporation, under its corporate seal or by an officer or attorney thereof duly authorized. Persons signing as officers, attorneys, executors, administrators, trustees, etc., should so indicate and provide satisfactory evidence of such authority.

A Registered Shareholder who has given a proxy may revoke the proxy:

- (a) by completing and signing a proxy bearing a later date and depositing it in accordance with the instructions on the form of proxy;
- (b) by depositing an instrument in writing executed by the Shareholder or by his, her or its attorney authorized in writing at the registered office of the Corporation at any time up to 48 hours (excluding Saturdays, Sundays, and holidays) before the time set for the applicable Meeting, or any adjournment thereof, at which the proxy is to be used;
- (c) as to any matter on which a vote has not already been cast pursuant to the authority conferred by the proxy instrument, by signing a written notice of revocation and delivering it to the chair or secretary of the Meeting; or
- (d) in any other manner permitted by law.

Non-registered Beneficial Shareholders (defined below) who wish to change their vote must arrange for their respective Intermediary (defined below) to revoke the proxy on their behalf.

VOTING OF PROXIES

The persons named in the form of proxy will vote or withhold from voting common shares of the Corporation (“**Common Shares**”) in respect of which they are appointed on any ballot that may be called for, in accordance with the instructions of the Shareholder as indicated on the proxy. If a Shareholder specifies a choice on the proxy with respect to any matter to be acted upon, the Common Shares will be voted accordingly.

In the absence of such specification, Common Shares will be voted in the following manner:

- (a) **FOR** the election, separately, of each of the nominees to the board of directors (the “**Board of Directors**” or the “**Board**”) listed under the heading “*Matters to be Considered at the Meeting – Election of Directors*”; and
- (b) **FOR** the re-appointment of Raymond Chabot Grant Thornton LLP as auditors of the Corporation and to authorize the Board of Directors to fix the auditors’ remuneration as described under the heading “*Matters to be Considered at the Meeting – Appointment of Auditors*”.

The persons appointed under the form of proxy are conferred with discretionary authority with respect to amendments to or variations of matters identified in the form of proxy and the Notice of Meeting and with respect to other matters that may properly come before the Meeting. In the event that amendments or variations to matters identified in the Notice of Meeting are properly brought before the Meeting, it is the intention of the persons designated in the form of proxy to vote in accordance with their best judgment on such matter or business. At the time of printing this information circular, the Board of Directors know of no such amendments, variations, or other matters.

PARTICIPATION AT THE MEETING

The Corporation will hold the Meeting in a virtual-only format, which will be conducted via live audio webcast. Shareholders will have an equal opportunity to participate in the Meeting online regardless of their geographic location. Shareholders will not be able to attend the Meeting in person.

Registered Shareholders and duly appointed proxyholders will be able to vote and submit questions at the Meeting. Non-registered Beneficial Shareholders will be able to appoint proxyholders, including themselves, and vote and submit questions at the Meeting. Non-registered Beneficial Shareholders who fail to appoint themselves as proxyholders will only be able to attend the Meeting as guests. Guests will not be able to vote or submit questions at the Meeting.

Registered Shareholders and duly appointed proxyholders have to be connected to the Internet at all times in order to be able to vote when prompted. It is the responsibility of Registered Shareholders and duly appointed proxyholders to ensure connectivity for the duration of the Meeting. Please allow ample time to check into the Meeting online and

complete the related procedure. Please refer to the virtual meeting user guide filed on SEDAR+ at www.sedarplus.ca and on the Corporation's website at <https://www.medicalfacilitiescorp.ca/investors/investor-information> for additional information.

The following are instructions on how to attend the Meeting for (i) Registered Shareholders, (ii) duly appointed proxyholders (including non-registered Beneficial Shareholders who have appointed themselves as proxyholders), (iii) guests and non-registered Shareholders who did not appoint themselves as proxyholders, and (iv) Beneficial Shareholders holding Common Shares with U.S. broker or custodian.

1. Registered Shareholders

Registered Shareholders can participate in the Meeting by going to <https://meetnow.global/MHLULMX>, clicking on “**Shareholder**” and entering the 15-digit Control Number located on the form of proxy or in the email notification from Computershare.

Registered Shareholders who wish to appoint a third-party proxyholder to represent them at the Meeting **must submit their proxy prior to registering their proxyholder. Registering the proxyholder is an additional step once a Shareholder has submitted their proxy/voting instruction form. Failure to register a duly appointed proxyholder will result in the proxyholder not receiving an Invitation Code to participate in the Meeting.** To register a proxyholder, Shareholders **MUST** visit <https://www.computershare.com/MedicalFacilities> by 11:00 a.m. (Eastern time) on Tuesday, May 6, 2025, and provide Computershare with their proxyholder's contact information, so that Computershare may provide the proxyholder with an Invitation Code via email.

2. Duly Appointed Proxyholders

Duly appointed proxyholders (including non-registered Beneficial Holders who have appointed themselves as proxyholders) can participate in the Meeting by going to <https://meetnow.global/MHLULMX>, clicking on “**Shareholder**” and entering an Invitation Code sent to them by Computershare. Duly appointed proxyholders using the Invitation Code provided by Computershare to login to the Meeting must accept the terms and conditions to represent the Common Shares appointed to them.

3. Guests and Non-Registered Shareholders who did not Appoint themselves as Proxyholders

Guests and non-registered Shareholders who do not have a 15-digit Control Number or Invitation Code can participate in the Meeting by going to <https://meetnow.global/MHLULMX>, clicking on “**Guest**” and completing the online form.

4. Beneficial Shareholders Holding Common Shares with U.S. Broker or Custodian

If you are a Beneficial Shareholder holding your Common Shares with a U.S. broker or custodian, you must first obtain a valid legal proxy from your broker, bank, or other agent and then register in advance to attend the Meeting. Follow the instructions from your broker, bank, or other agent included with the Meeting materials, or contact your broker, bank, or other agent to request a legal proxy form.

After obtaining a valid legal proxy from your broker, bank, or other agent, you must register to attend the Meeting by submitting a copy of your legal proxy to Computershare. Requests for registration should be directed by mail to Computershare Investor Services Inc. at 100 University Avenue, 8th Floor, Toronto, Ontario, M5J 2Y1, or by email to uslegalproxy@computershare.com. Requests for registration must be labeled as “Legal Proxy” and be received no later than 11:00 a.m. (Eastern time) on Monday, May 5, 2025. Confirmation of registration will be provided by email after Computershare receives your registration materials. Please note that you are required to register your appointment at <https://www.computershare.com/MedicalFacilities>.

VOTING INSTRUCTIONS

Who Can Vote

Shareholders of record as of the close of business on March 21, 2025 (the “**Record Date**”) are entitled to receive notice of and vote at the Meeting.

Voting by Registered Shareholders

Registered Shareholders are those who have a share certificate issued in their name or appear as the registered shareholders on the books of the Corporation (“**Registered Shareholders**”).

The following are instructions for Registered Shareholders only. If you are a non-registered Shareholder, please follow your Intermediary’s instructions on how to vote your Common Shares. See below under the heading “*Proxy Solicitation, Meeting Attendance and Voting – Voting Instructions – Voting by Non-Registered Shareholders*”.

Voting by Proxy

Registered Shareholders are encouraged to vote by proxy ahead of the Meeting as follows:

Mail: Complete, date and sign the enclosed form of proxy and return it to the Corporation’s transfer agent, Computershare, no later than 11:00 a.m. (Eastern time) on Tuesday, May 6, 2025, or 48 hours (excluding Saturdays, Sundays, and holidays) before the time set for any reconvened meeting, by mail to 100 University Avenue, 8th Floor, Toronto, Ontario, M5J 2Y1, using the envelope provided.

Facsimile: By transmitting completed, dated, and signed form of proxy by facsimile to Computershare toll free at 1.866.249.7775 (within North America) or 1.416.263.9524 (outside of North America) no later than 11:00 a.m. (Eastern time) on Tuesday, May 6, 2025, or 48 hours (excluding Saturdays, Sundays, and holidays) before the time set for any reconvened meeting.

The chair of the Meeting may waive or extend the proxy cut-off time in his sole discretion without notice.

If a Shareholder who has submitted a proxy attends the Meeting and has accepted the terms and conditions when entering the Meeting online, any votes cast by such Shareholder on a ballot will be counted and the submitted proxy will be disregarded.

Voting at the Meeting

Registered Shareholders can vote at the Meeting as follows:

- Go to <https://meetnow.global/MHLULMX> prior to the start of the Meeting to login.
- Click on “**Shareholder**” and enter the 15-digit Control Number located on the form of proxy or in the email notification you received before the start of the Meeting.
- Follow the instructions to access the Meeting.

Registered Shareholders have to be connected to the Internet at all times in order to be able to vote when prompted. It is a Registered Shareholder’s responsibility to ensure connectivity for the duration of the Meeting. Please allow ample time to check into the Meeting online and complete the related procedure. Please refer to the virtual meeting user guide filed on SEDAR+ at www.sedarplus.ca and on the Corporation’s website at <https://www.medicalfacilitiescorp.ca/investors/investor-information> for additional information.

Voting by Non-Registered Shareholders

Information set forth in this section is very important to persons who hold Common Shares other than in their own names.

A non-registered shareholder of the Corporation (a “**Beneficial Shareholder**”) is one who beneficially owns Common Shares but such Common Shares are registered in the name of an intermediary, such as a securities broker, financial institution, trustee, custodian or other nominee who holds securities on behalf of the Beneficial Shareholder or in the name of a clearing agency in which the intermediary participates (all of which are referred to as “**Intermediary**” or “**Intermediaries**” in this information circular).

The vast majority of Intermediaries now delegate responsibility for obtaining instructions from clients to Broadridge Financial Solutions, Inc. (“**Broadridge**”) in Canada and Broadridge and Mediant Communications Inc. (“**Mediant**”) in the U.S.

Beneficial Shareholders should note that only proxies or instructions deposited by Shareholders whose names are on the records of the Corporation as the registered holders of such shares can be recognized and acted upon at the Meeting. Common Shares that are listed in an account statement provided to a Beneficial Shareholder by an Intermediary are registered in the name of CDS Clearing and Depository Services Inc. (“**CDS**”), or its nominee, and not in the Beneficial Shareholder’s own name on the records of the Corporation.

Applicable regulatory policy in Canada requires Intermediaries to seek voting instructions from Beneficial Shareholders in advance of securityholders’ meetings. Every Intermediary has their own mailing procedures and provides their own return instructions, which should be carefully followed by Beneficial Shareholders in order to ensure that their Common Shares are voted at the Meeting. Often, the form of proxy supplied to a Beneficial Shareholder by its Intermediary is identical to that provided to Registered Shareholders. However, its purpose is limited to instructing the Registered Shareholder on how to vote on behalf of the Beneficial Shareholder.

Voting by Proxy through Intermediary

Through Broadridge or Mediant: If a Beneficial Shareholder’s Intermediary is registered with Broadridge or Mediant, please follow instructions on the voting instruction form to vote by mail, over the Internet, or telephone.

Through Intermediary: In some instances, a Beneficial Shareholder will be given a voting instruction form or other document by his or her Intermediary that must be submitted by the Beneficial Shareholder in accordance with the instructions provided by the Intermediary. In such case, a Beneficial Shareholder must follow the Intermediary’s instructions (which in some cases may allow the completion of the voting instruction form by telephone or on the Intermediary’s Internet website). Occasionally, a Beneficial Shareholder may be given a form of proxy that has been signed by the Intermediary and is restricted to the number of Common Shares owned by the Beneficial Shareholder but is otherwise not completed. This form of proxy does not need to be signed by the Beneficial Shareholder. In this case, complete the form of proxy and vote by mail only in the same manner as described under the heading “*Proxy Solicitation, Meeting Attendance and Voting – Voting Instructions – Voting by Registered Shareholders – Voting by Proxy*”.

Beneficial Shareholders who wish to attend the Meeting and vote their own Common Shares should enter their own names in the blank space on the voting instruction form provided to them and return the same to their Intermediary in accordance with the instructions provided by their Intermediary well in advance of the Meeting.

The persons named in the accompanying voting instruction form will vote or withhold from voting Common Shares in respect of which they are appointed on any ballot that may be called for, in accordance with the instructions of the Beneficial Shareholder as indicated on the voting instruction form and, if a Beneficial Shareholder specifies a choice on the voting instruction form with respect to any matter to be acted upon, the Common Shares will be voted accordingly. If no instruction is provided, the proxy will vote **FOR** each motion.

The Corporation has elected to utilize “notice and access” delivery to furnish this information circular and the form of proxy to Beneficial Shareholders by (i) distributing a notification of Meeting along with the form of proxy to Intermediaries for distribution to Beneficial Shareholders, and (ii) posting this information circular on the Corporation’s website at <https://www.medicalfacilitiescorp.ca/investors/investor-information>. Refer to section under the heading “*Notice and Access*” for further information.

Voting at the Meeting

The voting instruction form that is sent to Beneficial Shareholders by the Intermediary should also explain how to attend and vote directly at the Meeting or appoint someone to attend and vote on Beneficial Shareholder's behalf. To do so, a Beneficial Shareholder needs to appoint himself or herself or another person as their proxyholder. Refer to the section under the heading "*Proxy Solicitation, Meeting Attendance and Voting – Voting Instructions – Voting by Non-Registered Shareholders – Appointment of a Proxyholder*" for further information.

A Beneficial Shareholder who has appointed themselves or a third party as proxyholder will then be able to participate and vote at the Meeting as follows:

- Go to <https://meetnow.global/MHLULMX> prior to the start of the Meeting to login.
- Click on "**Shareholder**" and enter a Control Number or an Invitation Code before the start of the Meeting.
- Follow the instructions to access the Meeting and vote when prompted.

Appointment of a Proxyholder

The following applies to Shareholders who wish to appoint another person other than the management nominees identified in the form of proxy or voting instruction form as proxyholder, including Beneficial Shareholders who wish to appoint themselves or someone else as proxyholders to attend, participate and vote at the Meeting (a "**Proxyholder**").

To appoint a Proxyholder, Shareholders **MUST** submit their form of proxy or voting instruction form, as applicable, appointing that person as Proxyholder **AND** then register that Proxyholder online, as described below. Registering a Proxyholder is an additional step that must be completed **AFTER** the form of proxy or voting instruction form has been submitted. **Failure to register the Proxyholder will result in the Proxyholder not receiving an Invitation Code that is required to vote at the Meeting and only being able to attend the Meeting as a guest.**

- **Step 1: Submit your form of proxy or voting instruction form:** To appoint a Proxyholder, insert that person's name in the blank space provided in the form of proxy or voting instruction form (if permitted) and follow the instructions for submitting such form of proxy or voting instruction form.
- **Step 2: Register the Proxyholder:** To register a Proxyholder, Shareholders must visit <https://www.computershare.com/MedicalFacilities> by no later than 11:00 a.m. (Eastern time) on Tuesday, May 6, 2025, and provide Computershare with the required Proxyholder contact information so that Computershare may provide the Proxyholder with their Invitation Code via email. Without an Invitation Code, Proxyholders will not be able to vote at the Meeting.

Shareholders may choose to direct how their Proxyholders shall vote on matters before the Meeting or any adjournment or postponement thereof. Unless Shareholders instruct otherwise, Proxyholders will have full authority to attend, vote, and otherwise act in respect of all matters before the Meeting or any adjournment or postponement thereof, even if these matters are not set out in the form of proxy, voting instruction form or information circular.

In order to participate and vote at the Meeting, Proxyholders must have received an email from Computershare containing an Invitation Code.

NOTICE AND ACCESS

National Instrument 54-101, *Communication with Beneficial Owners of Securities of a Reporting Issuer* and National Instrument 51-102, *Continuous Disclosure Obligations* allow for the use of the notice and access system for the delivery to shareholders of certain materials, including notice of meeting, management information circular, annual financial statements and management's discussion and analysis (collectively, the "**Meeting Materials**") by reporting issuers.

Under the notice and access system, reporting issuers are permitted to deliver the Meeting Materials by posting them on SEDAR+ at www.sedarplus.ca as well as a website other than SEDAR+ and sending a notice package to shareholders that includes: (i) the relevant form of proxy or voting instruction form; (ii) basic information about the meeting and the matters to be voted on; (iii) instructions on how to obtain a paper copy of the Meeting Materials; and (iv) a plain-language explanation of how the notice and access system operates and how the Meeting Materials can be accessed online.

As described in the notice and access notification to be mailed to the Shareholders of the Corporation on or about April 9, 2024, the Corporation has elected to deliver its Meeting Materials to Beneficial Shareholders using the notice and access system. These Beneficial Shareholders will receive a notice and access notification which will contain the prescribed information. Registered Shareholders and those Beneficial Shareholders with existing instructions on their account to receive printed materials will receive a printed copy of the Meeting Materials with the notice package.

The Corporation intends to pay for proximate intermediaries to deliver Meeting Materials and Form 54-101F7 (the request for voting instructions) to “objecting beneficial owners”, in accordance with National Instrument 54-101, *Communication with Beneficial Owners of Securities of a Reporting Issuer*.

VOTING SECURITIES AND PRINCIPAL HOLDERS THEREOF

The Corporation is authorized to issue an unlimited number of Common Shares. Holders of Common Shares are entitled to one vote per Common Share on all matters to be voted on at all meetings of shareholders. As at March 24, 2025, there were 19,508,349 Common Shares issued and outstanding. Most of the outstanding Common Shares are registered in the name of CDS.

At the Meeting, each Shareholder of record at the close of business on the Record Date will be entitled to one vote for each Common Share held on all matters to come before the Meeting.

To the knowledge of the directors of the Corporation, as of March 24, 2025, there were no persons who beneficially owned or exercised control or direction over Common Shares carrying 10% or more of the votes attached to the issued and outstanding Common Shares.

MATTERS TO BE CONSIDERED AT THE MEETING

ELECTION OF DIRECTORS

Advance Notice of Director Nominations

The Corporation’s Advance Notice Policy applies to director nominations. Shareholders who wish to nominate candidates for election as directors must provide timely notice in writing to the Secretary of the Corporation at 4576 Yonge Street, Suite 701, Toronto, Ontario, M2N 6N4, and include the information set out in the Advance Notice Policy. As the Corporation is utilizing the notice and access system for the delivery to Shareholders of the Meeting Materials, the notice must be made not less than forty days prior to the date of the Meeting. The full text of the Advance Notice Policy is available on the Corporation’s website at <https://www.medicalfacilitiescorp.ca/about/board-of-directors> and under the Corporation’s profile on SEDAR+ at www.sedarplus.ca.

Proposed Management Nominees for Election as Directors

The number of directors nominated for election at the Meeting is five.

The persons named in the enclosed form of proxy, if not expressly directed to the contrary in such form of proxy, intend to vote for the election, as directors, of each of the proposed nominees whose names are set out below.

The Board has assessed the relative attributes, skills, experience, and diversity of the five directors standing for election, and is satisfied that the nominees adequately fulfill the Board composition requirements. It is not contemplated that any of the proposed nominees will be unable to serve as a director but, if that should occur for any reason prior to the Meeting, the persons named in the enclosed form of proxy reserve the right to vote for another

nominee at their discretion. Each director elected will hold office until the next annual meeting or until his or her successor is elected or appointed.

The Corporation will issue a press release following the Meeting and will file under the Corporation’s profile on SEDAR+ at www.sedarplus.ca the results of voting regarding all items of business conducted at the Meeting, including the number of votes cast for and withheld from each individual director.

Snapshot of Director Nominees⁽²⁾



(1) Mr. Klaperman and Mr. Brimm were appointed as directors to the Board on March 3, 2025. Without their inclusion, the average tenure of the director nominees is three years.

(2) Ms. Enright and Dr. Shahim will not be standing for re-election at the Meeting and as such, have been excluded from the demographic charts.

Name	Director Since	Principal Occupation	Independent	Committee Memberships	Other Current Public Boards
				AC	
Peter C. Brimm	2025	President, Envoy Holdings	✓	●	-
Jeremy Klaperman	2025	Chief Financial Officer, WordPress VIP	✓	☐	-
Erin S. Enright ⁽¹⁾	2015	Managing Partner, Prettybrook Partners LLC	✓		1
Michael V. Gisser	2022	Corporate Director and Advisor	-		-
Jason P. Redman	2022	President and Chief Executive Officer, Medical Facilities Corporation	-		-
Reza Shahim ⁽¹⁾	2017	Neurosurgeon	-		-
Adina G. Storch	2022	Senior Vice President, General Counsel and Corporate Secretary, Global Industrial Company	✓	●	-

AC = Audit Committee ☐ = Chair ● = Member

(1) Ms. Enright and Dr. Shahim will not be standing for re-election at the Meeting.

2024 Election Results

Three of the five 2025 nominees were elected as directors at the Corporation's 2024 annual meeting of shareholders. The Corporation received proxies and votes at the meeting with regard to voting on the directors nominated for election as set forth in the table below. This table does not include nominees that were appointed to the Board in March 2025.

Nominee	Votes For	% of Votes For	Votes Withheld	% of Votes Withheld
Yanick Blanchard ⁽¹⁾	6,600,999	99.32%	45,420	0.68%
Erin S. Enright ⁽²⁾	6,606,241	99.40%	40,178	0.60%
Michael V. Gisser	6,283,088	94.53%	363,331	5.47%
Jason P. Redman	6,595,290	99.23%	51,129	0.77%
Reza Shahim ⁽²⁾	6,586,898	99.10%	59,521	0.90%
Adina G. Storch	6,597,863	99.27%	48,556	0.73%

(1) As part of the Board refresh, Mr. Blanchard resigned from the Board on March 3, 2025.

(2) Ms. Enright and Dr. Shahim will not be standing for re-election at the Meeting.

In addition to the election of directors, the appointment of Raymond Chabot Grant Thornton LLP as the auditors of the Corporation, including authorizing the directors of the Corporation to fix the remuneration of the auditors, was approved by 99.63% of votes received by proxy and ballot at the meeting.

The following sets forth the names of the persons who have been nominated for election as directors and provides certain other information, including the voting securities that they own directly and indirectly, for each nominee.



Peter C. Brimm
 President, Envoy Holdings
 Toronto, Ontario, Canada

Age: 50
 Director Since: March 3, 2025
 Independent

Mr. Brimm has over 25 years of capital allocation, investing, and operating experience across multiple industries as a strategy and operations consultant, C-Suite executive, and investor. Mr. Brimm is currently the President of Envoy Holdings, a family office. Prior to this position, Mr. Brimm was the Executive Vice President of Strategy and Innovation for Shiplake Properties, a Toronto-based real estate firm. Previously to that, Mr. Brimm served as the Chief Growth Officer at the augmented reality startup Leap Tools Inc., where he helped build out the business capabilities that lead the business to significant revenue growth (qualifying for the Deloitte Fast50 for three consecutive years). He has also held various roles working as a portfolio manager for several leading hedge funds in the US and in Canada, including Relational Investors and West Face Capital Inc., among others. Mr. Brimm holds an MBA from the Stanford University Graduate School of Business with certificates in Global Management and Public Management and a B.A. *cum laude* in Business Economics from the University of California at Los Angeles. Mr. Brimm also holds a CFA Charter and is based in Toronto, Ontario, Canada.

Areas of Expertise

- Executive Leadership
- Corporate Governance
- Finance/Reporting
- Compensation and Human Resources

Board and Committee Membership⁽¹⁾

	Term in 2024	Meeting Attendance
Board of Directors	N/A	N/A
Audit Committee	N/A	N/A

Other Public Board Directorships

None

Securities Held

Common Shares	Deferred Share Units	Restricted Share Units	Total	Total Value	2024 Compensation
-	-	-	-	-	-



Jeremy Klaperman
 Chief Financial Officer, WordPress VIP
 Scarsdale, New York, United States

Age: 45
 Director Since: March 3, 2025
 Independent

Mr. Klaperman has over 23 years of experience in financial leadership, investment management and investment banking roles. Mr. Klaperman is the Chair of the Audit Committee of Medical Facilities Corporation (TSX:DR). He also currently serves as CFO of WordPress VIP, a provider of website content management and analytics systems to enterprises and governments. He was previously CFO of Rho Technologies, a provider of financial services and integrated spend management software. Prior to his role as CFO of Rho Technologies, Mr. Klaperman worked for over 15 years at leading investment firms, including portfolio manager positions at Citadel and D.E. Shaw, where he led teams managing large portfolios of public equity investments. He spent the first five years of his career in the Investment Banking Division of Goldman Sachs. Mr. Klaperman spent 6 years of his career based in Europe and 3 years based in Asia, and has invested in or advised a wide range of successful companies across all major industries and developed market regions. Mr. Klaperman graduated *cum laude* from Yale University with a B.S. in Mathematics.

Areas of Expertise

- Executive Leadership
- Finance/Reporting
- Business Strategy
- Information Technology

Board and Committee Membership⁽¹⁾

	Term in 2024	Meeting Attendance
Board of Directors	N/A	N/A
Audit Committee (Chair)	N/A	N/A

Other Public Board Directorships

None

Securities Held

Common Shares	Deferred Share Units	Restricted Share Units	Total	Total Value	2024 Compensation
-	-	-	-	-	-



Michael V. Gisser
 Corporate Director and Advisor
 Seattle, Washington, United States
 Age: 68
 Director Since: May 7, 2022
 Non-Independent

Mr. Gisser is an experienced executive, board member and advisor. He is the Chairman of the Compensation Committee and a member of the Audit Committee at Continental General Insurance, a Texas-regulated underwriter of long-term care insurance. Mr. Gisser is also a Co-Founder and Chairman of the Board of VRD HealthTech Inc. (a marketplace for virtual reality and digital healthcare products), and Senior Advisor at Cognitive Leap (a digital medicine company) and Atomico (Europe’s largest venture capital firm). As a lawyer, Mr. Gisser led the development of the Asia Pacific region for Skadden over 20 years as the firm’s senior M&A partner in Greater China. He is a leader in global change of control transactions and fundraising, as well as a recognized expert on financial and governance matters.

Areas of Expertise

Executive Leadership
 Financial Markets
 Finance/Financial Reporting
 Legal/Regulatory

Board and Committee Membership⁽¹⁾

	Term in 2024	Meeting Attendance
Board of Directors	January 1 – December 31	9 of 9 (100%)
Audit Committee ⁽⁹⁾	January 1 – November 26	4 of 4 (100%)
Corporate Governance, Nominating and Compensation Committee ⁽¹⁰⁾	January 1 – July 3	2 of 2 (100%)

Other Public Board Directorships

None

Securities Held

Common Shares ⁽²⁾	Deferred Share Units ⁽³⁾	Restricted Share Units ⁽⁴⁾	Total	Total Value ⁽⁵⁾	2024 Compensation ⁽¹¹⁾
-	43,067	4,028	47,095	\$426,425	\$590,566



Jason P. Redman
 President and Chief Executive Officer,
 Medical Facilities Corporation
 Stouffville, Ontario, Canada

Age: 50
 Director Since: May 7, 2022
 Executive Director

Mr. Redman is President and Chief Executive Officer of Medical Facilities Corporation (TSX:DR) and its corporate subsidiaries. He brings over 20 years of experience in operations and financial management as well as a proven ability to execute growth strategies and complete complex M&A transactions across numerous sectors. He is an experienced C-suite executive who has served as Chief Financial Officer at Newstrike Brands Ltd. (TSX-V:HIP), Chief Financial Officer at SiriusXM Canada (TSE:XSR), and President at Armtec Infrastructure Inc. (TSE:ARF). Mr. Redman holds a Master of Accounting from the University of Waterloo in addition to an MBA from the Kellogg School of Management at Northwestern University. He is a Canadian Chartered Accountant, Chartered Professional Accountant, and a U.S. Certified Public Accountant-Delaware.

Areas of Expertise

Executive Leadership
 Mergers and Acquisitions
 Business Strategy
 Finance/Financial Reporting

Board and Committee Membership⁽¹⁾

	Term in 2024	Meeting Attendance
Board of Directors	January 1 – December 31	9 of 9 (100%)

Other Public Board Directorships

None

Securities Held

Common Shares ⁽²⁾	Deferred Share Units ⁽³⁾	Restricted Share Units ⁽⁸⁾	Total	Total Value ⁽⁵⁾	2024 Compensation ⁽⁸⁾
-	5,008	N/A	5,008	\$45,345	N/A



Adina G. Storch

Senior Vice President, General Counsel and Corporate Secretary, Global Industrial Company
Port Washington, New York, United States

Age: 53
Director Since: September 12, 2022
Independent

Ms. Storch is a seasoned executive and legal advisor to corporate boards with over 26 years of experience, including serving as General Counsel, Chief Compliance Officer and Corporate Secretary to two publicly-traded U.S. companies, and in private practice advising corporations in Europe and the U.S. on international capital markets transactions, regulatory compliance, corporate governance, and litigation matters. Ms. Storch was appointed the Chair of the Board of Medical Facilities Corporation in November 2024. She is presently the Senior Vice President, General Counsel and Corporate Secretary of Global Industrial Company (NYSE:GIC). She also currently serves on the Board of Directors of Spectrum Designs Foundation, a non-profit that employs neurodiverse individuals, and serves on the Yale Alumni Fund Board and the Yale Law School Executive Committee. Previously, Ms. Storch served as Executive Vice President, General Counsel and Corporate Secretary of Cedar Realty Trust, Inc., a former U.S. shopping center REIT (NYSE:CDR). In private practice, Ms. Storch was a litigation partner at Kasowitz, Benson, Torres & Friedman LLP, and an international capital markets lawyer in the Paris office of Shearman & Sterling LLP. Ms. Storch holds a J.D. from the Yale Law School, where she was a Senior Editor of the Yale Law Journal, and a B.A. *summa cum laude* with distinction in the major from Yale College.

Areas of Expertise

- Corporate Governance
- Risk Management
- Legal/Regulatory
- Compensation and Human Resources

Board and Committee Membership⁽¹⁾

	Term in 2024	Meeting Attendance
Board of Directors (Chair)	January 1– December 31	9 of 9 (100%)
Audit Committee	January 1 – December 31	4 of 4 (100%)
Corporate Governance, Nominating and Compensation Committee ⁽¹⁰⁾	January 1 – July 3	2 of 2 (100%)

Other Public Board Directorships

None

Securities Held

Common Shares⁽²⁾	Deferred Share Units⁽³⁾	Restricted Share Units⁽⁴⁾	Total	Total Value⁽⁵⁾	2024 Compensation
-	18,930	3,141	22,071	\$199,843	\$151,262

- (1) Along with Dr. R. Blake Curd and Dr. Bradley Thaemert, members of the board of directors of Medical Facilities America, Inc. (“MFA”) and Medical Facilities (USA) Holdings, Inc. (“MFH”), which are the Corporation’s U.S. corporate subsidiaries.
- (2) The information as to the Common Shares beneficially owned, directly or indirectly, including by associates or affiliates, not being within the knowledge of the Corporation, has been furnished by the respective nominees individually and is stated as at December 31, 2024.
- (3) In addition to any Common Shares, non-executive directors own a number of deferred share units, issued pursuant to the Corporation’s Deferred Share Unit Plan, the cash settlement value of which is tied to the value of the Common Shares at the relevant payment date. The number of deferred share units held by each non-executive director is stated as at December 31, 2024. The number of deferred share units shown for Mr. Redman represents the deferred share units (including dividends accrued thereon) issued to him prior to his appointment as Interim President and Chief Executive Officer of the Corporation, for his services as a non-executive director from May 7, 2022 to October 20, 2022.
- (4) In addition to any Common Shares, non-executive directors own a number of restricted share units, issued pursuant to the Corporation’s Amended RSU Plan (as defined below), the cash settlement value of which is tied to the weighted average trading price of the Common Shares on the five trading days preceding the vesting date. The number of restricted share units shown represents the estimated pro-rated vested portion of units as at December 31, 2024, awarded to each director on December 1, 2024 with a vesting date of May 8, 2025.
- (5) For purposes of measurement, which is in accordance with the Corporation’s Policy re: Directors’ Ownership of Securities, the market values of the Common Shares, deferred share units and pro-rated vested restricted share units were calculated using the Common Share value of C\$13.0250 which was the average of the closing prices of the Common Shares on the Toronto Stock Exchange on March 29, 2024,

June 28, 2024, September 30, 2024, and December 31, 2024. The market value of the Common Shares and deferred share units was converted into U.S. dollars using The Wall Street Journal closing exchange rate on December 31, 2024: US\$1 = C\$1.4385.

- (6) Refer to the section under the heading “*Compensation of Directors – Directors’ Securities Ownership Requirements*” for details about each non-executive director’s ownership of the Corporation’s securities.
- (7) Mr. Redman attended all meetings of the Audit Committee, of which he is not a member, in his capacity as President and Chief Executive Officer.
- (8) As an employee of the Corporation, Mr. Redman does not receive compensation for serving as director but the DSUs awarded to him prior to his appointment as an Executive on October 21, 2022, continue to accrue dividends. Refer to the “*Statement of Executive Compensation – Compensation Discussion and Analysis*” section for details of his executive compensation.
- (9) Mr. Gisser was a member of the Audit Committee and the Chair of the Board until November 26, 2024, when he stepped down in connection with the determination by the Board that he no longer met the independence requirements set out in National Instrument 52-110.
- (10) Effective July 3, 2024, the Board approved the disbandment of the Corporate Governance, Nominating and Compensation Committee.
- (11) The amount under “2024 Compensation” includes 50% of Mr. Gisser’s transaction bonus of US\$742,528 earned in 2024 related to the sale of Black Hills Surgical Hospital, LLP (“**BHSH**”), an MFC Partnership (as defined ahead), on November 15, 2024. The remaining 50% will be paid on the 12-month anniversary of the closing date of the transaction.

Majority Voting Policy

The Board has adopted a policy for majority voting for individual directors. Under the policy, if a director nominee in an uncontested election receives, from the Common Shares voted at the Meeting in person or by proxy, a greater number of votes “withheld” than votes “for”, he or she is required to promptly submit his or her resignation to the Board, to take effect upon acceptance by the Board. With the exception of special circumstances that would warrant the continued service of the applicable director on the Board, the Board is expected to accept the resignation. In considering whether or not to accept the resignation, the Board will consider all factors deemed relevant including, without limitation, the stated reasons why Shareholders withheld votes from the election of that nominee, the length of service and the qualifications of the director whose resignation has been submitted, such director’s contributions to the Corporation, the effect such resignation may have on the Corporation’s ability to comply with any applicable governance rules and policies, and the dynamics of the Board.

Within 90 days of the Meeting at which the election was held, the Board shall make its decision, on whether to accept such resignation. The resignation will be effective when accepted by the Board. Any director who tenders his or her resignation pursuant to the majority voting policy will not participate in any deliberations on the resignation offer by the Board. The Board will announce its decision (including, if applicable, the reasons for not accepting any resignation) promptly via press release.

Cease Trade Orders, Corporate and Personal Bankruptcies, Penalties and Sanctions

To the knowledge of the Corporation, none of its directors and officers is, or within ten years prior to the date hereof has been, a director, chief executive officer or chief financial officer of any company (including the Corporation) that (i) was subject to a cease trade order, an order similar to a cease trade order, or an order that denied the relevant company access to any exemption under securities legislation, that was in effect for a period of more than 30 consecutive days, that was issued while the director or officer was acting in the capacity as director, chief executive officer or chief financial officer, or (ii) was subject to a cease trade order, an order similar to a cease trade order, or an order that denied the relevant company access to any exemption under securities legislation, that was in effect for a period of more than 30 consecutive days, that was issued after the director or officer ceased to be a director, chief executive officer or chief financial officer and resulted from an event that occurred while that person was acting in the capacity as director, chief executive officer or chief financial officer.

To the knowledge of the Corporation, none of its directors or officers (i) is, or within ten years prior to the date hereof has been, a director or executive officer of any company (including the Corporation) that, while that person was acting in that capacity, or within a year of that person ceasing to act in that capacity, became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors or had a receiver, receiver manager or trustee appointed to hold its assets, or (ii) has, within ten years prior to the date hereof, become bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency, or become subject to or instituted any proceedings, arrangement or compromise with creditors, or had a receiver, receiver manager or trustee appointed to hold the assets of the director or executive officer.

To the knowledge of the Corporation, none of its directors or officers has been subject to (i) any penalties or sanctions imposed by a court relating to securities legislation or by a securities regulatory authority or has entered into a

settlement agreement with a securities regulatory authority, or (ii) any other penalties or sanctions imposed by a court or regulatory body that would likely be considered important to a reasonable securityholder in deciding whether to invest in the Corporation.

APPOINTMENT OF AUDITORS

It is proposed that the firm of Raymond Chabot Grant Thornton LLP (“**Grant Thornton**”) be re-appointed as auditors of the Corporation, to hold office until the next annual meeting of the Shareholders or until their successor is appointed, and that the directors be authorized to fix the remuneration of the auditors.

Grant Thornton have been auditors of the Corporation since the Corporation’s 2024 annual meeting of shareholders.

To be effective, the resolution to re-appoint Grant Thornton as auditors of the Corporation and to authorize the directors to fix their remuneration must be approved by a simple majority of the votes cast by Shareholders, present or represented by proxy, at the Meeting.

The persons named in the enclosed form of proxy, if not expressly directed to the contrary in such form of proxy, will vote such proxies in favour of a resolution to re-appoint Grant Thornton as auditors of the Corporation and to authorize the directors to fix their remuneration.

FINANCIAL STATEMENTS

The consolidated financial statements of the Corporation for the year ended December 31, 2024, together with the Auditors’ Report thereon, are available on the Corporation’s website at <https://www.medicalfacilitiescorp.ca/investors/financial-reports>, on SEDAR+ at www.sedarplus.ca, and in print, free of charge, to any Shareholder who requests a copy by contacting the Corporation at 1.877.402.7162 (within North America) or 1.416.848.7380 (outside of North America).

No formal action will be taken at the Meeting to approve the financial statements. If any Shareholder has questions regarding such financial statements, such questions may be brought forward at the Meeting.

STATEMENT OF EXECUTIVE COMPENSATION

NAMED EXECUTIVE OFFICERS

For the purposes of this information circular, the Corporation’s named executive officers (the “**NEOs**”) are the individuals serving as Chief Executive Officer and Chief Financial Officer, and each of the three most highly compensated executive officers of the Corporation and its subsidiaries whose total individual compensation was more than C\$150,000 for the most recently completed financial year.

The table below sets forth the name and position of the individuals who were the Corporation’s NEOs for the year ended December 31, 2024.

Name	Position
Jason Redman	President and Chief Executive Officer (“ CEO ”)
David Watson	Chief Financial Officer (“ CFO ”)
R. Blake Curd, M.D.	Chief Executive Officer of Sioux Falls Specialty Hospital, LLP, an MFC Partnership (as defined below)
Brian Fowler	Chief Executive Officer of Arkansas Surgical Hospital, L.L.C., an MFC Partnership
Kevin Blaylock	Chief Executive Officer of Oklahoma Spine Hospital, LLC, an MFC Partnership

The CEO is based in Ontario, Canada and his compensation is set and paid in Canadian dollars. The CFO is based in Tennessee, United States and his compensation is set and paid in U.S. dollars.

The discussion which follows applies to the Corporation’s executive officers employed during 2024, namely, Messrs. Redman and Watson (henceforth collectively referred to as “**Executives**”). In addition, this information circular contains certain relevant long-term incentive plan disclosures pertaining to Mr. Robert Horrar, former CEO

(“**Former CEO**”), Mr. John Schario, former Chief Operating Officer (“**Former COO**”) and Mr. James Rolfe, former Chief Development Officer (“**Former CDO**”).

The compensation for the other three NEOs listed in the table above, Dr. Curd, Mr. Fowler and Mr. Blaylock, is not controlled by the Corporation but determined at their respective MFC Partnership level. The Corporation does not directly engage in business activities. The Corporation indirectly holds controlling interests in four surgical facilities (“**MFC Partnerships**”). The Corporation receives cash distributions from MFC Partnerships through its interests in those facilities, which it uses to pay dividends on its outstanding Common Shares. The Corporation protects its interests in the stream of cash distributions through specific contractual rights, such as, for example, approval rights for specified fundamental transactions or changes in distribution policy. Compensation at the MFC Partnership level is not a matter in respect of which the Corporation has approval rights. The Corporation relies on the non-controlling owners of the MFC Partnerships to exercise discipline in the partners’ joint interest on compensation matters at the local level.

COMPENSATION DISCUSSION AND ANALYSIS

Based on the Corporation’s current governance practices, Board and committee composition and meeting participation, the Board determined that a Corporate Governance, Nominating and Compensation Committee (the “**CGNC Committee**”) was no longer the most efficient and effective way to assist the Board in discharging responsibilities related to corporate, governance, nominations and compensation.

Effective as of July 3, 2024, the Board resolved to disband the CGNC Committee and have the Board undertake the responsibilities of the CGNC Committee. Following, the disbandment of CGNC Committee, the Board undertook to ensure that a majority of independent directors approve all matters relating to compensation and nomination, to preserve the importance of independent decision making for these matters.

The Board is comprised of the following independent directors who have skills and experience relevant to the Board’s compensation-related responsibilities.

Independent Board Member	Relevant Skills and Experience
Peter Brimm	Mr. Brimm’s long-standing experience in board and C-suite roles has equipped him with a comprehensive understanding of a wide spectrum of economic sectors and operating structures. As President of Envoy Holdings/Shiplake, Mr. Brimm built a new management team and culture focused on execution, visibility and accountability. Mr. Brimm was a member of Dye & Durham Ltd.’s (TSXR: DND) compensation committee. This expertise will enhance the Board’s decision-making on governance and compensation matters.
Erin Enright	Ms. Enright’s experience includes serving on nominating, governance and compensation committees of publicly-listed and private companies and as a corporate executive. She is the Chair of the Nominating and Governance Committee and a member of the Compensation Committee of Dynatronics Corporation (NASDAQ: DYNT), a publicly-traded medical products company focused on the physical therapy, athletic training, and chiropractic markets. She was the President of Lee Medical, a medical device manufacturer, from 2004 to 2013, and Chief Financial Officer of InfuSystem, Inc. (NASDAQ: INFU) from 2005 to 2007. In her career as an executive and a director on public and private boards, Ms. Enright has gained extensive experience with governance and compensation matters.
Jeremy Klaperman	Mr. Klaperman’s expertise as a Chief Financial Officer and Portfolio Manager at various companies provides a financial perspective into compensation-related responsibilities and decision making. Mr. Klaperman’s experience in the U.S. market on these matters is invaluable to the governance related matters.
Adina Storch	As an experienced public company general counsel, Ms. Storch has had primary responsibility for creating governance policies and compliance frameworks. In her role, Ms. Storch is responsible for corporate disclosures regarding executive compensation, including proxy statements, and has worked with public companies to design executive compensation frameworks with both long- and short-term incentives to create shareholder alignment and conform to best market practices. She has also drafted and advised on executive compensation agreements in both the U.S. and Canada.

The Board undertook the following responsibilities with respect to corporate governance and compliance:

1. Annually review the size of the Board and the number of Board members who are independent for the purpose of applicable requirements or guidelines and Corporation policies regarding Board member independence.
2. Annually review the adequacy of the corporate governance guidelines and practices of the Corporation.
3. Annually review the practices of the Board (including separate meetings of non-executive Board members) to identify improvements in corporate governance practices.
4. Annually review the powers, mandates and performance, and the membership of the various committees of the Board.
5. Annually review the performance of the Board, its committees, Board and committee chairs, and individual directors. The Chair of the Board will review with each of the individual directors the results of their review.
6. Annually review the relationship between senior management and the Board with a view to ensuring that the Board is able to function independently of management.
7. Annually review the succession plans relating to the position of the CEO and, in consultation with the CEO, other senior positions.
8. Review the annual information form and the management information circular and other annual security filings prior to public disclosure by the Corporation.
9. Review and oversee the Corporation's significant environmental, social and governance risks, strategies, policies, programs and practices.

The Board undertook the following responsibilities with respect to composition of the Board and director candidates:

1. Review annually the composition of the Board and ensure it respects the objectives of the Board charter and the competencies, skills, diversity and personal qualities required of Board members, including: the objective of adding value to the Corporation in light of the opportunities and risks facing the Corporation and the Corporation's proposed strategies; the need to ensure the adequacy of expertise relevant to the Corporation's lines of business and markets; the need to ensure that a majority of the Board is comprised of individuals who meet the independence requirements of the applicable stock exchange rules, legislation or other guidelines; and that the Board is representative of the diversity of gender, cultural, demographic and geographic characteristics of the communities in which it operates and investors it represents.
2. Review annually the policies of the Board with respect to Board member tenure, retirement and succession and Board member commitments.
3. Establish and oversee an appropriate orientation and education program for new Board members in order to familiarize them with the Corporation and its business (including the Corporation's reporting structure, strategic plans, significant financial, accounting and risk issues, compliance programs and policies, management and the external auditors).
4. Actively seek individuals qualified (in context of the Corporation's needs and any formal criteria established by the Board) to become members of the Board.
5. Annually review directors' and officers' insurance coverage and, from time to time, review the directors' and officers' indemnification agreement.
6. Review the membership and allocation of Board members to the various committees of the Board, and the chairs thereof.

7. Review the compensation of non-executive Board members, the Chair of the Board, and those acting as committee chairs to, among other things, ensure their compensation appropriately reflects the responsibilities they are assuming.
8. Appoint and, if appropriate, terminate any search firm to be used to identify Board candidates and any compensation consultant to be used to assist in the evaluation of Board compensation and to approve the search firm's and compensation consultant's fees and other retention terms.

The Board undertook the following with respect to engagement and compensation of Executives:

1. Oversee the hiring and termination of the CEO of the Corporation. The CEO shall inform the Board concerning the hiring and termination of the CEO's direct reports.
2. Annually review the Corporation's compensation strategy to ensure it is viable, current and aligned with the long-term goals and objectives of the Corporation.
3. Annually review the Corporation's executive compensation programs and practices for Executives, including incentive-compensation plans, equity-based plans, the terms of any employment agreements, severance arrangements, and change in control arrangements or provisions, and any special or supplemental benefits.
4. Annually review and approve the position description and performance goals and objectives of the CEO. Determine the CEO's performance goals annually to ensure his or her goals are aligned with the strategy and goals of the Corporation. Evaluate the CEO's annual performance in light of those goals and objectives, and determine the CEO's compensation levels based on that evaluation.
5. Approve share-based and option-based awards to Executives under any of the Corporation's stock option or share-based plans.
6. Annually, in consultation with the CEO, review key human resources policies and programs in place and under development related to manpower planning, management development, succession planning, career path planning and performance evaluation and their consistency with the strategy of the Corporation.
7. Annually, in consultation with the CEO, review the Corporation's policies on salary administration, recruitment, job evaluation, pay and employment equity, basic incentive and total cash compensation, retirement benefits, and long-term incentives.
8. Annually review the Corporation's policies and practices for ensuring that the Corporation complies with legal prohibitions, disclosure and other requirements on making or arranging for personal loans and amending or extending any such loans or arrangements.
9. Select and engage any compensation consultant to assist in the evaluation of senior executive compensation and approve the consultant's fees and other retention terms.
10. Review all executive compensation disclosure prior to public disclosure by the Corporation.
11. Provide advice concerning the above-listed matters in respect of management of MFA and Medical Facilities IMD Holdings, Inc. ("MF IMD"), and indirect subsidiary MFH.
12. Advise the Board concerning MFH's oversight responsibilities and contractual rights in respect of executive performance at the Corporation's indirect subsidiaries.

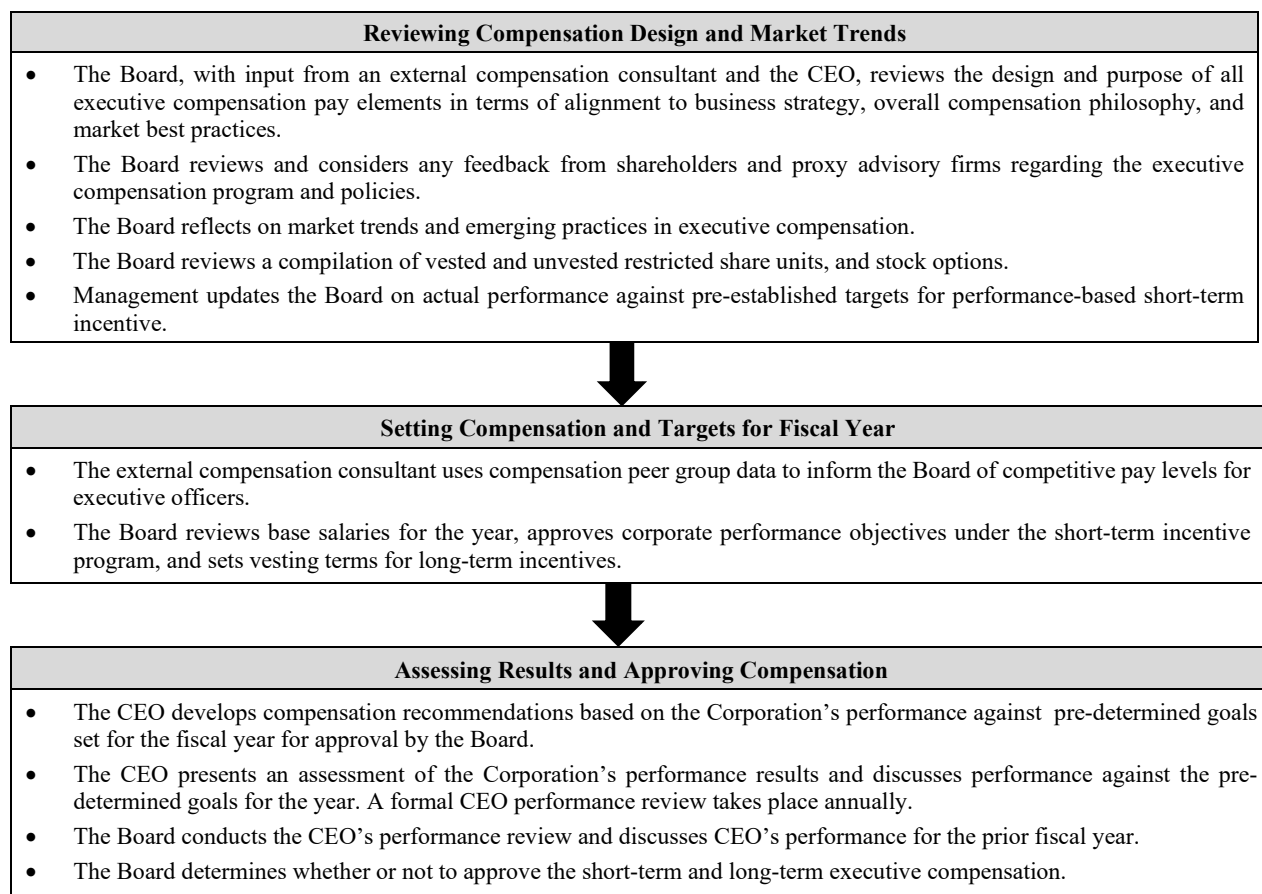
Compensation Philosophy and Process

The philosophy of the Corporation's executive compensation program is to attract, motivate and retain a highly skilled executive team and directly align their compensation to the attainment of corporate performance objectives. The Corporation's approach is to encourage executive officers to make decisions and take actions that will create long-term sustainable growth and result in long-term shareholder value creation.

To accomplish continued growth of business, while discouraging excessive risk-taking, the executive compensation program has been designed, with the following objectives:

- Provide market competitive compensation levels necessary to attract and retain high quality executive officers;
- Align the interests of executive officers with those of Shareholders;
- Reward executive officers for their individual and collective contributions to the Corporation’s success; and
- Incorporate sound risk management principles and high standards of good governance.

The Board has established a process to review the executive compensation annually as outlined below. Decisions in respect of executive officers other than the CEO are made in consultation with and on recommendation by the CEO.



All components of executive compensation are subject to approval by the Board.

Risk Considerations

The Board, in developing and administering the compensation framework and plans for the Corporation, specifically takes into consideration the alignment of interests of the compensated executive officers and those of the Corporation (and its stakeholders). As part of that consideration, the Board is responsible for assessing risks in relation to the compensation policies and practices, and for developing policies and practices to mitigate and address any such risks. The Board is satisfied that the compensation policies and practices of the Corporation do not give rise to risks likely to have any material adverse effect on the Corporation.

Key elements of the Corporation's executive compensation program which help limit excessive risk-taking include the following:

- **Periodic review of incentive plans:** Compensation plans are designed to reward desired behaviours and achievement of objectives, with consideration of the Corporation's business strategy and risk appetite.
- **Program structure:** The pay mix is balanced between fixed and variable pay and between short- and long-term incentives, including the use of restricted share units, and stock options. Restricted share units are awarded at the Board's discretion and are the primary vehicle to award long-term incentive grants. Stock options may only be granted upon the initial engagement of executive officers and are not granted as an element of regular or ongoing compensation.
- **Clear objectives connect performance to payout:** There are clear pre-determined corporate objectives outlined for executive officers and their performance relative to those objectives is monitored and measured. Objectives are established taking into account the Corporation's longer-term business strategy and may include non-financial as well as earnings and revenue measures.
- **Short-term incentives are capped:** Annual short-term incentives are initially set based on a target annual short-term incentive plan opportunity equal to 65% of base salary for the CEO and 50% of base salary for the CFO. The actual entitlement has historically ranged between zero and 150% of target, based on achievement of the Corporation's performance objectives.
- **Balanced long-term incentive program:** The long-term incentive program balances shareholder returns, the Corporation's performance and executive retention, utilizing (i) restricted share units which vest three years after the grant date and (ii) stock options which vest five years after the grant date, each as determined by the Board.
- **Recoupment of incentive compensation:** In the event of a restatement of the Corporation's financial statements as a result of gross negligence, fraud or intentional misconduct, the Executives may be required to repay their incentive compensation, as determined by the Board.
- **Anti-hedging policy:** Executives are not permitted to use hedging strategies designed to monetize or reduce market risk associated with equity-based compensation or their shareholdings.
- **External independent compensation consultant:** On an ongoing basis, the Board requests an independent compensation consultant to provide an external view of the marketplace changes and best practices in respect of compensation design.

Share Ownership Guidelines

Due to a shift in the Corporation's strategic objectives over the past few years, the Board determined that it was necessary to undertake a review of the Corporation's compensation structure (the "**Compensation Review Process**").

In connection with the Compensation Review Process, the Corporation engaged Mercer LLC ("**Mercer**") to benchmark Executive and director compensation against multiple market sources and determine appropriate go-forward and equity incentive award designs. Mercer provided the Board with a proposal on changes to Executive and director compensation. The Board approved, among other things, the termination of the share ownership guidelines for Executives and directors (the "**Share Ownership Guidelines**"). The Board believes that the annual grants appropriately align director and Executive interests with shareholder interests.

Policy Regarding Executive Recoupment

The Board has adopted a Policy Regarding Executive Recoupment. Under the policy, the Board may require, in its sole discretion, to the full extent permitted by governing law and to the extent it determines that it is in the Corporation's best interest to do so, reimbursement under certain circumstances of all or a portion of incentive

compensation received by the Executives. Specifically, the Board may seek reimbursement of full or partial incentive compensation from an executive or former executive in situations where:

- The amount of incentive compensation was calculated based upon, or contingent on, the achievement of certain financial results that were subsequently the subject of or affected by a restatement of all or a portion of the Corporation’s financial statements, or the Corporation’s financial results are found to be inaccurate in a manner that materially affects the calculation of compensation for such officers but it does not give rise to a restatement and the incentive compensation payment received would have been lower had the financial results been properly reported;
- The executive or former executive engaged in fraud, theft, embezzlement, or similar activities related to the finances of the Corporation;
- The executive or former executive has violated the Corporation’s Code of Business Conduct and Ethics in a material way; or
- The executive or former executive has engaged in serious misconduct resulting in damage to the Corporation’s financial situation or reputation.

Prohibition on Financial Instruments

The NEOs and directors of the Corporation and its subsidiaries are not permitted to purchase financial instruments that are designed to hedge or offset a decrease in market value of equity securities granted as compensation or held, directly or indirectly, by the NEOs and directors.

In 2023, the CGNC Committee retained the services of Hexarem to review the management information circular, benchmark total direct compensation of the CEO and CFO positions, compare the Corporation’s long-term incentive plan design with market practices, and benchmark the Board’s current pay grid.

The table below sets forth the aggregate fees paid to compensation consultants for each of the two most recently completed fiscal years.

Fees Paid ⁽¹⁾	Compensation Consultant		2024	2023
Executive and director compensation related fees	Hexarem	CS	3,475	62,661
Executive and director compensation related fees	Mercer	US\$	56,639	-

(1) Fees presented in Canadian dollars are net of harmonized sales tax.

Executive Compensation Comparator Group

In 2024, the Board engaged Mercer to benchmark total direct compensation of the CEO and CFO positions, and to compare the Corporation’s current long-term incentive mix and share unit design with market practices. To that extent, Mercer referenced the following companies:

Publicly-Traded Peer Group	Location
RadNet, Inc.	Los Angeles, CA
American Oncology Network, Inc.	Fort Myers, FL
National HealthCare Corporation	Murfreesboro, TN
LifeStance Health Group, Inc.	Scottsdale, AZ
Enhabit, Inc.	Dallas, TX
CareMax, Inc.	Miami, FL
ATI Physical Therapy, Inc.	Houston, TX
Sabra Health Care REIT, Inc.	Tustin, CA
U.S. Physical Therapy, Inc.	Houston, TX

Publicly-Traded Peer Group	Location
Sienna Senior Living Inc.	Markham, ON
The Pennant Group, Inc.	Eagle, ID
The Oncology Institute, Inc.	Cerritos, CA
National Health Investors, Inc.	Murfreesboro, TN
Primaris Real Estate Investment Trust	Toronto, ON
Inven rust Properties Corp.	Downers Grove, IL
Nutex Health Inc.	Houston, TX
Sonida Senior Living, Inc.	Dallas, TX
CareTrust REIT, Inc.	San Clemente, CA
LTC Properties, Inc.	Westlake Village, CA

Employment Agreements

The Corporation has written employment agreements with each NEO, other than Dr. Curd, Mr. Fowler and Mr. Blaylock. The employment agreements, among other things, outline employment term, duties, all elements of compensation and other benefits, clawback provisions, and non-competition, non-solicitation, proprietary information, and termination provisions. As discussed under the heading “*Statement of Executive Compensation – Named Executive Officers*”, the compensation for Dr. Curd, Mr. Fowler and Mr. Blaylock, is primarily determined at the local MFC Partnership level, in which matter the Corporation does not exercise any control. The Corporation, through its U.S. corporate subsidiary, MFH, has a consulting agreement with Dr. Curd for the provision of services of chief medical officer of the Corporation.

On October 21, 2023, the Corporation entered into an employment agreement with Mr. Redman for an indefinite term in connection with his appointment as the CEO (the “**CEO Employment Agreement**”). On November 27, 2024, the Corporation and Mr. Redman signed an amendment to Mr. Redman’s employment agreement, reflecting a 20% increase in Mr. Redman’s base salary, effective as of November 1, 2024, and long-term incentive awards comprised of restricted share units (“**RSUs**”), which RSUs will be subject to 3-year ratable vesting, to be settled in cash.

Elements of Executive Compensation

The table below sets forth the components of the Corporation’s executive compensation program.

Component	Purpose	Risk	Time Frame	Description
Total Direct Compensation				
Base Salary	Compensates for day-to-day performance of roles and responsibilities.	Fixed	Annually	<ul style="list-style-type: none"> The only fixed component of total direct compensation. Salaries reflect roles and responsibilities, skills, and individual experience.
Short-Term Incentive	Rewards short-term execution of operational, financial, and growth priorities.	Variable	One year	<ul style="list-style-type: none"> Cash incentive. Payout based on corporate performance.
Long-Term Incentives: RSUs	Promotes retention and rewards long-term performance and shareholder value.	Variable	Annually	<ul style="list-style-type: none"> Annual grants. RSUs vest in equal annual instalments over three years from the grant date. Settled in cash.

Component	Purpose	Risk	Time Frame	Description
Stock Options	Serves as inducement to employment by the Corporation in order to ensure alignment with the interests of Shareholders and long-term business strategy and encouragement of superior long-term performance.	Variable	Ten years	<ul style="list-style-type: none"> A one-time grant of options at the time of employment at a price fixed at the time of the grant. Options vest after five years of employment and expire ten years after the grant date.
Indirect Compensation				
Group Benefits	Invests in employee health and well-being.	N/A	N/A	<ul style="list-style-type: none"> In the case of the CEO, benefits plan which offers medical, dental, vision, basic life and accidental death and dismemberment, and short-term and long-term disability coverage. In the case of the CFO, benefits plan which offers medical, basic life and accidental death and dismemberment, and short-term and long-term disability coverage.
Retirement	Provides a source of retirement income.	N/A	N/A	<ul style="list-style-type: none"> In the case of the CFO, voluntary participation in 401K plan and 100% matching of employee 401K plan contributions up to 3% of base salary.

2024 Compensation Decisions and Actions

The following discusses features of each compensation component and 2024 compensation decisions and actions for the Executives.

Base Salary

Base salary, which is provided for in the Executives' employment agreements, is the basic method of compensating executive officers for their experience, responsibilities, contribution, and performance. Base salaries are set at a level comparable to executive officers' occupying positions of similar importance, scope, and complexity in other companies.

Annual base salary recommendations for the CEO are developed by the Board and for other Executives by the Board on the recommendation of the CEO. Any adjustments to base salary take into consideration such factors as the Corporation's compensation philosophy, strategic objectives, performance of the Executives and market conditions.

The table below sets forth annual base salaries of the executive officers which were in effect in 2024 and 2023.

Executive	Position	2023 Base Salary (\$)	2024 Base Salary (\$)	% Change
Jason Redman ⁽¹⁾	CEO	C\$700,000	C\$840,000	20.0%
David Watson	CFO	US\$400,000	US\$400,000	-
James Rolfe ⁽²⁾	Former CDO	US\$334,374	N/A	N/A

(1) Given that Mr. Redman's employment as Interim CEO and CEO commenced on October 21, 2022 and October 20, 2023, respectively, his 2023 base salary was pro-rated for partial periods of employment as Interim CEO and CEO as shown in the table below. Further, as effective November 1, 2024, the board approved a 20% increase in Mr. Redman's salary, his 2024 base salary was also pro-rated for the partial period he received the increase, as shown in the table below.

		2023 Base Salary	2024 Base Salary
Interim CEO (October 21, 2022 – October 20, 2023) Base salary in agreement dated October 20, 2022 (Annual rate C\$575,0000)	C\$	463,921	-
CEO (October 21, 2023 – October 31, 2024) Base salary in agreement dated October 20, 2023 (Annual rate C\$700,0000)	C\$	135,493	583,333
CEO (November 1, 2024 – December 31, 2024) Base salary in agreement dated November 27, 2024 (Annual rate C\$840,0000)	C\$	-	140,000
Total	C\$	599,414	723,333
The Bank of Canada average exchange rate for the pro-rated employment periods		1.3497	1.3698
		US\$	528,058

- (2) Mr. Rolfe resigned from the Corporation on April 21, 2023. His 2023 base salary was \$104,492, representing a pro-rated amount for a partial period of employment.

Short-Term Incentive Plan

The Corporation’s Executives participate in the annual short-term incentive plan (the “STIP”) that rewards performance achieved against pre-determined annual goals.

STIP awards are subject to the discretion of the Board, commensurate with the position and performance of the Corporation. An award in any year does not guarantee an award in any subsequent year.

Beginning in 2024, the Board, on the recommendation of the CGNC Committee (prior to its disbandment), approved a change to the STIP such that the STIP awards were based solely on corporate financial metrics and excluded personal performance metrics. In 2025, the STIP was amended such that STIP awards are now based on corporate financial metrics and Board discretion.

STIP targets are expressed as a percentage of base salary. In the case of the CEO and CFO, the 2024 STIP award was based on achievement of corporate objectives, with the Board having the discretion to exercise awards to reflect achievement of set objectives.

Target Short-Term Incentive

The table below sets forth the STIP targets for the CEO and CFO, expressed as a percentage of base salary.

Executive	Position	2024 Base Salary (\$)	2024 STIP Target	
			% of Salary	(\$)
Jason Redman ⁽¹⁾	CEO	C\$723,333	65%	C\$470,166
David Watson	CFO	US\$400,000	50%	US\$200,000

- (1) For 2024, Mr. Redman’s STIP entitlement is based on a pro-rated salary to account for the salary increase as effective November 1, 2024.

Performance Scorecard

At the start of each year, the Board, adopts corporate performance metrics, as well as threshold, target and maximum corporate performance objectives, intended to guide and motivate executive officers to execute the Corporation’s strategy over the course of the year. The Board, in consultation with the CEO, assesses the corporate performance against each metric and recommends a corporate performance score for each Executive to the Board.

The table below sets forth 2024 corporate performance metrics and objectives, CEO’s and CFO’s goal weighting and actual results.

Corporate Performance Metric	Corporate Metric Weightings		Corporate Performance Objectives			Actual Results
	CEO	CFO	Threshold	Target	Maximum	
Organic Growth (MFC Partnerships)						
Revenue	25%	25%	\$377.6M	\$419.5M	\$461.5M	\$437.3M
EBITDA	25%	25%	\$70.5M	\$78.4M	\$86.2M	\$100.1M
Cash Flow	25%	25%	\$59.1M	\$65.6M	\$72.2M	\$73.8M
Consolidated EBITDA ⁽¹⁾⁽²⁾	25%	25%	\$64.6M	\$71.8M	\$79.0M	\$95.3M
Total	100%	100%				
2024 Average Score Calculation	143%	143%				

- (1) For information about consolidated EBITDA, a non-IFRS financial performance metric, refer to the Corporation’s management’s discussion and analysis for the three months and year ended December 31, 2024.
- (2) Excludes the impact of certain lease adjustments, including those under IFRS 16, *Leases*, all stock-based compensation, and STIP charges.

2024 STIP Awards

The table below sets forth 2024 STIP results and payouts to the CEO and CFO.

Executive	Position	2024 STIP Target (\$)	Corporate Performance	2024 STIP Award (\$)	% of Target
Jason Redman	CEO	C\$470,166	100% x 143% = 143%	C\$671,368 ⁽¹⁾	143%
David Watson	CFO	US\$200,000	100% x 143% = 143%	US\$285,600	143%

- (1) Pro-rated portion of Mr. Redman’s bonus award for the annual salary increase as effective November 1, 2024.

Long-Term Incentive Program

The long-term incentive program recognizes the Executives’ role in driving the Corporation’s business growth, increasing shareholder value, and supporting the Corporation’s continued success. Previously, the Corporation’s compensation program consisted of an equity component paid in the form of performance share units (“PSUs”) and deferred share units (“Executive DSUs”). The Corporation has shifted its strategic objectives over the past few years and in order to align its objectives with its long-term incentive program, the Corporation has determined that moving forward, granting RSUs, instead of PSUs and Executive DSUs, will best achieve these goals. On November 26, 2024, in connection with the Compensation Review Process, the Board approved the amended and restated restricted share unit plan (the “**Amended RSU Plan**”) pursuant to which the Corporation is focusing its long-term incentive program on the granting of RSUs. Previous grants are not taken into account when considering new grants in the Corporation’s long-term incentive program.

Share Units

As noted above, the Board approved certain changes to executive compensation in 2024, including the form of equity compensation paid to Executives. Effective November 26, 2024, the equity component of executive compensation will be paid in the form of RSUs. However, the Corporation’s amended and restated performance share unit plan (“**PSU Plan**”) remains in place for those eligible participants (“**PSU Eligible Participants**”) who were previously issued share units (“SUs”) under the PSU Plan.

In connection with the Compensation Review Process, on November 26, 2024, the Board approved the termination of Share Ownership Guidelines for Executives and directors. Prior to the termination of the Share Ownership Guidelines, SUs granted under the PSU Plan vested three years following their grant date subject to attainment of a level of performance over a specific time period as determined by the Board. PSU Eligible Participants received Executive DSUs until they achieved their share ownership requirements, after which time they could elect to receive Executive DSUs or PSUs in accordance with the terms of the PSU Plan. All SUs accrue notional dividends that are allocated in

the form of additional SUs based on the volume weighted average trading price of Common Shares on the TSX for the five trading days preceding the dividend payment date. The PSUs are settled in cash following vesting, based on the level of achievement of corporate performance objectives and volume weighted average trading price of Common Shares on the TSX for the five trading days preceding vesting date. The Executive DSUs are settled in cash following the date that the holder of Executive DSUs ceases to be an employee of the Corporation, based on the level of achievement of corporate performance objectives and volume weighted average trading price of Common Shares on the TSX for the five trading days preceding the date of death or termination, as applicable.

For more details on the terms of the PSU Plan, refer to Schedule “B” to this information circular.

Share Unit Grants under the PSU Plan

2021 Executive DSUs

On March 31, 2021, the Board, on the recommendation of the CGNC Committee (prior to its disbandment), granted a total of 175,898 SUs in the form of Executive DSUs (“**2021 Executive DSUs**”) to certain Executives, Former CEO and Former COO, as set forth in the table below. The performance period was from January 1, 2021 to December 31, 2023. The outstanding 2021 Executive DSUs vested on March 31, 2024, subject to the achievement of the following corporate performance objectives, each weighting 50%: (i) the annualized total shareholder return on the TSX for the performance period, and (ii) the average of the budgeted consolidated EBITDA for each year of the performance period. The payout range is between 50% for achieving threshold, 100% for achieving target, and 150% for achieving maximum performance objectives.

The U.S. dollar amount of 2021 Executive DSUs awarded was determined based on 100% of Former CEO’s 2020 base salary and 50% of CFO’s, Former CDO’s, and Former COO’s respective 2020 base salaries. The number of 2021 Executive DSUs awarded was calculated by converting the U.S. dollar amount into Canadian dollars at the closing exchange rate on the grant date, divided by the weighted average trading price of the Common Shares on the TSX for the five trading days preceding the grant date.

Executive	Number of 2021 Executive DSUs Granted (#)	Grant Date Value of 2021 Executive DSUs Granted (\$)
Robert Horrar ⁽¹⁾	90,192	515,000
David Watson	31,567	180,250
James Rolfe ⁽²⁾	27,869	159,135
John Schario ⁽³⁾	26,270	150,000

- (1) In accordance with the PSU Plan, following Mr. Horrar’s resignation from the Corporation, 49,533 of his 2021 Executive DSUs vested and 46,044 of his 2021 Executive DSUs were forfeited, including, in both cases, accrued dividends earned thereon.
- (2) Following Mr. Rolfe’s resignation from the Corporation, 20,646 of his 2021 Executive DSUs vested and 9,484 of his 2021 Executive DSUs were forfeited, including, in both cases, accrued dividends earned thereon.
- (3) Following Mr. Schario’s resignation from the Corporation, all of his 2021 Executive DSUs, including accrued dividends earned thereon, were forfeited.

The number of 2021 Executive DSUs vested on March 31, 2024 has been determined as set forth in the table below.

	David Watson
Number of 2021 Executive DSUs Granted	31,567
Number of 2021 Executive DSUs Credited on Notional Dividends	3,505
Total Number of 2021 Executive DSUs Held	35,072
Performance Factor Achieved	100%
Number of 2021 Executive DSUs Vested	35,072

Mr. Watson’s 2021 Executive DSUs will be settled in cash following cessation of his employment with the Corporation. They will continue to accrue dividends until their settlement.

2022 Executive DSUs

On March 31, 2022, the Board, on the recommendation of the CGNC Committee (prior to its disbandment), granted a total of 150,348 SUs in the form of Executive DSUs (“**2022 Executive DSUs**”) to certain Executives, Former CEO and Former COO, as set forth in the table below. The performance period was from January 1, 2022 to December 31, 2024. The outstanding 2022 Executive DSUs will vest on March 31, 2025, subject to the achievement of the following corporate performance objectives, each weighting 50%: (i) the annualized total shareholder return on the TSX for the performance period, and (ii) the average of the budgeted consolidated EBITDA for each year of the performance period. The payout range is between 50% for achieving threshold, 100% for achieving target, and 150% for achieving maximum performance objectives.

The U.S. dollar amount of 2022 Executive DSUs awarded was determined based on 150% of Former CEO’s 2021 base salary, 75% of CFO’s 2021 base salary and 50% of Former CDO’s and Former COO’s respective 2021 base salaries. The number of 2022 Executive DSUs awarded was calculated by converting the U.S. dollar amount into Canadian dollars at the closing exchange rate on the grant date, divided by the weighted average trading price of the Common Shares on the TSX for the five trading days preceding the grant date.

Executive	Number of 2022 Executive DSUs Granted (#)	Grant Date Value of 2022 Executive DSUs Granted (\$)
Robert Horrar ⁽¹⁾	85,384	787,950
David Watson	30,470	281,190
James Rolfe ⁽²⁾	17,589	162,318
John Schario ⁽³⁾	16,905	156,000

- (1) In accordance with the PSU Plan, following Mr. Horrar’s resignation from the Corporation, 10,081 of his 2022 Executive DSUs vested and 77,286 of his 2022 Executive DSUs were forfeited, including, in both cases, accrued dividends earned thereon.
- (2) Following Mr. Rolfe’s resignation from the Corporation, 4,311 of his 2022 Executive DSUs vested and 14,050 of his 2022 Executive DSUs were forfeited, including, in both cases, accrued dividends earned thereon.
- (3) Following Mr. Schario’s resignation from the Corporation, all of his 2022 Executive DSUs, including accrued dividends earned thereon, were forfeited.

2023 Executive DSUs

On March 31, 2023, the Board, on the recommendation of the CGNC Committee (prior to its disbandment), granted a total of 78,978 SUs in the form of Executive DSUs (“**2023 Executive DSUs**”) to the CFO and Former CDO as set forth in the table below. The performance period is from January 1, 2023 to December 31, 2025. The outstanding 2023 Executive DSUs will vest on March 31, 2026, subject to the achievement of the following corporate performance objectives, each weighting 50%: (i) the annualized total shareholder return on the TSX for the performance period, and (ii) the average of the budgeted consolidated EBITDA for each year of the performance period. The payout range is between 50% for achieving threshold, 100% for achieving target, and 150% for achieving maximum performance objectives.

The U.S. dollar amount of 2023 Executive DSUs awarded was determined based on 75% of CFO’s 2022 base salary and 50% of Former CDO’s 2022 base salary. The number of 2023 Executive DSUs awarded was calculated by converting the U.S. dollar amount into Canadian dollars at the closing exchange rate on the grant date, divided by the weighted average trading price of the Common Shares on the TSX for the five trading days preceding the grant date.

Executive	Number of 2023 Executive DSUs Granted (#)	Grant Date Value of 2023 Executive DSUs Granted (\$)
David Watson	50,715	300,000
James Rolfe ⁽¹⁾	28,263	167,187

- (1) Following Mr. Rolfe’s resignation from the Corporation, 547 of his 2023 Executive DSUs vested and 28,000 of his 2023 Executive DSUs were forfeited, including, in both cases, accrued dividends earned thereon.

2024 Executive DSUs

On March 28, 2024, the Board, on the recommendation of the CGNC Committee (prior to its disbandment), granted a total of 74,530 SUs in the form of Executive DSUs (“**2024 Executive DSUs**”) to the CFO and CEO as set forth in the table below. The performance period is from January 1, 2024 to December 31, 2026. The outstanding 2024 Executive DSUs will vest on March 28, 2027, subject to the achievement of the following corporate performance objectives, each weighting 50%: (i) the annualized total shareholder return on the TSX for the performance period, and (ii) the average of the budgeted consolidated EBITDA for each year of the performance period. The payout range is between 50% for achieving threshold, 100% for achieving target, and 150% for achieving maximum performance objectives.

The U.S. dollar amount of 2024 Executive DSUs awarded was determined based on 60% of CFO’s 2023 base salary and 65% of CEO’s 2023 base salary. The number of 2024 Executive DSUs awarded was calculated by converting the U.S. dollar amount into Canadian dollars at the closing exchange rate on the grant date, divided by the weighted average trading price of the Common Shares on the TSX for the five trading days preceding the grant date.

Executive	Number of 2024 Executive DSUs Granted (#)	Grant Date Value of 2024 Executive DSUs Granted (\$)
David Watson	31,052	240,000
Jason Redman	43,478	336,041

Restricted Share Units

In connection with the Compensation Review Process, on November 26, 2024, the Board approved the Amended RSU Plan, pursuant to which the Corporation is focusing its long-term incentive program on the granting of RSUs.

RSUs are awarded on an *ad-hoc* basis. The RSUs are designed to encourage alignment of interests of the RSU holder with Shareholders, enhance retention, keep the Corporation competitive with the executive compensation comparator group, and reward the creation of shareholder value over the vesting period.

Under the Amended RSU Plan, the RSUs vest on such date as determined by the Board and specified in the Award Letter (as defined in the Amended RSU Plan). All RSUs accrue notional dividends that are allocated in the form of additional RSUs based on the volume weighted average trading price of Common Shares on the TSX for the five days preceding the dividend payment date. The RSUs are settled in cash upon vesting, based on the volume weighted average trading price of Common Shares on the TSX for the five trading days preceding vesting date. For more details on the terms of the Amended RSU Plan, refer to Schedule “C” to this information circular.

Stock Option Plan

Options enable the Corporation to strengthen the link between Shareholder and Corporation interests and the interests of the Executives over a longer-term time horizon. All options are granted and governed by the terms of the Corporation’s Stock Option Plan (the “**Stock Option Plan**”), with certain exceptions. Options provide the opportunity for Executives to purchase Common Shares in the future at a share price set at the time of the grant.

The purposes of the Stock Option Plan are to (i) reward key employees (as defined in the Stock Option Plan) of the Corporation for the creation of economic value for the Shareholders; (ii) align the interests of key employees of the Corporation with those of the Shareholders; and (iii) provide key employees of the Corporation with total compensation which is competitive with that of similar positions in markets where the Corporation competes for managerial and professional talent. The Corporation makes grants of options under the Stock Option Plan only upon the initial engagement of key employees and not as an element of regular or ongoing compensation.

Pursuant to the Stock Option Plan, the exercise price of each option may not be less than the volume weighted average trading price per Common Share on the TSX for the five trading days preceding the grant date. All options have a ten-year term, vesting after five years of employment subject to certain early vesting triggers. For more details on the terms of the Stock Option Plan, refer to Schedule “D” to this information circular.

There were no grants of options under the Stock Option Plan in 2022, 2023, and 2024.

The table below sets forth the Burn Rate, Dilution Rate and Overhang Rate for the past three years as at December 31, 2024, calculated using the TSX prescribed methodology.

	2022	2023	2024
Burn Rate Total number of stock options granted in a fiscal year, divided by the weighted average number of Common Shares outstanding for the year.	-	-	-
Dilution Rate Total number of stock options outstanding for the year, divided by the weighted average number of Common Shares outstanding for the year.	3.73%	2.95%	1.85%
Overhang Rate Total number of stock options available to be issued, plus all stock options outstanding that have not yet been exercised, divided by the total number of issued and outstanding Common Shares at the end of the fiscal year.	11.96%	12.54%	13.46%

Benefits

The Corporation provides the Executives with a selection of benefits to ensure their overall compensation package is competitive and attractive, and in line with the Corporation’s peer companies.

The CEO’s benefits program includes extended health care, dental, and vision benefits, basic life and accidental death and dismemberment insurance, and short-term and long-term disability coverage.

Benefits to the CFO, a U.S. employee, are provided through the Corporation’s U.S. corporate subsidiary, MFH. The CFO’s benefits program includes health, basic life and accidental death and dismemberment insurance, and short-term and long-term disability coverage.

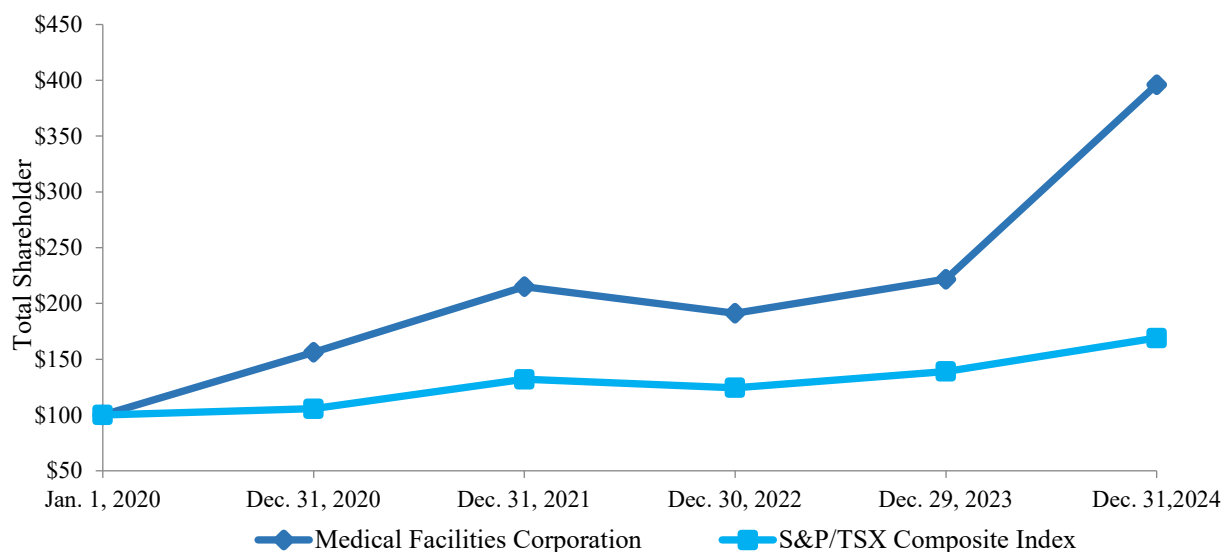
MFH has a defined contribution 401K plan (the “**401K Plan**”) for U.S. employees. The CFO was a participant in the 401K Plan in 2024. Under the terms of the 401K Plan, the participant is allowed to direct pre-tax payroll amounts, up to the maximum annual amount permitted under the Internal Revenue Code. For 2024, MFH made a matching contribution of \$10,350 to the 401K Plan on behalf of all eligible participants.

Pension Plan Benefits

As at December 31, 2024, the Corporation did not maintain any defined benefit or defined contribution pension plans.

SHARE PERFORMANCE GRAPH

The following graph compares the total cumulative return to Shareholders for C\$100 invested in Common Shares, assuming re-investment of dividends, with the total cumulative return of the S&P/TSX Composite Index for the period from January 1, 2020 to December 31, 2024.



Five-Year Cumulative Total Shareholder Return on C\$100 Investment, NEOs Total Direct Compensation and NEOs Total Direct Compensation as a Percentage of Adjusted EBITDA

	Jan. 1, 2020	Dec. 31, 2020	Dec. 31, 2021	Dec. 30, 2022	Dec. 29, 2023	Dec. 31, 2024
Medical Facilities Corporation	C\$100.00	C\$156.20	C\$215.02	C\$191.30	C\$221.77	C\$396.12
S&P/TSX Composite Index	C\$100.00	C\$105.60	C\$132.10	C\$124.38	C\$138.99	C\$169.09
NEOs Total Direct Compensation (in thousands)		US\$3,645	US\$3,922	US\$4,023	US\$3,159	US\$4,717
Adjusted EBITDA (in thousands) (non-IFRS financial measure)		US\$96,132	US\$104,127	US\$72,251	US\$88,646	US\$100,955
NEOs Total Direct Compensation as a % of Adjusted EBITDA		3.79%	3.77%	5.57%	3.56%	4.67%

As indicated in the table above, year-over-year, the amount of total direct compensation paid to the NEOs, in terms of both absolute dollars and percentages of Adjusted EBITDA, generally tends to increase in years when cumulative total shareholder return increases and decrease when cumulative total shareholder return decreases. In addition, the increase in total direct compensation in 2024 compared to 2023 was mainly attributable to special payments for a transaction bonus and the settlement of vested stock options. Excluding these items, the NEO total direct compensation was \$3,577 or 3.54% of Adjusted EBITDA. Adjusted EBITDA includes the results of BSHS, which were treated as discontinued operations in the Corporation's management's discussion and analysis for the three months and year ended December 31, 2024. Furthermore, total direct compensation includes the value of annual SUs at the date of grant, rather than the ultimate vested value, which is contingent upon hitting certain performance metrics, including total shareholder return, over a three-year vesting period. Therefore, amounts at the date of grant may not correlate with the share price performance in the current period.

The compensation practices adopted and enabled by the Board include (i) payment of annual short-term incentives tightly linked to annual performance, (ii) grants of long-term incentives awarded as per a prudent annual grant policy, and (iii) reliance on an executive compensation philosophy greatly emphasizing at-risk pay tied to shareholder value creation.

SUMMARY COMPENSATION TABLE

The following table sets forth the compensation paid during the three most recently completed financial years to the individuals who were, at December 31, 2024, the Corporation's NEOs.

Name and Principal Position	Year	Salary (\$)	Share-Based Awards ⁽¹⁾⁽²⁾ (\$)	Option - Based Awards (\$)	Non-Equity Incentive Plan Compensation		Pension Value (\$)	All Other Compensation (\$)	Total Compensation (\$)
					Annual Incentive Plans (\$)	Long-Term Incentive Plans (\$)			
Jason Redman ⁽⁴⁾⁽⁷⁾ President and Chief Executive Officer	2024	528,058	336,041	-	490,121	N/A	N/A	689,490	2,043,710
	2023	444,109	-	-	382,481	N/A	N/A	32,771	859,361
	2022	82,062	N/A	N/A	-	N/A	N/A	64,926	146,988
David Watson ⁽³⁾ Chief Financial Officer	2024	400,000	240,000	-	285,600	N/A	N/A	461,939	1,387,539
	2023	400,000	300,000	-	258,299	N/A	N/A	11,100	969,399
	2022	400,000	281,190	-	118,390	N/A	N/A	10,350	809,930
R. Blake Curd ⁽⁵⁾ Chief Executive Officer Sioux Falls Specialty Hospital, LLP	2024	540,000	N/A	N/A	28,830	N/A	N/A	268,237	837,067
	2023	540,000	N/A	N/A	37,617	N/A	N/A	276,692	854,309
	2022	540,000	N/A	N/A	40,751	N/A	N/A	271,036	851,787
Brian Fowler ⁽⁶⁾ Chief Executive Officer Arkansas Surgical Hospital, L.L.C.	2024	200,000	N/A	N/A	164,964	N/A	N/A	34,902	399,866
	2023	200,000	N/A	N/A	159,575	N/A	N/A	34,009	393,584
	2022	200,000	N/A	N/A	103,156	N/A	N/A	31,966	335,122
Kevin Blaylock ⁽⁸⁾ Chief Executive Officer Oklahoma Spine Hospital, LLC	2024	354,000	N/A	N/A	9,808	N/A	N/A	9,079	372,887
	2023	315,563	N/A	N/A	9,808	N/A	N/A	7,836	333,207
	2022	295,214	N/A	N/A	15,677	N/A	N/A	7,332	318,223

- (1) The 2024, 2023 and 2022 amounts in this column represent the market value of the 2024 Executive DSUs, 2023 Executive DSUs and 2022 Executive DSUs granted to the Executives on March 28, 2024, March 31, 2023, and March 31, 2022, respectively, as described in detail under the heading "Statement of Executive Compensation – Compensation Discussion and Analysis – Share Unit Grants under the PSU Plan".
- (2) The market value amounts in this column are calculated by multiplying the number of Executive DSUs granted by the Common Share value using the volume weighted average trading price per Common Share on the TSX for the five trading days preceding the grant date. The Executive DSUs value is converted into U.S. dollars at The Wall Street Journal closing exchange rate on the grant date.
- (3) The 2024 amount in the "All Other Compensation" column for Mr. Watson includes (i) MFH's matching contributions of \$10,350 to the 401K Plan, (ii) \$1,200 payments under MFH's gross-up long-term disability insurance policy, (iii) \$412,389 cash settlement of Mr. Watson's stock options, and (iv) transaction bonus of \$38,000 related to the sale of BSHS.
- (4) Mr. Redman's compensation is set and paid in Canadian dollars. The amounts included in the table above were converted to U.S. dollars using the Bank of Canada average exchange rate for 2024: US\$1 = C\$1.3698. As an employee of the Corporation, Mr. Redman does not receive compensation for serving as director. Refer to the "Statement of Executive Compensation – Compensation Discussion and Analysis" section for details of his executive compensation.
- (5) The amounts in the "Annual Incentive Plans" column represent short-term incentive awards paid to Dr. Curd by his MFC Partnership. The 2024 amount in the "All Other Compensation" column includes (i) \$62,235 paid to Dr. Curd by his MFC Partnership for the provision of management services to that MFC Partnership's holding entity and subsidiary; (ii) \$31,000 stipend paid to Dr. Curd by his MFC Partnership; (iii) \$102 fringe benefit paid to Dr. Curd by his MFC Partnership; (iv) \$156,000 paid to Dr. Curd by MFH for his services as chief medical officer of the Corporation in accordance with the consulting agreement between Dr. Curd and MFH; and (v) \$18,900 paid to Dr. Curd by the Corporation for his services as a member of the boards of directors of MFA and MFH.
- (6) The amounts in the "All Other Compensation" column include fringe benefits paid to Mr. Fowler.
- (7) The 2024 amount in the "All Other Compensation" column includes 50% of Mr. Redman's transaction bonus of US\$1,378,980 earned in 2024 related to the sale of BSHS. The remaining 50% will be paid on the 12-month anniversary of the closing date of the transaction.
- (8) The amounts in the "All Other Compensation" column include term life and health savings account benefits paid to Mr. Blaylock.

INCENTIVE PLAN AWARDS

Outstanding Option-Based Awards and Share-Based Awards

The following table sets forth the values of all outstanding option-based awards and share-based awards as of December 31, 2024.

NEO	Option-Based Awards				Share-Based Awards		
	Number of Securities Underlying Unexercised Options (#)	Option Exercise Price (C\$)	Option Expiration Date	Value of Unexercised In-the-Money Options (C\$)	Number of Shares or Units of Shares that Have Not Vested ⁽¹⁾ (#)	Market or Payout Value of Share-Based Awards that Have Not Vested ⁽²⁾ (C\$)	Market or Payout Value of Vested Share-Based Awards not Paid Out or Distributed (C\$) ⁽³⁾
Jason Redman ⁽⁴⁾ President and Chief Executive Officer	N/A	N/A	N/A	N/A	44,398 Executive DSUs	693,017	78,171
David Watson Chief Financial Officer	N/A	N/A	N/A	N/A	118,845 Executive DSUs	1,855,075	1,881,112
R. Blake Curd ⁽⁵⁾ Chief Executive Officer Sioux Falls Specialty Hospital, LLP	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Brian Fowler ⁽⁵⁾ Chief Executive Officer Arkansas Surgical Hospital, L.L.C.	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Kevin Blaylock ⁽⁵⁾ Chief Executive Officer Oklahoma Spine Hospital, LLC	N/A	N/A	N/A	N/A	N/A	N/A	N/A

- (1) The total number of SUs include Executive DSUs granted and acquired on notional dividends.
- (2) The market value of share-based awards that have not vested was calculated using the Common Share value of C\$15.6092 which was calculated as the volume weighted average trading price per Common Share on the TSX for the five trading days preceding December 31, 2024.
- (3) For Mr. Redman, the amount represents the market value of 5,008 vested deferred share units (including accrued dividends earned thereon) at December 31, 2024, granted to him for his services as director prior to his appointment as Interim CEO on October 21, 2022. For Mr. Watson, the amount represents the market value of 84,699 vested 2020 Executive DSUs (including accrued dividends earned thereon) and 35,814 vested 2021 Executive DSUs (including accrued dividends earned thereon), at December 31, 2024. In both cases, the market value of the securities was calculated using the Common Share value of C\$15.6092, representing the five-day weighted average price of the Common Shares on the TSX preceding December 31, 2024.
- (4) Mr. Redman became eligible to participate in the Corporation's long-term incentive program following his appointment as CEO on October 21, 2023. On March 28, 2024, Mr. Redman was granted Executive DSUs of 44,398 (including accrued dividends earned thereon).
- (5) Dr. Curd, Mr. Fowler and Mr. Blaylock do not participate in the Corporation's long-term incentive plan for the Executives.

Value Vested or Earned During the Year

The table below sets forth all non-equity incentive plan compensation earned during the year ended December 31, 2024.

NEO	Option-Based Awards – Value Vested During the Year (\$)	Share-Based Awards – Value Vested During the Year ⁽¹⁾ (\$)	Non-Equity Incentive Plan Compensation – Value Earned During the Year ⁽²⁾⁽³⁾ (\$)
Jason Redman President and Chief Executive Officer	N/A	N/A	1,179,611
David Watson ⁽⁴⁾ Chief Financial Officer	-	271,070	285,600
R. Blake Curd Chief Executive Officer Sioux Falls Specialty Hospital, LLP	N/A	N/A	28,830
Brian Fowler Chief Executive Officer Arkansas Surgical Hospital, L.L.C.	N/A	N/A	164,964
Kevin Blaylock Chief Executive Officer Oklahoma Spine Hospital, LLC	N/A	N/A	9,808

- (1) Represents market value of vested 2021 Executive DSUs on the vesting date of March 31, 2024. The market value was calculated by multiplying the number of vested 2021 Executive DSUs, including accrued dividends earned thereon, as at March 31, 2024 by the Common Share value of C\$10.4650, which was the volume weighted average trading price per Common Share on the TSX for the five trading days preceding the vesting date. The 2021 Executive DSUs value was converted into U.S. dollars at The Wall Street Journal closing exchange rate on the vesting date: US\$1 = C\$1.3540. The CFO's 2021 Executive DSUs will be settled in cash following cessation of his employment with the Corporation, and will continue to accrue dividends until their settlement, in accordance with the terms of the PSU Plan.
- (2) The amounts reflected in this column are equal to the sum of the amounts shown in the "Non-Equity Incentive Plan Compensation" columns in the Summary Compensation Table for the respective NEOs.
- (3) Values include STIP compensation. Refer to the section under the heading "Statement of Executive Compensation – Compensation Discussion and Analysis – 2024 Compensation Decisions and Actions – 2024 STIP Awards" for the 2024 STIP awards discussion.
- (4) For Mr. Watson, the volume weighted average trading price of the Common Shares on the five trading days preceding the vesting date of June 24, 2024 (C\$12.57 per Common Share) was lower than the strike price (C\$12.79 per Common Share). On November 21, 2024, Mr. Watson sold his 300,000 vested options to the Corporation at a price of C\$3.19 per Common Share for an aggregate total of C\$957,000.

Equity Compensation Plan Information

The Corporation's Stock Option Plan is the only compensation plan under which equity securities of the Corporation have been authorized for issuance. The table below sets forth details regarding options outstanding under the Stock Option Plan as of December 31, 2024.

Plan Category	Number of Common Shares to be Issued Upon Exercise of Outstanding Options (#)	Weighted-Average Exercise Price of Outstanding Options (C\$)	Number of Common Shares Remaining Available for Future Issuance under Equity Compensation Plans ⁽¹⁾ (#)
Equity compensation plans approved by Shareholders	444,906	17.61	2,655,094
Equity compensation plans not approved by Shareholders	None	None	None
Total	444,906	17.61	2,655,094

- (1) A maximum of 3,100,000 Common Shares may be issued under the Stock Option Plan. The number in this column reflects the number of securities available for issuance excluding the number of securities to be issued upon exercise of outstanding options.

TERMINATION AND CHANGE OF CONTROL BENEFITS

The Executives' employment agreements provide for, among other things, severance payments in the event of termination without cause, as well as confidentiality, non-solicitation, and non-competition covenants in favour of the Corporation which apply during their respective terms of employment and for a specific period of time following the termination of their employment (whether for or without cause). The following is a summary only and is qualified in its entirety by reference to the terms and conditions of the CEO Employment Agreement (as amended) and the CFO's employment agreement and the applicable terms and conditions of the Amended RSU Plan and the Stock Option Plan.

The Corporation may terminate the CEO Employment Agreement (as amended) and the CFO's employment agreement at any time with or without cause. Provided that if such termination is made without cause, the CEO and CFO would be entitled to termination payments as described in the table below within 20 days in the case of the CEO and 74 days in the case of the CFO.

The CEO and CFO are entitled to terminate their employment with the Corporation within 90 days after occurrence of the following events ("**Resignation for Good Reason**"): (a) a material and unauthorized diminution in their authority, duties, or responsibilities; (b) relocation in excess of 50 kilometers for the CEO and 35 miles for the CFO from principal job location or office; (c) material breach by the Corporation of any material provision of their respective employment agreements; or (d) the failure of the Corporation to maintain their relative level of coverage under the Corporation's employee benefit or retirement plans, policies, practices or arrangements in which the CEO and CFO were entitled to participate as at the date of their respective employment agreements.

The CEO Employment Agreement (as amended) specifies that certain terms, conditions and benefits are applicable to the CEO in the event of a "**Change of Control**", which generally means: (a) the acceptance of an offer by a sufficient number of Shareholders to constitute the offeror, together with persons acting, jointly or in concert with the offeror, a Shareholder of the Corporation being entitled to exercise more than 50% of the outstanding Common Shares (provided that prior to the offer, the offeror was not entitled to exercise more than 50% of the outstanding Common Shares); (b) the completion of a consolidation, merger or amalgamation of the Corporation with or into any other entity whereby the voting Shareholders of the Corporation receive less than 50% of the voting rights attaching to the outstanding securities of the consolidated, merged or amalgamated entity; or (c) the completion of a sale or a series of sales whereby each of the MFC Partnerships becomes the property of another entity or entities and the voting Shareholders of the Corporation immediately prior to such sale or sales hold less than 50% of the voting rights attaching to the outstanding voting securities of that other entity or entities immediately following such sale or sales.

In the event of a Change of Control, the applicable terms, conditions, and benefits only take effect when the following two triggers occur: (a) there is a Change of Control; and (b) within 24 months of such Change of Control, the executive officer is terminated other than for cause.

The following table sets forth the compensation that would be paid to the CEO and CFO and vesting provisions of the RSUs, and stock options upon termination, resignation, permanent disability, or death.

For the purposes of the following table, in the case of the CEO:

- "**Accrued Obligations**" means (i) the Executive's accrued but unpaid base salary and vacation pay through the termination date, (ii) any earned but unpaid short-term incentive in respect of any fiscal year completed prior to the termination date, and (iii) any unreimbursed expenses which are reimbursable.
- "**Severance Payment**" means a lump sum payment in an amount equal to 200% of compensation in effect at the time of termination.
- "**Change in Control Payment**" means a lump sum payment in an amount equal to two times of the Executive's annual compensation in effect at the time of termination.

In the case of the CFO:

- **“Accrued Obligations”** means (i) the Executive’s accrued but unpaid base salary through the termination date, (ii) any earned but unpaid short-term incentive for a prior period, and (iii) any unreimbursed expenses which are reimbursable.
- **“Severance Payment”** means a lump sum payment in an amount equal to two times (i) the base salary plus (ii) the lower of (A) the target short-term incentive for the calendar year that includes the date of termination, or (B) the average short-term incentive received for the two most recently completed calendar years (or, if the term of employment is less, the average short-term incentive received since employment date).

Type	Base Salary and STIP	RSUs/ExecutiveDSUs ⁽¹⁾⁽²⁾	Stock Options ⁽³⁾
Termination for Cause	Accrued but unpaid base salary and, in the case of the CEO, vacation pay, through the termination date.	Unvested awards expire immediately. Vested and unvested Executive DSU portion of the award expires immediately.	Unexercised vested options are forfeited. Unvested options expire immediately.
Termination without Cause	In the case of the CEO, (i) Accrued Obligations, (ii) pro-rated short-term incentive for the portion of the fiscal year in which termination has occurred, and (iii) Severance Payment. In the case of the CFO, (i) Accrued Obligations and (ii) Severance Payment.	Awards vest on the date of termination on a pro-rated basis relative to the length of the early vesting period.	Unexercised vested options must be exercised within 30 days of termination. Unvested options expire on the date of termination.
Termination without Cause within 24 Months following Change of Control	In the case of the CEO, (i) Accrued Obligations and (ii) Change in Control Payment.	Awards fully vest.	Unvested options vest. Unexercised vested options must be exercised within 24 months of termination or by the end of the original term, whichever is sooner.
Resignation	Accrued Obligations.	Unvested awards expire on resignation.	Unvested options expire on resignation. Unexercised vested options must be exercised within 30 days of resignation.
Resignation for Good Reason	Accrued Obligations and Severance Payment.	Unvested awards expire on resignation.	Unexercised vested options must be exercised within 30 days of resignation. Unvested options expire on the date of resignation.
Permanent Disability	Accrued Obligations.	Awards vest on date of such event on a pro-rated basis relative to the length of the early vesting period. Executive DSU awards fully vest.	Options exercised in accordance with original vesting schedule.
Death	Accrued Obligations.	Awards vest on the date of death on a pro-rated basis relative to the length of the early vesting period.	Unexercised vested options must be exercised within one year following death. A pro-rated fraction of unvested options will vest on the date of death.

(1) Executives will receive long-term incentive compensation in the form of RSUs.

(2) Executive DSUs will continue to accrue dividends.

(3) In the case of retirement, options are exercised in accordance with the original vesting schedule.

Previously, the Corporation’s executive compensation program consisted of an equity component paid in the form of PSUs and Executive DSUs. The Corporation has shifted its strategic objectives over the past few years and in order to align its objectives with its long-term incentive program, the Corporation has determined that moving forward, granting RSUs, instead of PSUs and Executive DSUs, will best achieve these goals. As such, while Executive DSUs

are no longer part of the Corporation’s long-term incentive strategy, the below table includes their payment amounts to account for existing Executive DSUs granted to the CEO and the CFO.

The following table sets forth the payments that would have been made to the CEO and CFO pursuant to their employment agreements, as a result of a termination without cause, Change of Control or Resignation for Good Reason, as applicable, assuming such events occurred on December 31, 2024.

Executive	Triggering Event	Termination Payment ⁽⁵⁾⁽⁶⁾ (\$)	Executive DSU Payment ⁽¹⁾⁽²⁾⁽³⁾ (\$)	RSU Payment ⁽⁴⁾ (\$)	Share Option Payment (\$)	Total (\$)
Jason Redman President and Chief Executive Officer	Termination without Cause	C\$2,704,437	C\$190,606	N/A	N/A	C\$2,895,043
	Change of Control	N/A	C\$750,770	N/A	N/A	C\$750,770
	Resignation for Good Reason	C\$2,234,270	N/A	N/A	N/A	C\$2,234,270
David Watson Chief Financial Officer	Termination without Cause	US\$1,200,000	US\$2,160,502	N/A	N/A	US\$3,360,502
	Change of Control	N/A	US\$2,753,356	N/A	N/A	US\$2,753,356
	Resignation for Good Reason	US\$1,200,000	US\$1,307,690	N/A	N/A	US\$2,507,690

- (1) The Executive DSUs have been valued using the Common Share value of C\$15.6092, which was calculated as the volume weighted average trading price per Common Share on the TSX for the five trading days preceding December 31, 2024, and converted into U.S. dollars using December 31, 2024 The Wall Street Journal closing exchange rate of US\$1 = C\$1.4385.
- (2) The Executive DSUs have an applicable performance multiplier attached in the range of between 0.5x to 1.5x of target. For the purposes of this calculation, an average multiplier of 1.1x was used for achieved performance.
- (3) Includes the value of CFO’s vested 2020 and 2021 Executive DSUs, including accrued dividends earned thereon, which would be settled in the event of Termination without Cause, Change of Control or Resignation for Good Reason.
- (4) In 2024, there were no RSUs granted to the Executives.
- (5) In the event of a Termination other than for Cause within the first 24 months following a Change of Control, Mr. Redman receives the Termination without Cause payment, minus any prorated bonus for the portion of the fiscal year in which the termination occurred, as well as the Executive DSU Payment.
- (6) In the event of a Termination other than for Cause within the first 24 months following a Change of Control, Mr. Watson receives the Termination without Cause payment, as well as the Executive DSU Payment.

COMPENSATION OF DIRECTORS

DIRECTOR COMPENSATION PHILOSOPHY AND OBJECTIVES

The compensation program for the Corporation’s non-executive directors is designed to attract and retain high quality individuals with the experience and capabilities to meet the responsibilities of a Board member and to align the interests of directors with the interests of Shareholders. Following the disbandment of the CGNC Committee in 2024, the Board is now responsible for reviewing director compensation on a periodic basis to ensure that the composition of the Corporation’s director compensation program is appropriate, and that total compensation is competitive in order to attract qualified Board members.

Previously, the Corporation’s compensation program for non-executive directors consisted of a cash component and an equity component paid in the form of deferred share units (“DSUs”). As part of the Corporation’s Compensation Review Process, the Board approved certain changes to the compensation of non-executive directors. While the compensation program still consists of a cash and equity component, the equity component is now in the form of RSUs. The payment of cash retainers occur on a quarterly basis and the granting of RSUs occurs on an annual basis.

The elements of the Corporation’s compensation program for non-executive directors are described below.

Director Compensation Review

In 2024, the Board engaged Mercer to benchmark the Board’s pay grid. For this purpose, Mercer used a comparator group of publicly-traded U.S and Canadian real estate investment trusts, healthcare facility companies and healthcare services companies, with appropriate size-adjusting of market data to reflect the relative scope of the Corporation. Refer to the heading “*Statement of Executive Compensation – Compensation Discussion and Analysis – Executive Compensation Comparator Group*” for the list of comparator group companies.

In evaluating compensation for directors, considerations were given to total compensation by relative Board roles, changes to the executive team, Canada-U.S. duality of the Corporation, alignment of total compensation between the Canadian and U.S. market medians, and total compensation mix between cash and equity-based components. Following the review and guidance from Mercer, the Board approved a 5% increase in the Board retainer, effective as of November 1, 2024.

DIRECTOR COMPENSATION ARRANGEMENTS

The following table sets forth the remuneration of non-executive directors for 2024. As discussed above, the Board approved a 5% increase to director compensation effective as of November 1, 2024.

Directors Remuneration ⁽¹⁾⁽²⁾⁽³⁾	2024 Amount ⁽⁶⁾ (\$)
Annual Board Retainers:	
Board Chair	74,113
Board Member (including Board Chair)	142,931
Additional Committee Chairs' Retainers:	
Audit Committee Chair	26,469
Corporate Governance, Nominating and Compensation Committee Chair ⁽⁴⁾	5,250
Other Fees:	
Chair of the Board of Directors of MFH Retainer	10,588
Chair of the Dividend Committees of MFA and MFH Retainer	4,235
Travel Retainer ⁽⁵⁾	6,000
Equity Compensation in RSUs⁽²⁾	50% of the Annual Board Retainer

- (1) In addition to the fees described in the table above, directors are reimbursed for out-of-pocket expenses for the performance of their duties.
- (2) While the equity compensation of directors was previously in the form of DSUs, the Board approved certain changes to director compensation, including changing the form of equity compensation to RSUs. Effective as of November 26, 2024, directors will receive 50% of the Annual Board Retainer in RSUs and 50% in cash.
- (3) The Corporation has established a policy to address circumstances where it is in the interest of the Corporation to engage non-executive directors (under applicable securities laws) to provide short-term duties outside of their normal service as Board members or which fall outside of the Board's compensation framework. Such engagements may consist of (i) assignments in the interest of the Corporation which fall outside of the normal services provided by the directors in their capacity as such ("**Special Projects**"); (ii) Board-related assignments which fall outside of the Board compensation framework and may include serving on a board of a subsidiary of the Corporation, a sub-committee of the Board, or a committee of management in special circumstances and on a temporary basis; and (iii) participation in an *ad-hoc* committee of the Board which may be convened by the Board from time to time. A director may be eligible for a daily stipend for Special Projects of \$2,000 per day. Fees for Board assignments are determined by the Chair of the Board on a case-by-case basis. Fees for an *ad-hoc* committee work are determined by the Chair of the Board or delegate. In addition, directors are paid \$1,500 for travel time in connection with these engagements where one-way cumulative travel time is greater than four hours. Compensation for such engagements is approved by the Chair of the Board if total aggregate compensation is up to \$5,000 and by the Board if total aggregate compensation is above \$5,000.
- (4) Effective July 3, 2024, the Board approved the disbandment of the CGNC Committee. As such, the 2024 amount was pro-rated for partial period of service prior to disbandment.
- (5) Quarterly allowance of \$1,500, as applicable for directors requiring overnight stay to attend regularly scheduled meetings in person.
- (6) Effective November 1, 2024, the Board approved a 5% increase in the Board Retainer, therefore the 2024 amounts were pro-rated.

DEFERRED SHARE UNIT PLAN

As noted above, the Board approved certain changes to director compensation in 2024, including the form of equity compensation paid to directors. Effective November 26, 2024, director compensation consists of a cash component and an equity component paid in the form of RSUs, rather than DSUs, issued pursuant to the Amended RSU Plan.

However, the deferred share unit plan (the "**DSU Plan**") remains in place for those directors who were previously issued DSUs. Pursuant to the DSU Plan, for the duration of the director's tenure on the Board, dividends will accrue on the DSUs consistent with amounts declared by the Board on the Common Shares and be credited to the participant's DSU Plan account. Amounts deferred under the DSU Plan and accrued dividends earned thereon vest immediately

and can be redeemed only when the DSU Plan participant ceases to serve as a director of the Corporation. The participant's entitlement in respect of the DSUs then held will be settled in cash based on a formula tied to the value of the Corporation's Common Shares at the relevant time. Previous grants were not taken into account when considering new grants in the Corporation's DSU Plan.

The number of DSUs held by each director in their DSU Plan account is indicated in the table under the heading "Compensation of Directors – Outstanding Share-Based Awards for Directors".

RESTRICTED SHARE UNIT PLAN

The Amended RSU Plan provides for the issuance of RSUs to eligible directors of the Corporation. The purpose of the Amended RSU Plan is to attract and retain highly qualified and competent directors for the Corporation. The Amended RSU Plan also serves to further align the interests of the directors with Shareholders of the Corporation by tying a portion of their compensation to the performance of the Corporation during the period that they serve as members of the Board.

Under the Amended RSU Plan, which is administered by the Board, each participant that is an eligible member of the Amended RSU Plan receives 50% of their annual director fee in RSUs and 50% in cash. The RSUs are subject to one-year vesting (subject to modification for grants in the period prior to the 2025 annual grant). All RSUs accrue notional dividends that are allocated in the form of additional RSUs based on the volume weighted average trading price of Common Shares on the TSX for the five days preceding the dividend payment date. The RSUs are settled in cash upon vesting, based on the volume weighted average trading price of Common Shares on the TSX for the five trading days preceding vesting date. Previous grants are not taken into account when considering new grants in the Corporation's Amended RSU Plan.

The number of RSUs held by each director in their Amended RSU Plan account is indicated in the table under the heading "Compensation of Directors – Outstanding Share-Based Awards for Directors".

DIRECTOR COMPENSATION TABLE

The following table sets forth all amounts of compensation provided to the directors in their capacity as such for the year ended December 31, 2024.

Name ⁽¹⁾	Cash Fees Earned (\$)	Share-Based Awards ⁽²⁾ (\$)	Option-Based Awards (\$)	Non-Equity Incentive Plan Compensation ⁽³⁾ (\$)	Pension Value (\$)	All Other Compensation (\$)	Total (\$)
Yanick Blanchard ⁽⁴⁾	102,169	71,466	N/A	N/A	N/A	N/A	173,635
Erin Enright	74,133	74,133	N/A	N/A	N/A	N/A	148,266
Michael Gisser ⁽⁵⁾	109,651	109,651	N/A	N/A	N/A	371,264	590,566
Reza Shahim	71,466	71,466	N/A	N/A	N/A	N/A	142,932
Adina Storch	79,796	71,466	N/A	N/A	N/A	N/A	151,262

(1) Compensation information for Mr. Redman, who was a Board member during 2024 and is an NEO for the year ended December 31, 2024, is provided in the Summary Compensation Table under the heading "Statement of Executive Compensation – Summary Compensation Table".

(2) Reflects the amount of director compensation contributed to the DSU Plan and the Amended RSU Plan. The value of the RSUs reflects only the pro-rated vested portion of the units.

(3) Directors do not participate in the non-equity incentive plans, except for Mr. Redman, who participates only in his capacity as CEO.

(4) Mr. Blanchard resigned from the Board on March 3, 2025. In connection with his resignation, the Board approved the acceleration of vesting of Mr. Blanchard's unvested RSUs.

(5) The amount in the "All Other Compensation" column includes 50% of Mr. Gisser's transaction bonus of US\$742,528 earned in 2024 related to the sale of BSHS. The remaining 50% will be paid on the 12-month anniversary of the closing date of the transaction.

OUTSTANDING SHARE-BASED AWARDS FOR DIRECTORS

The following table sets forth all share-based awards outstanding for each director of the Corporation as at December 31, 2024.

Name	Share-Based Awards				
	Number of DSUs (#)	Number of RSUs that Have Vested ⁽²⁾ (#)	Number of RSUs that Have Not Vested (#)	Market or Payout Value of Share-Based Awards that Have Not Vested ⁽⁵⁾ (\$)	Market or Payout Value of Vested Share-Based Awards ⁽³⁾ (\$)
Yanick Blanchard ⁽¹⁾	39,329	3,141	2,196	23,829	460,843
Erin Enright	139,964	3,143	2,198	23,851	1,552,858
Michael Gisser	43,067	4,028	2,817	30,567	511,029
Jason Redman ⁽⁴⁾	5,008	N/A	N/A	N/A	54,342
Reza Shahim	140,661	3,141	2,196	23,829	1,560,399
Adina Storch	18,930	3,141	2,196	23,829	239,493

- (1) Mr. Blanchard resigned from the Board on March 3, 2025. In connection with his resignation, the Board approved the acceleration of vesting of Mr. Blanchard's unvested RSUs.
- (2) This column represents the estimated pro-rated vested portion of the awarded units.
- (3) The directors are not entitled to receive payment in respect of the value of any DSUs held until their services as members of the Board cease, and RSUs will be settled in cash on vesting date. Share-based awards not paid out were valued at C\$15.6092 per Common Share, representing the five-day weighted average price of the Common Shares on the TSX preceding December 31, 2024, and converted into U.S. dollars using December 31, 2024 The Wall Street Journal closing exchange rate of US\$1 = C\$1.4385.
- (4) As an Executive, Mr. Redman does not receive director compensation but the DSUs awarded to him prior to his appointment as an Executive on October 21, 2022, continue to accrue dividends.
- (5) RSUs vest on such dates as shall be determined by the Board pursuant to the Amended RSU Plan, but not later than three years from the date of grant and are settled in cash. Any unvested RSUs held by a director that tenders his or her resignation before the Meeting shall be accelerated. RSUs not vested were valued at C\$15.6092 per Common Share, representing the five-day weighted average price of the Common Shares on the TSX preceding December 31, 2024, and converted into U.S. dollars using December 31, 2024 The Wall Street Journal closing exchange rate of US\$1 = C\$1.4385.

The Corporation does not grant options to non-executive directors.

DIRECTORS' SECURITIES OWNERSHIP REQUIREMENTS

While the Corporation previously fixed minimum requirements for securities ownership by the Corporation's directors, the Board approved the termination of the Corporation's policy regarding directors' ownership of securities in connection with the Compensation Review Process in 2024.

INDEBTEDNESS OF DIRECTORS AND OFFICERS

For the year ended December 31, 2024, there was no indebtedness of any current or former officers or directors of the Corporation to the Corporation or its subsidiaries entered into in connection with a purchase of securities of the Corporation or its subsidiaries or for any other purpose.

DIRECTORS' AND OFFICERS' LIABILITY INSURANCE

The directors and officers of the Corporation and its subsidiaries are covered under a directors' and officers' liability insurance policy consisting of a primary policy and an umbrella policy as well as crime, employment practices liability, and fiduciary liability policies. The aggregate limit of liability applicable to the insured directors and officers under the policy is \$55 million, including defence costs. Under the policy, each entity will have reimbursement coverage to the extent that it has indemnified the directors and officers.

The by-laws of the Corporation and its direct and indirect subsidiaries and the partnership agreements of each MFC Partnership also provide for the indemnification of their respective directors and officers from and against liability

and costs in respect of any action or suit brought against them in connection with the execution of their duties of office, subject to certain limitations.

AUDIT COMMITTEE AND AUDITORS' FEES

The Corporation established an audit committee (the “**Audit Committee**”). The Audit Committee is comprised of three directors and its members are Mr. Klaperman (Chair), Ms. Storch, and Mr. Brimm, each of whom is “independent” of the Corporation and its direct and indirect subsidiaries, including the MFC Partnerships, and “financially literate” within the meaning of National Instrument 52-110, *Audit Committees* (“**NI 52-110**”).

The Audit Committee is responsible for oversight of the accounting and financial reporting practices and procedures of the Corporation, monitoring the adequacy of internal accounting controls and procedures, and reviewing the quality and integrity of financial statements of the Corporation. The independent auditors of the Corporation report directly to the Audit Committee. In addition, the Audit Committee is responsible for the review and oversight of the auditors’ examination and for recommending to the Board of Directors the selection of independent auditors of the Corporation.

In connection with the sale of one of the Corporation’s specialty surgical hospitals, BSHH, the Board determined to pay a transaction bonus to Mr. Gisser. As a result of the transaction bonus paid to Mr. Gisser, the Board determined that Mr. Gisser no longer satisfied the independence requirements set forth in NI 52-110, and accordingly, Mr. Gisser stepped down as a member of the Audit Committee and as Chair of the Board on November 26, 2024.

Relevant Education and Experience of Audit Committee Members

The following table sets forth the education or experience of each member of the Audit Committee that is relevant to the performance of his or her responsibilities as a member of the Audit Committee, including any education or experience that has provided the member with an understanding of the accounting principles used by the Corporation to prepare its annual and interim financial statements.

Audit Committee Member	Relevant Education and Experience
Jeremy Klaperman (Chair)	Mr. Klaperman has spent his career managing asset portfolios and teams alike. He has overseen companies through external audits and upholds the integrity of the audit procedure. He has experience streamlining accounting inefficiencies and working with the auditors to ensure proper procedures are in place and are followed.
Peter Brimm	As a former board member of Dye & Durham, Ltd. (TSX:DND), Mr. Brimm has extensive knowledge and experience in securities regulation and governance matters. Mr. Brimm served on the audit committee of Dye & Durham Ltd. and has experience to enable the Audit Committee to appropriately oversee audit procedures and internal control protocols.
Adina Storch	In her 26 years of legal practice, Ms. Storch has advised clients on international capital markets transactions and complex securities litigations involving financial statement analysis. Ms. Storch also has extensive experience in regulatory compliance, having counseled foreign issuers and acted as chief compliance officer to U.S. public companies. As a public company general counsel, Ms. Storch has thorough familiarity with U.S. regulatory disclosure and reporting standards and routinely interfaces with both internal and external auditors in the conduct of their audit and review procedures. She has experience overseeing the integrity of audit procedures and is responsible for reporting certain matters of internal controls to both auditors and audit committees.

Non-Audit Services

The Corporation’s Audit Committee has adopted specific policies and procedures for the engagement of external auditors for all services, including non-audit services. The policies require Audit Committee approval for all such engagements, but the Audit Committee may delegate pre-approval authority to the Chair of the Audit Committee.

External Auditors Service Fees

The table below sets forth disclosure regarding the services provided and fees earned by the Corporation’s external auditors over the two most recently completed fiscal years, dividing the services into the three categories of work performed.

Type of Work	2024 Fees ⁽¹⁾	2023 Fees ⁽¹⁾
Audit fees ⁽²⁾	US\$ 113,000 (i)	US\$ 77,000 (i)
	US\$ 195,000 (ii)	US\$ 250,000 (ii)
	US\$ 18,750 (iii)	US\$ 18,000 (iii)
	US\$ 132,000 (iv)	US\$ 80,000 (iv)
		C\$ 48,000 (iv)
		C\$ 50,000 (v)
		US\$ 18,000 (3)
Total audit fees billed in U.S. dollars	458,750	443,000
Total audit fees billed in Canadian dollars	-	98,000
Tax fees ⁽⁴⁾	C\$ 76,363	C\$ 55,700
Other fees ⁽⁵⁾		US\$ 20,000
		C\$ 5,000

- (1) Fees shown are net of Canadian Public Accountability Board fees, expenses, technology and support charges, administrative fee, and taxes.
- (2) Audit fees billed for professional services rendered by the auditors for the:
 - (i) audit of the Corporation’s consolidated financial statements for the years ended December 31, 2024 and December 31, 2023;
 - (ii) audit of four MFC Partnerships for the years ended December 31, 2024 and December 31, 2023;
 - (iii) review of an MFC Partnership for the years ended December 31, 2024 and December 31, 2023;
 - (iv) review of the interim consolidated financial statements of the Corporation for Q1, Q2 and Q3 2024 and the same periods in 2023; and
 - (v) additional audit work with respect to the Corporation’s consolidated financial statements for the year ended December 31, 2022, that was billed in 2023.
- (3) Audit fees billed in 2023 for professional services rendered by Forvis, a public accounting firm, for the Provider Relief Fund Audit of Riverview (a now divested MFC Partnership) for the year ended December 31, 2022.
- (4) Tax fees billed for professional services rendered by the auditors for Canadian tax compliance and tax advisory in respect of director residency, tax planning, and intercompany financing.
- (5) Other fees include fees billed for professional services rendered by the auditors in respect of auditor transition.

Audit Committee Oversight

At no time since the commencement of the Corporation’s most recently completed financial year has a recommendation of the Audit Committee to nominate or compensate external auditors not been adopted by the Board of Directors.

STATEMENT OF CORPORATE GOVERNANCE PRACTICES

The following is a statement of the Corporation’s corporate governance practices in accordance with National Policy 58-201, *Corporate Governance Guidelines* (the “**Governance Guidelines**”) and National Instrument 58-101, *Disclosure of Corporate Governance Practices* (the “**Governance Disclosure Rule**”), which were adopted by the securities regulatory authorities in Canada. The Governance Guidelines deal with matters such as the constitution and independence of corporate boards, their functions, the effectiveness and education of board members and other items dealing with sound corporate governance practices. The Governance Disclosure Rule requires that, if management of an issuer solicits proxies from its securityholders for the purpose of election of directors, specified disclosure of its corporate governance practices must be included in its management information circular.

The Board of Directors of the Corporation believes that sound corporate governance practices are in the interest of Shareholders and contribute to prudent and effective decision-making. Accordingly, directors of the Corporation are committed to thorough and effective corporate governance arrangements. The Board of Directors fulfills its mandate directly and through its committee at regularly scheduled meetings or as required. The frequency of meetings may be increased, and the nature of the agenda items may be changed depending on the state of the Corporation’s affairs and

in light of opportunities or risks which the Corporation faces. The directors are kept informed of the Corporation's operations at these meetings as well as through reports and discussions with management on matters within their particular areas of expertise.

The Corporation's corporate governance practices have been and continue to be in compliance with applicable Canadian requirements. The Corporation continues to monitor developments in Canada with a view to further revising its governance policies and practices, as appropriate. The Corporation's objective is to meet and, where applicable, exceed all corporate governance guidelines.

The following is a description of the Corporation's governance practices which has been approved by the Board of Directors.

BOARD OF DIRECTORS CHARTER

The Board of Directors believes that clear accountability leads to the best governance and, therefore, maintains a charter for the Board. The Board of Directors Charter is included in this information circular as Schedule "A". Under the Charter, the Board is responsible for overseeing the management of the business of the Corporation and for providing stewardship and governance to ensure the viability and growth of its business. The Charter describes the duties and responsibilities of the Board in matters of independence and integrity, strategic planning, risk oversight, leadership and succession, financial reporting, corporate communications, public disclosure, corporate governance, and compensation

BOARD OF DIRECTORS

Director Independence

Use of the term "independent" in relation to a director in this information circular means a director is independent as defined under Governance Disclosure Rule and, in particular, is free of any direct or indirect material relationship which could, in the view of the Board of Directors, be reasonably expected to interfere with the director's independent judgment.

The Board of Directors reviews the nature and significance of relationships between the directors and the Corporation and any of its subsidiaries to determine independence. The Board of Directors has concluded that three of the five directors standing for election at the Meeting are independent.

The Board has determined that Mr. Gisser is a non-executive, non-independent director. In connection with the sale of BSHS, the Board paid Mr. Gisser a transaction bonus in recognition of his significant contributions to the completion of the transaction. As a result of the transaction bonus paid, the Board determined that Mr. Gisser no longer satisfied the independence requirements.

The Board has determined that Mr. Redman is not independent while he serves as the CEO of the Corporation.

In addition, the Board is responsible for ensuring that directors exercise independent judgment in considering transactions and agreements in respect of which a director or officer has a material interest. To this end, the Board Charter requires that directors and officers disclose any interest and the extent of their interest in any transaction or agreement with the Corporation, and that directors excuse themselves from both Board deliberations and voting in respect of transactions in which they have an interest. In addition, the Board may form an ad-hoc special committee to review and approve, or provide recommendations to the Board in respect of, transactions involving the Corporation or its subsidiaries or affiliates in respect of which a director or officer has a material interest.

Chair of the Board of Directors

In light of the Board's determination that Mr. Gisser was no longer an independent director, Mr. Gisser resigned as Chair of the Board, effective as of November 26, 2024.

Following the resignation of Mr. Gisser, Ms. Storch was appointed as Chair of the Board, effective as of November 26, 2024. Ms. Storch is an independent director within the meaning of Governance Disclosure Rule. The Board of

Directors has developed broad terms of reference for the Chair of the Board which, among other things, include managing and developing a more effective Board and ensuring that such Board can function independently of management. The Corporation believes that having an independent Chair of the Board fosters strong leadership, robust discussion, and effective decisions while avoiding potential conflicts of interest. The position description of the Chair of the Board is available on the Corporation's website at <https://www.medicalfacilitiescorp.ca/about/board-of-directors>.

Other Public Company Directorships

Ms. Enright, an independent director, is a chair of the board of Dynatronics Corporation (NASDAQ:DYNT). No other directors serve on the boards of other public corporations.

Interlocking Board Relationships

The Board does not have any interlocking board relationships which affect the independence of any of its Board members, as determined in accordance with National Instrument 52-110, *Audit Committees*.

Strategic Planning Oversight

Pursuant to the Board of Directors Charter, the Board oversees the development and execution of a long-range strategic plan and a short-range business plan for the Corporation, which are designed to achieve the Corporation's principal objectives and identify the principal strategic and operational opportunities and risks of the Corporation's business. To assist the Board in meeting its responsibility, the agenda for regularly-scheduled Board meeting includes a discussion of the progress of the short-term business plan and quarterly results as well as management's review of operations, business development, financial forecast, and emerging trends and opportunities so as to provide the directors the information required for them to discuss and analyze the main risks associated with the Corporation's business plan and make recommendations to adjust the plan, if necessary. In addition, the Board holds strategic planning sessions where directors meet and discuss the long-term plan for the organization in detail with management, and internal and external advisors, as required.

Board Oversight of Risk Management

Pursuant to the Board of Directors Charter, the Board is responsible for overseeing the implementation by management of appropriate systems to identify, report, and manage the principal risks faced by the Corporation. The Board has delegated to the Audit Committee the responsibility of assisting the Board with respect to risk oversight.

As part of the risk management processes, a risk registry has been developed through risk identification and risk assessment exercises facilitated by management. Risk information is sourced throughout the organization using a variety of methods, including risk identification interviews and questionnaires. Key risks and associated mitigation strategies are reviewed by management and are presented to the Audit Committee. The key risk categories assessed include financial reporting, quality of care, operational policy and execution, human resources, regulation, compliance, reputation, information technology and cyber security, and external factors such as pandemics, epidemics and other outbreaks, adverse weather conditions and natural disasters. Risks are assessed across the organization using a risk scoring matrix to assess impact and likelihood. The development and execution of risk treatment plans for the organization's top risks are actively monitored by management. The Audit Committee oversees management to ensure the risk governance structure and risk management processes are robust, and that the Corporation's risk appetite is thoroughly considered in decision-making.

Internal Controls

The Board is responsible for monitoring the integrity of the Corporation's internal controls and management information systems. The Board has delegated internal control oversight responsibilities to the Audit Committee, which includes monitoring the system of internal control over financial reporting. The Audit Committee reviews quarterly and annual financial statements and recommends them to the Board for approval. Management updates the Audit Committee quarterly on assessments of the design and operating effectiveness of the system of internal control over financial reporting and the preparation of financial statements for external reporting purposes.

Succession Planning

Following the disbandment of the CGNC Committee, the Board has included succession planning as part of its mandate. The Board has responsibility for ensuring that a succession planning process is in place and for reviewing this process on an annual basis.

Succession planning is viewed by the Board as an ongoing process for identifying and developing the talent, leadership, and skills necessary to ensure the Corporation has the continued capability to meet future strategic objectives and fulfill key organizational roles in the future.

The Board, with assistance from the CEO in the case of the CFO, is mandated to consider and develop (i) policies and principles for the selection and performance review of the executive officers, and potential successors to the executive officers; and (ii) policies and plans regarding succession in the event of an abrupt departure or retirement of an executive officer.

The Board requires that the CEO review the performance of the CFO on an annual basis, at minimum.

If no internal succession candidates are identified, the Corporation expects to source potential successors through external hiring. In these instances, plans would be developed to provide for filling the role on an interim basis pending the external hire.

Standing Committees of the Board

The Board of Directors, in part, performs its mandated responsibilities through the activities of its standing committees. The Audit Committee is currently the only standing committee of the Board following the disbandment of the CGNC Committee in 2024. The Audit Committee is comprised entirely of independent directors. From time to time, when appropriate, an *ad-hoc* committee of the Board may be appointed by the Board.

The following table sets forth the composition of the Board committee as at December 31, 2024.

Director	Audit Committee
Independent Directors:	
Yanick Blanchard ⁽¹⁾	Chair
Erin Enright	
Adina Storch	✓
Non-Executive Non-Independent Directors:	
Michael Gisser ⁽²⁾	
Reza Shahim	
Executive Director:	
Jason Redman	

(1) Mr. Blanchard resigned from the Board on March 3, 2025.

(2) Mr. Gisser stepped down from his role as member of the Audit Committee on November 26, 2024.

Further information about the Audit Committee is provided under the heading “*Audit Committee and Auditors’ Fees*” in this information circular.

Board and Standing Committee Meeting Attendance

Directors are expected to attend all meetings of the Board and the committees on which they participate either in person or by telephone, subject to unavoidable conflicts. A director may participate in a meeting of the directors or of any committee of the directors virtually so long as all directors who wish to participate in the meeting agree to such medium of participation. Subject to the Corporation’s articles, a quorum for the transaction of business at any meeting of the Board or its committees shall consist of a majority of the number of directors then holding office present. Notwithstanding any vacancy among the number of directors, a quorum of directors may exercise all of the powers of

the directors. Questions arising at any meeting of directors are to be decided by a majority of votes and, in the case of an equality of votes, the chair of the meeting does not have a second or casting vote.

Directors are also encouraged to attend the annual meeting of Shareholders. Directors are welcome to attend all committee meetings regardless of membership to enhance their knowledge of the Corporation’s business and their understanding of particular committee matters. From time to time, directors may visit MFC Partnerships to gain a better understanding of their operations.

The Board meets a minimum of five times per year. The Audit Committee meets at least four times a year, or more frequently as deemed necessary. The frequency of the meetings and the nature of the meeting agendas are dependent upon the nature of the business and affairs which the Corporation faces from time to time.

The following table sets forth the attendance of the Board and standing committee meetings held and attended by directors during 2024.

Director	Board Meetings	Audit Committee Meetings ⁽¹⁾	CGNC Committee Meetings ⁽¹⁾⁽³⁾	Total Board and Committee Meeting Attendance	
Yanick Blanchard	9 of 9	4 of 4	N/A	13 of 13	100%
Erin Enright	9 of 9	N/A	2 of 2	11 of 11	100%
Michael Gisser	9 of 9	4 of 4	2 of 2	15 of 15	100%
Jason Redman ⁽²⁾	9 of 9	N/A	N/A	9 of 9	100%
Reza Shahim	9 of 9	N/A	N/A	9 of 9	100%
Adina Storch	9 of 9	4 of 4	2 of 2	15 of 15	100%

(1) Does not include attendance by directors who are not members of the committees but may attend by invitation to enhance their knowledge of the Corporation’s business and their understanding of the committee’s work.

(2) As CEO, Mr. Redman attends all Audit Committee meetings on an invitational basis.

(3) Effective July 3, 2024, the Board approved the disbandment of the CGNC committee.

Board and Committee Meetings without Management

The non-executive directors meet without members of management present at every meeting of the Board and at the meetings of standing committees of the Board, as required. Each regularly scheduled Board and committee meeting agenda includes an *in-camera* session at the end of each meeting. As a non-executive non-independent member of the Board, Mr. Gisser is invited to attend the independent meetings of the Board and the Audit Committee unless the Board determines that the non-independent status of Mr. Gisser conflicts with the matters under discussion at such meetings.

POSITION DESCRIPTIONS

The Board of Directors has developed written position descriptions for the individual directors, Chair of the Board of Directors, and Chair of the Audit Committee. In conjunction with the CEO, the Board of Directors has developed a written position description for the CEO. The position descriptions for the individual directors, Chair of the Board, Chair of the Audit Committee, and the CEO are available on the Corporation’s website at <https://www.medicalfacilitiescorp.ca/about/board-of-directors>.

DIRECTOR ORIENTATION AND CONTINUING EDUCATION

Director Orientation

All new directors of the Corporation receive a comprehensive orientation. It is the responsibility of the Board to approve an appropriate orientation and education program for new directors. Every new Board member is briefed on the role of the Board of Directors, its committees, the contribution individual directors are expected to make, and on the nature and operation of the Corporation and its business by the Chair of the Board or his or her designate and is provided with the Corporation's comprehensive Director Orientation Manual (the "**Manual**"). The Manual contains information and comes with a package of materials concerning:

- a) the Corporation's key corporate governance and public disclosure documents;
- b) the Corporation's business, legal framework, and organizational structure;
- c) the structure of the Board and its committees;
- d) expectations from the directors and their principal roles and responsibilities;
- e) evaluation process for the Board, its committees, the chairs, and individual directors;
- f) directors' and officers' liability insurance;
- g) expectations and guidelines regarding continuing education and professional development, including suggested literature and resources which the Board believes would be of assistance to the new director; and
- h) policies and procedures pertaining to the directors.

New Board members are also encouraged to visit, within 12 to 18 months of appointment, at least one MFC Partnership to familiarize themselves with operations by touring the facility and meeting members of the local governing board.

Continuing Education

The Corporation recognizes the importance of optimizing the ability of the directors to understand their roles and responsibilities within the organization and keeping current their knowledge and understanding of issues affecting the Corporation. In this respect, the Corporation expects its directors to attend seminars and courses and undertake individual reading and self-study on a variety of topics, including economy, corporate matters, securities regulation, external reporting standards, healthcare industry, compensation practices, major litigation developments, director duties, and risk management.

Procedures are in place to ensure that the Board is kept up to date and to facilitate timely and efficient access to all information necessary to carry out its duties. Among other things, the directors:

- a) receive a comprehensive package of information prior to each Board and committee meeting;
- b) are involved in setting the agenda for the Board and committee meetings;
- c) attend strategic planning meetings;
- d) have full access to senior management; and
- e) receive regular updates between Board and committee meetings on matters affecting the Corporation's business.

In addition, management distributes various materials and makes presentations to the Board and committees when they are making key business decisions, during strategic planning meetings, on topical issues from time to time and

in response to requests from directors. Directors are also provided with updates summarizing changes to the laws in respect of corporate governance and receive continuing education that, among other things, assists directors in maintaining or enhancing their skills and abilities as directors and ensures that their knowledge and understanding of the Corporation and its business remain current. Occasional site visits by the directors to the Corporation's subsidiaries are also encouraged as an educational tool for directors.

The Corporation pays for educational courses for members of the Board relating to matters concerning the Board. The Corporation also pays for directors' membership dues to the Institute of Corporate Directors that provides relevant publications and educational opportunities.

CORPORATE AND BOARD POLICIES

Code of Business Conduct and Ethics

The Board has adopted a written code of business conduct and ethics for the Corporation (the "**Code of Conduct**"), which constitutes written standards that are designed to promote integrity and to deter wrongdoing. The Code of Conduct addresses the following issues:

- a) compliance with laws, rules, and regulations;
- b) conflicts of interest, including transactions and agreements in respect of which a director or executive officer has a personal interest;
- c) confidentiality of corporate information;
- d) protection and proper use of corporate assets and opportunities;
- e) fair dealing with the Corporation's securityholders, customers, suppliers, competitors, and employees;
- f) discrimination and harassment; and
- g) reporting of any illegal or unethical behaviour.

The Code of Conduct applies to all directors, officers, employees, representatives, and agents (collectively, the "**Personnel**") of the Corporation. The Corporation's operating subsidiaries have also adopted a similar code of conduct that applies to their respective personnel and mirrors or substantially reflects the provisions of the Code of Conduct. All Personnel, including that of the Corporation, as defined above, and of each subsidiary of the Corporation, must conduct themselves in accordance with the respective code of conduct and seek to avoid even the appearance of improper behaviour. Conflicts of interest, defined as when an individual's private interests interfere in any way with the interests of the Corporation and its subsidiaries, are prohibited under the Code of Conduct. Upon becoming aware of a conflict or a potential conflict, Personnel are required to bring it to the attention of a supervisor or department head or other senior member of the Corporation. Where illegal or unethical behaviour is observed, Personnel are also instructed to look to the Corporation's Whistleblower Policy (discussed below) for the recommended procedures for reporting such violations.

Administration of the Code of Conduct is the responsibility of senior management of the Corporation. The CFO has been delegated by the Board to ensure that a copy of the Code of Conduct is circulated to all new Personnel upon engagement. In addition, periodic training sessions for the Personnel have been mandated by the Board to ensure familiarity and comfort with the Code of Conduct. The Audit Committee receives quarterly reports as to the compliance with the Code of Conduct and the Whistleblower Policy. The Code of Conduct may be found on SEDAR+ at www.sedarplus.ca or the Corporation's website at <https://www.medicalfacilitiescorp.ca/about/board-of-directors>. In the alternative, copies may be obtained from the CFO of the Corporation upon written request.

Disclosure Policy

The Corporation has a corporate disclosure policy to ensure that communications to investors and potential investors are timely, factual, and accurate, and that the information is disseminated in accordance with all applicable legal and regulatory requirements to the investing public, analysts, and the media.

Whistleblower Policy

The Corporation's Whistleblower Policy establishes a method for dealing appropriately with any complaints made by Personnel of violation of the Code of the Conduct, fraudulent or illegal activities, or irregular and dishonest accounting, internal accounting control, and auditing matters. Anyone who in good faith reports such activity will be protected from threats of retaliation or discrimination as a result of the report. Reports under the Whistleblower Policy can be made anonymously and addressed to the Audit Committee chair, the Corporation's compliance advisor or legal counsel. On a quarterly basis, the CFO informs the Audit Committee of all reports made under the Whistleblower Policy. The Whistleblower Policy is available on the Corporation's website at <https://www.medicalfacilitiescorp.ca/about/board-of-directors>.

Policies Concerning Trading in Securities

The Corporation's Policy Concerning Confidentiality, Fair Disclosure and Trading in Securities and Insider Reporting Policy place restrictions on the individuals in a special relationship with the Corporation when trading securities of the Corporation. These policies include, among other things, (i) restriction from trading securities of the Corporation during quarterly trading blackout periods as well as *ad-hoc* blackout periods; (ii) communication of the dates for regular blackout periods; and (iii) prohibition from communicating insider information to others other than in the necessary course of business. All reporting insiders are required to disclose all trading activity pursuant to the Canadian securities laws and file insider reports via the Internet-based System for Electronic Disclosure by Insiders. Policy Concerning Confidentiality, Fair Disclosure and Trading in Securities is available on the Corporation's website at <https://www.medicalfacilitiescorp.ca/about/board-of-directors>.

NOMINATION OF DIRECTORS

The Board is responsible for identifying and nominating new candidates to the Board.

The Board monitors the size and composition of the Board and its committees and succession issues. It regularly reviews the competencies, skills and personal qualities required of Board members and develops criteria for selecting new Board members. The Board identifies candidates based on the requisite skills, qualities, and background, including gender, and assesses a candidate's ability to make valuable contribution to the Board, including considering whether the candidate can devote sufficient time and resources to his or her duties as a Board member. To identify possible candidates, the Board may invite suggestions from directors, management, key stakeholders and may engage external consultants. The Board actively seeks individuals qualified, in the context of the Corporation's needs and formal criteria established by the Board, to become members of the Board. As discussed under the heading "*Statement of Corporate Governance Practices – Diversity*" in this information circular as well as set forth in the Board of Directors Charter included in this information circular as Schedule "A", the Corporation recognizes the importance of women having representation at key decision-making points in organizations and is supportive of the requirements of the Canadian Securities Administrators in this regard. Accordingly, as one factor in the foregoing analysis, the Board considers the level of representation of women on the Board in identifying and nominating candidates for election or re-election.

The Board holds regular succession planning reviews to ensure that the composition, diversity (including with respect to gender or otherwise), and the number and specific skill sets of directors are appropriate for the size and complexity of the Corporation and facilitate effective decision-making. In this regard, the Board identifies skill sets and expertise requirements for potential future director nominees. When the Board engages an independent firm of search consultants, it requests the development of a list of potential candidates based on the criteria developed by the Board for the selection of a new director. The search consultants screen candidates and discuss potential candidates with the Board. Based on those discussions, they then create a list of primary candidates. Based on this list, the search consultants determine the interest and availability of the potential candidates. This process is designed to provide the best opportunity for identifying strong Board candidates. Once identified, each candidate is interviewed by a panel of directors.

DIRECTOR SKILLS AND EXPERIENCE

The Board reviews the experience, qualifications, and skills of the directors on a regular basis to ensure that the composition of the Board and committees and skills of the members are in line with those that the Board and respective committees should possess.

The Board maintains a skills matrix to identify and evaluate the competencies and skills of the directors based on the individual experience and background. The skills matrix is reviewed and updated annually based on self-assessment by each director whereby each director is asked to rate their experience and background on a variety of key subject areas, including executive leadership, strategy, U.S. healthcare industry, corporate governance, financial literacy, legal and regulatory experience, financial markets, mergers and acquisitions, compensation and human resources, risk management, and information technology. This data is compiled into a matrix representing the Board skills for current directors. This matrix is used in the nomination process as a reference tool to identify areas for strengthening the Board.

COMPENSATION

The Board reviews and approves the compensation of the Corporation's directors and executive officers, with the assistance of an external compensation consultant. Additional information on director and senior officer compensation can be found in this information circular under the headings "*Statement of Executive Compensation – Compensation Discussion and Analysis*" and "*Compensation of Directors*".

BOARD AND COMMITTEE ASSESSMENTS

The Corporation typically conducts an evaluation process on an annual basis and engages the Corporation's legal counsel who conducts surveys of Board members. The surveys ask directors to evaluate the Board structure, and Board and committee composition, effectiveness, performance and conduct of meetings, effectiveness of management as well as the Corporation's strategy, operations, and organization. In addition, each director is asked to evaluate themselves and his or her peers on, among other things, attendance, preparedness, contribution and participation, knowledge of the business, required skills and expertise. The directors are encouraged to add their comments.

The survey results are summarized and reported in writing to the Chair of the Board and then shared with and discussed by the entire Board.

DIVERSITY

Board Diversity

The Board of Directors strongly supports the principle of boardroom diversity, of which gender is one important aspect. The Board's aim is to have a broad range of approaches, backgrounds, skills, and experience represented on the Board and to make appointments on merit and against objective criteria, including diversity. In identifying candidates, the Board, among many factors, considers the diversity of the Board and in particular the representation of women on the Board. The existing number of women on the Board is a factor considered in assessing potential new director candidates.

The Board has adopted a written board diversity policy. The purpose of the policy is to express the importance the Corporation places on the diversity of its Board. The Board believes that diversity enriches discussions among the members of the Board and improves the Corporation's evolving relationships with its employees, Shareholders, and other stakeholders. In furtherance of this purpose, the Board is guided by the following principles when identifying candidates to nominate for election or appointment to the Board:

- a) an intention that the Board be composed of directors who possess extensive knowledge and competencies, diverse points of view, and relevant expertise, enabling each director to make an active, informed, and positive contribution to the management of the Corporation, the conduct of its business and its future development;

- b) seeking a balance in terms of the knowledge and competencies of directors to help the Board fulfil its responsibilities in all respects; and
- c) considering diversity criteria of directors on the basis of gender, sexual orientation, age, racial, ethnic, and geographic diversity, disability, as well as a broad range of business and educational experience, professional expertise, personal skills, and perspectives.

With regard to gender diversity, the Board's target is to ensure that the proportion of women on the Board is at least one-third of its non-executive members.

The Board reviews its diversity policy at least annually to ensure the objectives of the policy are being considered and it continues to be implemented effectively. The Board takes regular steps to measure its progress in furtherance of the principles outlined above. The Board considers the objectives of the Board diversity policy when making decisions regarding Board appointments.

The Board is dedicated to ensuring it benefits from the broader exchange of perspectives made possible by diversity of thought, background, skills, and experience.

The Board currently has two female directors, representing 29% of the seven directors of the Corporation and 33% of the six non-executive directors of the Corporation.

Management Diversity

Executive appointments at the Corporation are determined based on merit and qualifications relevant for the specific role. Consideration is given to a broad range of skills, background, experience, knowledge, merit, and cultural fit within the organization. Diversity is taken into account, however, the ultimate decision is determined based on the best candidate for the role. In addition, the Corporation's executive team is small consisting of two executive officer positions: CEO and CFO. For the reasons described above, the Corporation does not specifically consider the level of representation of women in executive positions and has not adopted a specific target regarding the number or percentage of women in executive positions. At the time of executive appointments, considerations are made both to competencies and personal attributes, including with respect to gender and otherwise, to build the strongest leadership team for the Corporation.

As at December 31, 2024, women occupied 11% (one of nine) of senior officer positions at the MFC Partnerships. However, appointment of senior officers at the MFC Partnerships level is not a matter in respect of which the Corporation has rights.

DIRECTOR TENURE

The Corporation does not have a mandatory age for retirement of directors and there are no term limits. The Corporation has a robust annual evaluation process which includes peer review to determine, among other considerations, the contribution of each director.

Although term limits can be a factor in promoting an environment in which fresh ideas and viewpoints are available to the Board, term limits for directors can also disadvantage the Corporation by depriving it of the contribution of individuals who have developed, over a period of time, a deep knowledge of, and insight into, the Corporation and its operations. The Board seeks a balance with new and experienced appointments.

The Board annually reviews its policy on tenure and retirement to ensure that the policy, along with Board composition reviews and the succession planning process, are providing for Board renewal that meets the ongoing and developing needs of the Corporation. As of the date of this information circular, the average director term is two years.

ENVIRONMENTAL AND SOCIAL ISSUES

The Corporation and MFC Partnerships are committed to conducting their business in a safe and responsible manner, promoting sound environmental practices, minimizing the impact of the environment on their operations, enhancing human and community resources, and complying with all U.S. local, state, and federal regulations. The MFC

Partnerships' commitment to social responsibility is primarily reflected in pursuit of quality of care for patients, ensuring health and safety of employees, and contribution to the overall health and well-being of the communities where MFC Partnerships are located, and conducting business sustainably. Management has processes in place whereby it is made aware of any health, safety, or environment issues at the MFC Partnerships and regularly reports on these matters to the Board.

As discussed under the heading "*Statement of Executive Compensation – Named Executive Officers*" and described in detail in the Corporation's annual information form, the Corporation does not have any ongoing business operations of its own. Instead, through its wholly-owned subsidiaries, the Corporation holds indirect ownership interests in three surgical hospitals and an ambulatory surgery center ("**ASC**") (hereinafter collectively, the "**Facility**" or "**Facilities**"). The business and operations of the Facilities are under the operational control and direction of management of each Facility. The Corporation's control and general oversight over these Facilities are through contractual rights in respect of reduction in distributions, certain budgeting matters, material deviations from budget and specified fundamental transactions. As such, policies, practices, and procedures, including in respect of environmental and social issues, may not be uniform across the Facilities, and the Corporation does not have approval rights in respect of such policies, practices, and procedures and relies on the decisions made by non-controlling owners of the MFC Partnerships. However, while the Corporation is limited to its contractual rights, it constantly shares best practices with the Facilities and has representation on the governing boards of the Facilities where decisions in respect of environmental and social issues are made. Furthermore, the U.S. healthcare industry is highly regulated, as described in detail in the Corporation's annual information form, and the Facilities are subject to numerous U.S. local, state, and federal regulations in respect of protection of environment, health and safety, quality of care, patient records, and personal information, among others.

Board Oversight Role

The Board has oversight of significant environmental and social ("**E&S**") risks, strategies, policies, programs, and practices. The Board also takes an active role in the continued evolution of the Corporation's E&S public reporting. In addition, the Audit Committee is responsible for the oversight of the Corporation's risk management practices, including the review and approval of the Enterprise Risk Management Framework, Risk Appetite Statement, and significant risk management policies, including E&S risk management topics.

A summary of the Corporation's and Facilities' E&S-related policies, practices and initiatives follows.

Environmental Issues

Facilities' Level

The Facilities are dedicated to minimizing the impact on the environment of their operations, including infectious waste, and to complying with all U.S. local, state, and federal regulations regarding waste management.

Healthcare facilities, including the Facilities, produce potentially hazardous waste. Several U.S. federal and state regulatory agencies provide guidance for management of hazardous medical and pharmaceutical waste. These regulations provide safeguards for internal controls for patient and staff protections and external controls for protections of the environment and communities. Certified medical waste haulers are contracted to manage medical waste in compliance with regulations. A significant amount of training occurs for all new employees and at least annually on safety processes to avoid injury or exposure to these hazards. Additionally, all employee injuries are recorded to identify trends and opportunities for improvement.

The Facilities have implemented and follow policies for identification and proper handling and disposal of infectious medical waste. Hazardous drugs outdated and expired medications, and unused medications are identified and disposed of during a regular medication reconciliation process. Certain Facilities provide "waste sites" on discharge instructions to patients so the patients know where and how to dispose of unused and expired medications.

The Facilities utilize several single-use disposable medical devices. Medical devices are regulated by the Food and Drug Administration ("**FDA**"). In certain circumstances, the Facilities utilize third-party reproducers of single-use medical devices. These "recycling" efforts must meet rigorous FDA and Centers for Disease Control and Prevention ("**CDC**") standards for patient safety. When these reprocessing efforts are successful, the bioburden can be significantly reduced.

The Facilities also follow policies for safety and proper storage of medical gas cylinders, and in respect of sanitation, construction, and laundering. The Facilities are in compliance with the Life Safety Code and National Fire Protection Agency 99 for healthcare facilities. In addition to meeting the building fire code safety requirements, the Facilities conduct fire drills at least quarterly.

The Facilities continuously look for ways to make their operations more sustainable, updating their infrastructure through various initiatives, which include:

- Decreasing energy consumption by replacing lighting systems, older fixtures, and equipment with more energy-efficient alternatives.
- Increasing water conservation by changing vacuum pumps from water cooled to air cooled and installing water aerators on faucets.
- Implementing recycling programs for paper, plastic, and aluminium.

Certain Facilities are located in the geographies where natural disasters and adverse weather events, such as flooding, tornadoes, winter storms, windstorms, and earthquakes, are common and may be further exacerbated by the effects of climate change. Such occurrences may result in damage to or destruction of buildings and/or equipment, inability to perform services resulting in loss of revenue, incurrence of clean up costs, rebuilding and/or replacing buildings and/or equipment, general business disruptions and adverse impact on the general economy in the communities in which the Facilities are located.

To mitigate the impacts of adverse weather events and natural disasters, the Facilities have in place safety, maintenance and asset protection programs and maintain appropriate insurance coverage. In addition, the Corporation and the Facilities have adopted crises communication plans which include various scenario preparedness planning including for natural disasters, and outline procedures for crisis management, communication, and post-crisis reputation. All of the Corporation's surgical hospitals comply with the Centers for Medicare & Medicaid Services ("CMS") Emergency Preparedness Rule and the ASC with CMS' regulations to maintain an emergency preparedness plan and participate in planning and drills with local and regional disaster planning agencies.

Corporate Level

Since 2014, the Corporation has been using "notice and access" system for the delivery of Meeting Materials to its Beneficial Shareholders each year, reducing printing and delivery costs and environmental footprint. Also, since 2014, the Corporation has been delivering to its Board and management all materials in electronic format only, further reducing supply, printing, and delivery costs and corresponding environmental footprint. The Corporation also encourages its employees at the corporate offices in Toronto, Ontario and Brentwood, Tennessee to store records electronically, and print double sided, set printers to black and white printing, use refurbished printer toners, and recycle printer toners. While both Toronto and Brentwood offices lease their office space from independent third-parties, the corporate staff follows the recycling programs of their respective landlords.

Social Issues

Patient Experience

The Facilities aim to provide the highest standard of care to their patients, efficiently and cost-effectively. This aim is achieved through implementation of quality assessment and performance improvement programs, the focus of which is to deliver safe, professional, and cost-effective patient care through ongoing quality performance analysis and timely reviews and responses to patient feedback. The quality performance analysis is facility wide, and data driven. The Facilities consistently rank high in industry-leading surveys and studies of patient satisfaction.

Community Investment

The Facilities are distinguished in each of their respective marketplaces. Most provide services in smaller communities that boost the local economy, while serving as medical destinations which draw visitors from neighboring towns, cities, and states. The Facilities also contribute to their communities by supporting local charities.

Employee Health and Safety

The Facilities are fully committed to providing a safe working environment. To achieve this, the Facilities have in place employee health and safety programs and policies aimed at providing a healthy atmosphere for the employees, preventing transmission of infections, detecting, and controlling outbreaks of infections, and encouraging good personal hygiene, safety, and healthy habits. These include verification of immunizations upon hiring, mandatory flu vaccination programs, annual health, and tuberculosis screens as well as health and safety education for employees.

The Facilities also have departments responsible for ensuring a healthy work environment through coordinating occupational exposure and injury follow-up. Occupational exposure and injury follow-up policies are developed by following guidance from the CDC, Department of Health and Human Services (“HHS”), and Occupational Safety and Health Administration. Other policies and programs include:

- Safe medical devices policies and procedures designed to identify, report, and evaluate medical devices that are not properly functioning.
- Hazard communication program establishing guidelines to keep employees informed about potentially hazardous materials, chemicals, and substances that employees may encounter as they perform their job duties.
- Emergency eye wash stations policies providing guidelines concerning the proper use, safety, testing, and maintenance of emergency eye wash stations.

Employee Diversity and Inclusion

The Corporation and the Facilities have adopted non-discrimination and non-harassment policies assuring provision of benefits, services, and employment to all persons without regard to any status protected by applicable law, or otherwise discriminate against any person on such grounds. In addition, the Corporation’s corporate office in Brentwood, Tennessee and the Facilities have adopted equal employment opportunity policies and affirmative action plans to ensure recruitment, hiring, training, promotion, and compensation of persons in all job titles without regard to any protected status.

Compliance Programs

The Facilities are subject to numerous regulations related to fraud, abuse, bribery, and corruption, including, but not limited to, U.S. federal physician self-referral law or Stark Law, *The Patient Protection and Affordable Care Act*, Anti-Kickback Statute, and *False Claims Act*. The Regulation section in the Corporation’s annual information form includes detailed discussion about these and other regulations.

Consistent with the Office of the Inspector General (“OIG”) of the HHS Compliance Program Guidance for Hospitals, the Corporation maintains a robust compliance program that reflects the Corporation’s and Facilities’ commitment to complying with all laws, rules, and regulations applicable to their business, and that meets ethical obligations in conducting business. The Corporation’s compliance plan includes the seven elements noted in the OIG guidance, along with written policies and procedures addressing compliance with the Anti-Kickback Statute and the Stark Law, among others. In addition, the Corporation’s compliance advisor periodically reviews a substantial number of the Facilities’ arrangements with referral sources to determine the extent to which they comply with their policies and procedures and with the Anti-Kickback Statute, the Stark Law and similar U.S. state statutes.

The Facilities’ staff, shareholders, and vendors receive compliance education. Furthermore, non-retaliatory reporting processes are in place and anonymous, 24/7 whistleblower hotlines are provided for reporting.

CMS regulations for hospitals and ASCs mandate several policies and procedures to retain licensure. Those regulations include, but are not limited to:

- Governing body oversight of all programs and policies.
- Maintenance of safety programs.

- Performance monitoring.
- Initial and annual safety and emergency policies and processes for all staff.
- Maintenance of quality and safety plans that serve to identify and resolve potential quality, health and safety issues for staff and patients.

The Facilities are in compliance with these regulations.

Vendor Relationships

The Facilities conduct business with a multitude of vendors and suppliers. As part of their compliance programs, the Facilities have in place vendor relationship policies establishing procedures for relationships, transactions with, and ethical conduct of vendors and other organizations that provide products, equipment, services, or tangible support to the Facilities. In addition, the Corporation has adopted Corporate Guidelines re: Medical Vendor Relationships which outline key policy components that Facilities' vendor relationship policies must include.

The Facilities vigorously vet vendors and suppliers, which includes conducting background checks with the following governmental agencies:

- The OIG's List of Excluded Individuals/Entities provides information to the healthcare industry regarding individuals and entities that are excluded from participation in all U.S. federal healthcare programs.
- The System for Award Management is used for registering businesses with the U.S. federal government. The site provides information on contractor performance, contract data, subcontracts, and more.

Privacy, Electronic Health Records and Data Security

As providers of healthcare services, information technology is a critical component of the day-to-day operation of the Facilities. The Facilities rely on information technology to create, process, transmit and store sensitive and confidential data, including protected health information, personally identifiable information, and proprietary and confidential business performance data. The Facilities utilize electronic health records and other health information technology, along with additional technology systems, in connection with their operations, including for, among other things, billing and supply chain and labour management. The Facilities' information systems and applications also require continual maintenance, upgrading and enhancement to meet their operational needs.

As discussed in detail in the Corporation's annual information form, the Facilities are subject to *The Health Insurance Portability and Accountability Act of 1996*, as amended ("HIPAA"), which includes a number of provisions designed to: (i) streamline the electronic transmission of health claims and other standard transactions; (ii) provide certain privacy rights; (iii) protect the privacy and security of personal health information; and (iv) ensure notification to individuals and the government regulators when there has been a breach of such information. In addition to HIPAA, the Facilities are subject to numerous other laws and legislative and regulatory initiatives at the U.S. federal and state levels addressing privacy, security, and breach notification obligations.

As such, Facilities have privacy and security processes in place to protect sensitive health and business information and the Corporation and the Facilities have implemented strong controls over data privacy and security measures to mitigate material risks for the patients, employees, vendors, and other stakeholders. These include:

- Incident response policies and processes that provide for prompt identification and management of security incidents to facilitate maintenance and/or restoration of business continuity.
- Quarterly internal control testing on each Facility of information technology risks.
- As part of HIPAA Security Rule requirements, internal and external vulnerability assessments, to identify potential information security risks and mitigate these risks appropriately on a regular basis.

- Obtaining insurance against cyber risks and attacks. Through the Corporation’s cyber insurance carrier, quarterly testing is conducted that includes assessments and scoring of security, ransomware and cyber extortion, phishing and dark web monitoring, and business interruption and system failure domains.
- As part of the onboarding process, training new employees on information security and appropriate codes of conducts regarding computer and mobile device usage.

At the corporate level, all employees are required to participate in a security awareness training program. In addition, the Corporation has adopted a Privacy Breach Policy the purpose of which is to guide the Corporation’s personnel on how to proceed in the event of a privacy breach. It outlines the steps that need to be taken to determine if a breach has occurred, and, if this is the case, how to respond and contain the breach, notify those affected, report the breach to the Office of the Privacy Commissioner of Canada, and document, investigate, and implement changes to prevent future breaches.

The Corporation believes that operation of the Facilities, and associated business associate (vendors and subcontractors) relationships in the corporate family, is conducted in material compliance with HIPAA requirements, as well as U.S. state laws regarding the confidentiality of personally identifiable information. However, the Corporation and the Facilities recognize that compliance does not equate to invincibility, and the Corporation and the Facilities continue to evaluate and invest in good information privacy and security programs and practices. To date, the Corporation and the Facilities have not experienced any material information security breaches.

Hospital Price Transparency

All hospitals that operate in the United States, including the Corporation’s surgical hospitals, are required to comply with CMS’ Price Transparency Requirements detailed in its Final Rule (the “**Rule**”). This Rule requires that hospitals establish, update, and make public a list of the hospital’s standard charges for the items and services that the hospital provides. These actions aim to promote price transparency in healthcare and public access to hospital standard charges and allow the public, including patients, employers, clinicians, and other third parties, to have the information necessary to make more informed decisions about their care. All of the Corporation’s surgical hospitals are in material compliance with the Rule.

Opioid Stewardship

The incidence of narcotic dependence and addiction is significant in the U.S. populace. The Facilities and practitioners utilize best practices to monitor and limit the number of opioid prescriptions that are dispensed to patients. Several alternative pain treatment modalities are also utilized to reduce dependence on narcotics for pain management.

Antibiotic Stewardship

In an effort to measure and improve how antibiotics are prescribed by the Facilities’ clinicians and used by patients, the Facilities’ practitioners use CDC guidelines to improve antibiotic prescription. Antibiotic stewardship is critical to effectively prevent and treat infections and protect patients from potential harms caused by unnecessary antibiotic use and combat antibiotic resistance.

INTEREST OF INFORMED PERSONS IN MATERIAL TRANSACTIONS

Other than as set forth in this management information circular and below, to the knowledge of the Corporation, no informed person of the Corporation, as defined in applicable securities laws, nor any proposed director, nor any associate or affiliate of any informed person or proposed director, has or has had any material interest, direct or indirect, in any transaction since the commencement of the Corporation’s most recently completed financial year or in any proposed transaction which has materially affected or would materially affect the Corporation or any of its subsidiaries.

The Corporation was engaged in a process that led to the sale of one of the Corporation’s specialty surgical hospitals, BSHS. In order to compensate the individuals who made significant contributions to the successful sale of BSHS, the Board determined to pay Mr. Redman and Mr. Gisser a transaction fee. A transaction bonus was given to Mr. Redman

in the amount of US\$1,378,980 and to Mr. Gisser in the amount of US\$742,528 to be paid in accordance with the terms set forth in their respective transaction bonus agreements.

LEGAL PROCEEDINGS AND REGULATORY ACTIONS

In the ordinary course of business, the Corporation and its subsidiaries may, from time to time, be subject to various pending and threatened lawsuits in which claims for monetary damages are asserted. None of the Corporation or its subsidiaries is involved in any legal proceedings which have a material effect on the Corporation. To the knowledge of management, no legal proceedings of a material nature involving the Corporation or its subsidiaries have been pending or threatened by any individuals, entities, or governmental authorities.

TRANSFER AGENT AND REGISTRAR

The transfer agent and registrar for the Common Shares is Computershare Investor Services Inc. located in Vancouver, British Columbia.

OTHER BUSINESS

The directors are not aware of any matters intended to come before the Meeting other than those items of business set forth in the attached Notice of Meeting accompanying this information circular. If any other matters properly come before the Meeting, it is the intention of the persons named in the form of proxy to vote in respect of those matters in accordance with their judgment.

ADDITIONAL INFORMATION

Financial information concerning the Corporation is provided in the Corporation's comparative financial statements for the year ended December 31, 2024 and management's discussion and analysis for the three months and year ended December 31, 2024. A copy of the Corporation's audited annual financial statements, interim financial statements, management's discussion and analysis, annual information form and management information circular may be found on SEDAR+ at www.sedarplus.ca or the Corporation's website at www.medicalfacilitiescorp.ca. In the alternative, copies may be obtained from the CFO of the Corporation upon written request.

APPROVAL OF DIRECTORS

The contents and the sending of this information circular to the Shareholders have been approved by the Board of Directors.

Dated: March 24, 2025

BY ORDER OF THE BOARD OF DIRECTORS

"Adina G. Storch"

Chair of the Board of Directors
Medical Facilities Corporation

SCHEDULE "A"

BOARD OF DIRECTORS CHARTER

PURPOSE

The Board of Directors (the "**Board**") is elected annually by the shareholders of Medical Facilities Corporation (the "**Corporation**") to supervise the management of the business and affairs of the Corporation, in the best interests of the Corporation. The Board shall assume responsibility for the stewardship of the Corporation by undertaking the following:

- Review and approve the strategic plan and business objectives of the Corporation that are submitted by executive management and monitor the implementation by executive management of the strategic plan. During at least one meeting each year, the Board will review the Corporation's long-term strategic plans and the principal issues that the Corporation expects to face.
- Review the principal strategic, reporting and compliance risks for the Corporation and oversee, with the assistance of the Board's standing committees, the implementation and monitoring of appropriate risk management systems and the monitoring of risks.
- Ensure, the effective functioning of the Board and its committees in compliance with the corporate governance requirements of applicable laws, regulatory requirements, and policies of the Canadian Securities Administrators.
- Ensure internal controls and management information systems for the Corporation are adequately designed, implemented, and monitored and are evaluated and reviewed periodically on the initiative of the Audit Committee.
- Assess the performance of the Corporation's executive management, including oversight of the appropriate training, performance reviews and succession planning.
- Be responsible for the hiring and termination of the Chief Executive Officer ("**CEO**"), the role of the CEO and the performance review of the CEO, including the development of policies and principles for CEO selection and performance review and policies regarding succession in an emergency or upon retirement of the CEO.
- Monitor the compensation levels of executive management.
- Ensure that the Corporation has in place a disclosure policy for effective communication with shareholders, other stakeholders and the public generally.
- Select nominees for election to the Board; appoint directors to fill vacancies on the Board; appoint members of the various committees of the Board; and establish the form and amount of director compensation.

COMPOSITION

The directors (individually, a "**Director**" or, collectively, "**Directors**") shall be elected by the shareholders at each annual meeting of shareholders to hold office until the next annual meeting of shareholders or until their successors are elected or appointed. The appointment and removal of Directors shall occur in accordance with the Corporation's by-laws. A majority of the Board shall meet the independence requirements of applicable legislation, regulatory requirements, and policies of the Canadian Securities Administrators.

The Board should be comprised of that number of individuals which will permit the Board's effective functioning. The Board collectively should possess a broad range of skills, expertise, industry and other knowledge, and business and other experience useful to the effective oversight and stewardship of the Corporation's business. All such factors will be considered in determining the optimum composition of the Board and when possible should be balanced appropriately. In maximizing the Board's effectiveness, the Corporation takes a long-term, sustainable, and measured approach. All

Board appointments shall be based exclusively on merit, with the prime consideration being to maintain and enhance the Board's overall effectiveness. The Corporation recognizes the importance of diversity, including gender diversity, in key decision-making points in organizations and is supportive of the requirements of the Canadian Securities Administrators in this regard. Accordingly, the Board has adopted a Diversity Policy and will be guided by the principles set forth in the Diversity Policy in identifying and nominating candidates for election or re-election.

The Board shall not be required to establish a limit on the number of times a Director may stand for election, but shall consider nominations for re-election in the context of seeking an optimum composition to maximize overall effectiveness.

COMMITTEES

The Board may delegate authority to individual Directors and committees where the Board determines it is appropriate to do so. The Board expects to accomplish a significant amount of its work through committees and shall form at least the Audit Committee. The Board may, from time to time, establish or maintain additional standing or special committees as it determines to be necessary or appropriate. Each committee should have a written charter and should report regularly to the Board, summarizing the committee's actions and any significant issues considered by the committee.

RESPONSIBILITIES

The mandate of the Directors is the stewardship of the Corporation, and their responsibilities include, without limitation to their general mandate (as outlined above under "**Purpose**"), the following specific responsibilities:

1. Review and approve the Corporation's strategic plan as recommended by executive management, defining the longer-term objectives and accomplishments aspired for the organization which take into account, among other things, the business opportunities, and risks. Annually monitor the performance of the Corporation against the strategic plan.
2. Develop the Corporation's approach to: (i) the nomination of the Directors; (ii) the enhancement of governance; (iii) matters relating to compensation of the Directors; and (iv) together with the Audit Committee, matters relating to strategy, financial reporting and internal controls.
3. Ensure that a majority of independent Directors approve all matters relating to the compensation and nomination of Directors. Any Director with a potential conflict of interest in such matters shall disclose the nature of the conflict to the Board, and the conflicted Director shall abstain from voting on the relevant issue.
4. Maintain a high standard for integrity and work ethic within the Board and management of the Corporation. The Board shall satisfy itself, to the extent feasible:
 - (a) as to the integrity of the CEO and other members of the management of the Corporation; and
 - (b) that the CEO and executives of the Corporation create a culture of integrity throughout the organization.
5. Undertake the following with respect to Corporate Governance and Compliance:
 - (a) Annually review the size of the Board and the number of Board members who are independent for the purpose of applicable requirements or guidelines and Corporation policies regarding Board member independence.
 - (b) Annually review the adequacy of the corporate governance guidelines and practices of the Corporation.
 - (c) Annually review the practices of the Board (including separate meetings of non-executive Board members) to identify improvements in corporate governance practices.
 - (d) Annually review the powers, mandates and performance, and the membership of the various committees of the Board.

- (e) Annually review the performance of the Board, its committees, Board and committee chairs, and individual directors. The Chair of the Board will review with each of the individual directors the results of their review.
 - (f) Annually review the relationship between senior management and the Board with a view to ensuring that the Board is able to function independently of management.
 - (g) Annually review the succession plans relating to the position of the CEO and, in consultation with the CEO, other senior positions.
 - (h) Review the annual information form and the management information circular and other annual security filings prior to public disclosure by the Corporation.
 - (i) Review and oversee the Corporation's significant environmental, social and governance risks, strategies, policies, programs and practices.
6. Undertake the following with respect to Composition of the Board and Director Candidates:
- (a) Review annually the composition of the Board and ensure it respects the objectives of this charter and the competencies, skills, diversity and personal qualities required of Board members, including: the objective of adding value to the Corporation in light of the opportunities and risks facing the Corporation and the Corporation's proposed strategies; the need to ensure the adequacy of expertise relevant to the Corporation's lines of business and markets; the need to ensure that a majority of the Board is comprised of individuals who meet the independence requirements of the applicable stock exchange rules, legislation or other guidelines; and that the Board is representative of the diversity of gender, cultural, demographic and geographic characteristics of the communities in which it operates and investors it represents.
 - (b) Review annually the policies of the Board with respect to Board member tenure, retirement and succession and Board member commitments.
 - (c) Establish and oversee an appropriate orientation and education program for new Board members in order to familiarize them with the Corporation and its business (including the Corporation's reporting structure, strategic plans, significant financial, accounting and risk issues, compliance programs and policies, management and the external auditors).
 - (d) Actively seek individuals qualified (in context of the Corporation's needs and any formal criteria established by the Board) to become members of the Board.
 - (e) Annually review directors' and officers' insurance coverage and, from time to time, review the directors' and officers' indemnification agreement.
 - (f) Review the membership and allocation of Board members to the various committees of the Board, and the chairs thereof.
 - (g) Review the compensation of non-executive Board members, the Chair of the Board, and those acting as committee chairs to, among other things, ensure their compensation appropriately reflects the responsibilities they are assuming.
 - (h) Appoint and, if appropriate, terminate any search firm to be used to identify Board candidates and any compensation consultant to be used to assist in the evaluation of Board compensation and to approve the search firm's and compensation consultant's fees and other retention terms.
7. Undertake the following with respect to engagement and compensation of senior executives:
- (a) Oversee the hiring and termination of the CEO of the Corporation. The CEO shall inform the Board

concerning the hiring and termination of the CEO's direct reports.

- (b) Annually review the Corporation's compensation strategy to ensure it is viable, current and aligned with the long-term goals and objectives of the Corporation.
 - (c) Annually review the Corporation's executive compensation programs and practices for senior executives, including incentive-compensation plans, equity-based plans, the terms of any employment agreements, severance arrangements, and change in control arrangements or provisions, and any special or supplemental benefits.
 - (d) Annually review and approve the position description and performance goals and objectives of the CEO. Determine the CEO's performance goals annually to ensure his or her goals are aligned with the strategy and goals of the Corporation. Evaluate the CEO's annual performance in light of those goals and objectives, and determine the CEO's compensation levels based on that evaluation.
 - (e) Approve share-based and option-based awards to senior executives under any of the Corporation's stock option or share-based plans.
 - (f) Annually, in consultation with the CEO, review key human resources policies and programs in place and under development related to manpower planning, management development, succession planning, career path planning and performance evaluation and their consistency with the strategy of the Corporation.
 - (g) Annually, in consultation with the CEO, review the Corporation's policies on salary administration, recruitment, job evaluation, pay and employment equity, basic incentive and total cash compensation, retirement benefits, and long-term incentives.
 - (h) Annually review the Corporation's policies and practices for ensuring that the Corporation complies with legal prohibitions, disclosure and other requirements on making or arranging for personal loans and amending or extending any such loans or arrangements.
 - (i) Select and engage any compensation consultant to assist in the evaluation of senior executive compensation and approve the consultant's fees and other retention terms.
 - (j) Review all executive compensation disclosure prior to public disclosure by the Corporation.
 - (k) Provide advice concerning the above-listed matters in respect of management of Medical Facilities America, Inc. ("MFA"), Medical Facilities IMD Holdings, Inc. ("MF IMD") and Medical Facilities (USA) Holdings, Inc. ("MFH").
 - (l) Advise the Board concerning MFH's oversight responsibilities and contractual rights in respect of executive performance at the Corporation's indirect subsidiaries.
8. Adopt disclosure and securities compliance policies, including, without limiting the foregoing, communication policies of the Corporation.
9. With the assistance of the Audit Committee:
- (a) ensure the integrity of the Corporation's internal controls and management information systems;
 - (b) ensure the Corporation's ethical behaviour and compliance with laws and regulations, audit and accounting principles and the Corporation's own governing documents;
 - (c) identify the principal financial and non-financial enterprise risks of the Corporation's business and ensure that appropriate systems are in place to manage these risks;

- (d) review and approve significant operational and financial matters and provide direction to management on these matters; and
 - (e) review and approve the interim and annual financial statements, including the notes thereto, and related disclosure materials.
10. Oversee policies for disclosure of corporate information to facilitate effective communications with shareholders, other stakeholders and the public, and monitor and review feedback provided by the Corporation's various stakeholders.
 11. Declare dividends payable to the shareholders.
 12. Review major decisions which require the approval of the Board and, where appropriate, approve such decisions as they arise.
 13. Review, assess and update this charter as deemed appropriate by the Board.
 14. Perform such other functions as prescribed by law or assigned to the Board in the by-laws of the Corporation.

MEETINGS

The Board will meet a minimum of four times per year and as needed to conduct the business of the Board. All members of the Board should strive to be at all meetings. Subject to the Corporation's by-laws, a quorum for the transaction of business at any meeting of the Board shall consist of a majority of the number of Directors then holding office and, notwithstanding any vacancy among the number of Directors, a quorum of Directors may exercise all of the powers of the Directors.

The non-executive Directors of the Board may meet separately, periodically, without executive management, and may request any member of executive management or the Corporation's outside counsel or independent auditor to attend meetings of the Board or with advisors thereto.

Minutes shall be maintained for all meetings together with copies of materials presented at meetings and copies made available to all Board members, with the exception of special meetings of the non-executive Directors for which the maintenance and distribution of minutes shall be at the discretion of the Chair of the Board.

The Chair, in consultation with the CEO, will develop the agenda for each Board meeting. Agendas will be distributed to the Directors before each meeting, and all Directors shall be free to suggest additions to the agenda in advance of the meeting.

Whenever practicable, information and reports pertaining to Board meeting agenda items will be circulated to the Directors in advance of the meeting. Reports may be presented during the meeting by members of the Board, management and/or staff, or by invited outside advisors. It is recognized that under some circumstances, due to the confidential nature of matters to be discussed at a meeting, it will not be prudent or appropriate to distribute written materials in advance.

INDEPENDENT ADVICE

In discharging its mandate, the Board shall have the authority to retain, at the expense of the Corporation, special legal, accounting, or other advisors as the Board determines to be necessary to permit it to carry out its duties.

ANNUAL EVALUATION

Annually, or more frequently at the request of the Chair as a result of legislative or regulatory changes, the Board shall, in a manner it determines to be appropriate:

- Perform a review and evaluation of the performance of the Board and its members and committees, including the compliance of the Board with this charter.

- Review and assess the adequacy of this charter and those of its committees and make any changes the Board determines appropriate.

MEASURES FOR RECEIVING FEEDBACK

All publicly disseminated materials shall provide for a mechanism for feedback from the Corporation's stakeholders.

SCHEDULE "B"

AMENDED AND RESTATED PERFORMANCE SHARE UNIT PLAN

The following is a summary of key terms of Medical Facilities Corporation's (the "**Corporation**") Amended and Restated Performance Share Unit Plan (the "**PSU Plan**").

Eligibility:

Key employees (as defined in the PSU Plan) are eligible to participate in the PSU Plan ("**Eligible Participants**"). The board of directors of the Corporation (the "**Board**") may from time to time determine the number of share units (the "**Share Units**") to be granted to Eligible Participants, or it may also delegate to management of the Corporation such determination and the allocation of the Share Units among Eligible Participants. The Board has discretion to establish at the time of each grant, within the restrictions set forth in the PSU Plan, the date of grant, the vesting date, the level of performance which must be attained over a specific time period for the vesting of all or some of the Share Units, and other particulars applicable to awards granted thereunder. The Board also has discretion to determine whether the Share Units will be in the form of performance share units ("**PSUs**") or deferred share units ("**DSUs**"). Generally, Eligible Participants will receive DSUs until they achieve their share ownership requirements, after which time they may elect to receive DSUs or PSUs in accordance with the terms of the PSU Plan.

Non-Assignability:

Rights and privileges granted under the PSU Plan are non-assignable and non-transferable, in whole or in part, either directly or by operation of law other than by will or pursuant to the laws of succession.

Vesting:

Share Units granted to an Eligible Participant (an "**Award**") will vest three years following the date on which such Share Units are granted, or on such earlier date or series of earlier dates, as may be determined by the Board and specified in the award letter (as defined in the PSU Plan), provided that applicable considerations set out in the PSU Plan and any conditions set forth by the Board are met. In no case will the vesting date of an Award occur more than three years after the date such Award is granted. The Board includes performance objectives as a condition for the vesting of all or some of the Share Units.

The PSU Plan provides that Awards may vest before their vesting date or expire, as the case may be, in several circumstances, including in the case of death of a Share Unit holder, termination as a result of a permanent long-term disability (as defined in the PSU Plan), retirement, voluntary termination of employment, or termination for cause or without cause (as defined in the PSU Plan). In the case of death of a Share Unit holder, retirement, or termination of a Share Unit holder's employment as a result of a permanent long-term disability or without cause, the Share Unit holder (or his or her legal representative, as applicable) will be entitled to receive cash settlements based on a pro-rated vesting calculation as specified in the PSU Plan.

Cash Settlement:

Unless an Award has expired prior to the vesting date, and subject to certain provisions in the PSU Plan, the Corporation will settle (a) an Award of PSUs as reasonably promptly as possible following the end of the vesting period of such Award of PSUs and (b) an Award of DSUs as reasonably promptly as possible following the date that such DSU holder ceases to be an employee of the Corporation, in each case by paying to the Share Unit holder (or, if deceased, his or her legal representative) an amount in cash equal to: (i) the number of Share Units forming part of the vested Award, adjusted pursuant to the PSU Plan, multiplied by (ii) the level of achievement of performance objectives, multiplied by (iii) the weighted average trading price per common share of the Corporation on the Toronto Stock Exchange for the five days preceding the date on which the Share Units are vested or, in the case of DSUs, the date of death or termination, as applicable. The PSU Plan is non-dilutive and will not rely upon common shares from treasury, nor are there any corresponding common shares reserved in treasury for purposes of the PSU Plan.

Amendment:

The Board may amend, suspend or terminate the PSU Plan in whole or in part at any time and from time to time, provided no such amendment, suspension or termination impairs the rights of any Share Unit holder accrued to the date of the amendment, suspension or termination without the consent or deemed consent of the Share Unit holder.

SCHEDULE “C”

AMENDED AND RESTATED RESTRICTED SHARE UNIT PLAN

The following is a summary of key terms of Medical Facilities Corporation’s (the “**Corporation**”) Amended and Restated Restricted Share Unit Plan (the “**Amended RSU Plan**”).

Eligibility:

Key employees (as defined in the Amended RSU Plan) are eligible to participate in the Amended RSU Plan (“**Eligible Participants**”). The board of directors of the Corporation (the “**Board**”) may from time to time determine the number of restricted share units (the “**RSUs**”) to be granted to Eligible Participants. The Board has discretion to establish at the time of each grant, within the restrictions set forth in the Amended RSU Plan, the date of grant, the vesting date, and other particulars applicable to awards granted thereunder.

Non-Assignability:

Rights and privileges granted under the Amended RSU Plan are non-assignable and non-transferable, in whole or in part, either directly or by operation of law other than by will or pursuant to the laws of succession.

Vesting:

RSUs granted to an Eligible Participant (an “**Award**”) will vest on such dates as shall be determined by the Board and specified in the award letter (as defined in the Amended RSU Plan).

The Amended RSU Plan provides that Awards will vest before their vesting date or expire, as the case may be, in several circumstances. Awards will vest in the case of death, termination due to long-term disability, or termination without cause in the event of a change of control, and in each case the RSU holder (or his or her legal representative, as applicable) will be entitled to receive cash settlements based on a pro-rated vesting calculation as specified in the Amended RSU Plan. Awards will expire on voluntary termination of employment or termination for cause.

Cash Settlement:

Unless an Award has expired prior to the vesting date, and subject to certain provisions in the Amended RSU Plan, the Corporation will settle an Award as reasonably promptly as possible following the end of the vesting period of such Award by paying to the RSU holder (or, if deceased, his or her legal representative) an amount in cash equal to: (i) the number of RSUs forming part of the vested Award, adjusted pursuant to the Amended RSU Plan, multiplied by (ii) the weighted average trading price per common share of the Corporation on the Toronto Stock Exchange for the five days preceding the date on which the RSUs are vested. The Amended RSU Plan is non-dilutive and will not rely upon common shares from treasury, nor are there any corresponding common shares reserved in treasury for purposes of the Amended RSU Plan.

Amendment:

The Board may amend, suspend or terminate the Amended RSU Plan in whole or in part at any time and from time to time, provided no such amendment, suspension or termination impairs the rights of any Amended RSU holder accrued to the date of the amendment, suspension or termination without the consent or deemed consent of the RSU holder.

SCHEDULE “D”

STOCK OPTION PLAN

The following is a summary of key terms of Medical Facilities Corporation’s (the “**Corporation**”) Stock Option Plan (the “**Stock Option Plan**”).

Eligibility:

Employees of the Corporation who contribute significantly to the financial success of the Corporation are eligible to voluntarily participate in the Stock Option Plan (for greater certainty, non-employee directors are not eligible to participate). The Corporate Governance, Nominating and Compensation Committee is generally responsible for administering the Stock Option Plan and the board of directors of the Corporation (the “**Board**”) will make the final determination, at its discretion, as to who is eligible to receive options under the Stock Option Plan.

Non-Assignability:

Options granted pursuant to the Stock Option Plan, or any right in respect thereof, may not be assigned or transferred, other than by will or pursuant to the laws of succession. Options may not be exercised by anyone other than the person to whom an option has been granted pursuant to the Stock Option Plan (the “**Optionee**”).

Shares Offered:

The total number of authorized and unissued common shares of the Corporation available for options under the Stock Option Plan is equal to 3,100,000.

The Stock Option Plan provides that any one individual cannot receive options under the Stock Option Plan which will entitle such individual to receive more than 5% of the number of common shares issued and outstanding. Common shares in respect of which options are granted but not exercised prior to the termination of such options due to the expiration, termination, or lapse of such options or otherwise, are to be available for new grants of options pursuant to the provisions of the Stock Option Plan.

The table below summarizes the option activity, including grants and cancellations, from March 22, 2024 to March 24, 2025 under the Stock Option Plan.

	As at March 22, 2024		Activity		As at March 24, 2025	
	# of Options	% of Common Shares Outstanding	# of Options Granted	# of Options Cancelled	# of Options	% of Common Shares Outstanding
Options granted and outstanding	744,906	3.0%	-	(300,000)	444,906	2.3%
Options available for future grants	2,355,094	9.6%	-	300,000	2,655,094	13.6%
Total:	3,100,000	12.6%	-	-	3,100,000	15.9%

Exercise Price:

The exercise price for an option granted pursuant to the Stock Option Plan will be determined by the Board and may not be less than the volume weighted average trading price per common share of the Corporation on the Toronto Stock Exchange for the five days preceding the date on which the option is granted.

Vesting:

Unless otherwise determined by the Board, options granted pursuant to the Stock Option Plan will be subject to the vesting schedule specified in the option agreement (the “**Option Agreement**”) between the Corporation and the Optionee. The vesting schedule in the Option Agreement will be determined by the Board in order to fulfil the purposes

of the Stock Option Plan. The Board expects that options will typically vest after five years of employment subject to certain early vesting triggers.

Term:

Unless otherwise provided in the Stock Option Plan or the Option Agreement, each option may be exercised only during the period commencing as per the vesting schedule specified in the Option Agreement and expiring on the last day of the tenth year following the date on which the option is granted (the “**Option Period**”). If the Option Period expires during a period self-imposed by the Corporation during which directors, officers and certain employees of the Corporation shall not trade the securities of the Corporation (a “**Blackout Period**”), the expiry of the Option Period shall be extended for ten business days after the end of the Blackout Period.

Cessation:

Leaves, Retirement or Permanent Long-Term Disability

If an Optionee, before the expiration of the Option Period: (i) is granted authorized leave of absence for sickness or other reasons; (ii) becomes a retiree (as defined in the Stock Option Plan); or (iii) voluntarily terminates his or her employment as a result of permanent Long-Term Disability (as defined in the Stock Option Plan), the Optionee will be entitled to exercise his or her options in accordance with the regular vesting and exercise schedule.

Death

If an Optionee dies before the expiration of the Option Period, his or her legal representatives will be entitled to exercise his or her vested options within a period of one year following such death. A pro-rata amount of the unvested options will vest as of the date of death based upon the length of time between the grant date and death as a percentage of the length of time between the grant date and the vesting date of the options.

Termination of Employment or Resignation

Except as described above or otherwise provided in the Option Agreement, if an Optionee’s employment is terminated, or if an Optionee resigned from his or her employment with the Corporation, all of the Optionee’s unvested options will expire effective on the date of such termination or resignation. The Optionee will have a period of 30 days from the date of such termination or resignation to exercise his or her unexercised vested options.

If an Optionee’s employment is terminated without cause within 24 calendar months following a change of control (as defined in the Stock Option Plan): (i) each unexercised vested option held by the Optionee will remain exercisable for a period of 24 calendar months from the date of termination, but not later than the end of the Option Period; and (ii) each unvested option then held by the Optionee will become exercisable upon such termination and will remain exercisable for a period of 24 calendar months from the date of termination, but not later than the end of the Option Period.

Competing Activities

The rights of an Optionee (or his or her legal representatives) with respect to his or her options in the event of retirement, permanent long-term disability, death, termination of employment or resignation are subject to the Stock Option Plan’s provisions regarding competing activities.

The unexercised vested options of an Optionee will be forfeited and his or her unvested options will expire immediately, if: (i) during the Optionee’s employment with the Corporation or at any time within the two-year period following the end of such employment, the Optionee, without the prior written consent of the Corporation: (a) engages in any activity that directly or indirectly competes with any business carried on by the Corporation; (b) directly or indirectly acts as a consultant to any other person, firm or corporation, who or which competes with any business carried on by the Corporation; or (c) engages in any other activity which is prejudicial to the interests of the Corporation; (ii) during the Optionee’s employment with the Corporation or at any time thereafter, the Optionee

discloses any confidential information, trade secrets, records, intellectual property or other private affairs of the Corporation to any person, without the prior written consent of the Corporation; or (iii) the Optionee's employment with the Corporation is terminated for cause (as defined in the Stock Option Plan).

Insider Participation Limit:

The number of common shares issuable to insiders, at any time, and the number of common shares issued to insiders within any one-year period, in each case under the Stock Option Plan, or when combined with all of the Corporation's other security-based compensation arrangements, shall not exceed 10% of the issued common shares.

Amendment:

The Board has the sole discretion, subject to receipt of requisite regulatory approval where required, to make the following amendments, without having to obtain shareholder approval. Such changes include, without limitation: (i) amendments of a "housekeeping" or clerical nature; (ii) amendments clarifying any provision of the Stock Option Plan; (iii) a change to the vesting provisions of an option; (iv) a change to the termination provisions of an option which does not entail an extension beyond the original Option Period, as extended by the Blackout Extension Term (as defined in the Stock Option Plan), if applicable; (v) a change to the number of options granted to an Optionee and the options' exercise price, in the event of a declaration of a stock dividend or a subdivision, consolidation or reclassification, or other change or action affecting the common shares; and (vi) suspending or terminating the Stock Option Plan.

The Stock Option Plan provides that shareholder approval will be required in the case of: (i) any amendments to the number of common shares issuable under the Stock Option Plan subject to the terms of the Stock Option Plan; (ii) any change which would allow non-employee directors to participate in the Stock Option Plan; (iii) any amendment which would permit any option granted under the Stock Option Plan to be transferable or assignable other than by will or pursuant to the laws of succession; (iv) any reduction in the exercise price of an option after the option has been granted or any cancellation of an option and the substitution of that option by a new option with a reduced exercise price (other than in connection with a declaration of a stock dividend or a subdivision, consolidation or reclassification, or other change or action affecting the common shares); (v) any extension to the term of an option beyond the original Option Period, unless the term is being extended by the Blackout Period; (vi) any increase to the insider participation limit referenced above subject to the terms of the Stock Option Plan; and (vii) any change to the Stock Option Plan's amendment provision other than amendments of a "housekeeping" or clerical nature or to clarify such provision.

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