

ARDENT HEALTH PARTNERS, INC.
CORPORATE GOVERNANCE GUIDELINES

(Adopted by the Board of Directors effective July 17, 2024)

The board of directors of Ardent Health Partners, Inc. (the “Board,” and such company together with its subsidiaries, the “Company”) has adopted the following Corporate Governance Guidelines (the “Guidelines”) to assist the Board in exercising its responsibilities. The Guidelines reflect the Board’s commitment to monitor the effectiveness of policy and decision making at the Board and management levels, with a view to enhancing stockholder value over the long-term. The Guidelines also assure that the Board will have the necessary authority and practices in place to review and evaluate the Company’s business operations as needed and to make decisions that are independent of the Company’s management. The Guidelines are subject to modification from time to time as the Board deems necessary or advisable.

Board Composition

Responsibilities. The Board is elected by the stockholders to oversee the Company’s management and ensure that the long-term interests of the stockholders are served. The Board is the ultimate decision-making authority within the Company, except with respect to those matters, including the election of directors, that are reserved for the Company’s stockholders. Directors are expected to discharge their duties in good faith and in a manner that each director reasonably believes is in the best interests of the Company.

Board Size. The Board believes that it should have between three (3) and fifteen (15) members (in accordance with the Company’s certificate of incorporation) to allow for effective Board functioning and the need for diversity of director skills and viewpoints. The Board may adjust the size of the Board from time to time in order to accommodate the availability of an outstanding director candidate or otherwise.

Selection of Director Candidates. The Board is responsible for nominating candidates for election to the Board and for filling vacancies on the Board that may occur between annual meetings of stockholders. The Nominating and Corporate Governance Committee is responsible for identifying, screening, and recommending director candidates to the full Board, taking into consideration the needs of the Board and the qualifications of the candidates. The Board, based on the recommendation of the Nominating and Corporate Governance Committee, will review each director’s continuation on the Board on an annual basis. The Company’s stockholders may recommend nominees for consideration by the Nominating and Corporate Governance Committee by submitting the names and supporting information to the Executive Vice President, General Counsel and Secretary at 340 Seven Springs Way, Suite 100, Brentwood, Tennessee 37027.

Board Membership Criteria. In evaluating the suitability of director candidates, the Nominating and Corporate Governance Committee and the Board take into account many factors such as general understanding of various business disciplines (e.g., marketing, finance, etc.), the Company’s business environment, educational and professional background, analytical ability, independence,

diversity of experience and viewpoints, and willingness to devote adequate time to Board duties. The Board evaluates each individual in the context of the Board as a whole with the objective of retaining a group that is best equipped to help ensure the Company's success and represent stockholder interests through sound judgment.

Independent Directors. Since an affiliated entity of Equity Group Investments controls more than 50% of the Company's voting power of its outstanding common stock, the Company is considered a "controlled company" for purposes of the rules and corporate governance standards of the New York Stock Exchange (the "NYSE"). As a "controlled company," the Company may elect not to comply with corporate governance requirements that require the Board (1) to have a majority of independent directors, (2) to establish a compensation committee composed entirely of independent directors, and (3) to have a nominating and corporate governance committee comprised entirely of independent directors. If the Company ceases to be a "controlled company" or the Board determines not to rely on the NYSE's "controlled company" exemption, the Board and its committees shall comply with the NYSE's independence requirements within the time periods required by the NYSE's phase-in rules applicable to companies who cease to be "controlled companies." The Board shall determine on an annual basis whether each director qualifies as an "independent director" pursuant to the NYSE listing standards. Each independent director is expected to promptly disclose to the Board any existing or proposed relationships or transactions (either directly or as a partner, stockholder, or officer of an organization that has a relationship with the Company) that could impact his or her independence.

Retirement Age and Tenure Policy. The Board does not believe it should limit the number of terms an individual may serve as a director or that a fixed retirement age for directors is appropriate. Directors who have served on the Board for an extended time period are often able to provide valuable contributions and insight into the Company's operations based on their experience with, and understanding of, the Company's business, history, and objectives.

Board Leadership. The Board will determine its leadership structure in a manner that it determines to be in the best interests of the Company and its stockholders. The Board will conduct an annual assessment of its leadership structure to determine that the leadership structure is the most appropriate for the Company at the time. The Board anticipates that the Company's Chief Executive Officer (the "CEO") will be nominated annually to serve on the Board. The Board does not require the separation of the offices of the Chairman of the Board and the CEO. The Board is free to choose its Chairman of the Board in any way that it deems best for the Company at the time. The position of Chairman of the Board is not an officer position of the Company.

The Chairman of the Board, among other things:

- presides at, and chairs, Board meetings and meetings of stockholders;
- establishes agendas for each Board meeting in consultation with the chairs of applicable committees of the Board;
- leads executive sessions of the Board;
- has authority to call Board meetings;
- leads the Board in discussions concerning the CEO's employment, performance, dismissal, and CEO succession;

- approves meeting schedules for the Board;
- approves information sent to the Board;
- if requested by major stockholders, is available for consultation and direct communication; and
- performs such other duties and responsibilities as requested by the Board.

However, if the Chairman of the Board is not independent, the independent directors of the Board shall elect a Lead Director who shall:

- serve as a liaison between the Chairman of the Board and the independent directors;
- lead executive sessions of the Board;
- have authority to call meetings of the independent directors;
- lead the Board in discussions concerning the CEO's employment and performance and CEO succession;
- approve meeting agendas and meeting schedules for the Board;
- approve information sent to the Board;
- if requested by major stockholders, be available for consultation and direct communication; and
- perform such other duties and responsibilities as requested by the Board.

Director Service on Other Boards. The Nominating and Corporate Governance Committee will consider the number of other company boards, both for profit and not-for-profit, and such other boards (or comparable governing bodies) of which a prospective nominee is a member. The Company recognizes that its members benefit from service on the boards of other companies. The Company encourages service on the boards of other companies but recognizes the substantial time commitments attendant to directorship and expects that the members of its Board be fully committed to devoting such time as is necessary to fulfill their Board responsibilities, both in terms of preparation for, and attendance and participation at, meetings. To that end, the CEO and any other member or prospective nominee of the Company's Board may not serve on more than four (4) public company boards in addition to the Company's Board. No member of the Audit and Compliance Committee ("Audit Committee") of the Company may serve on more than two (2) other public company audit committees unless the Board shall determine, in accordance with the NYSE rules, that such simultaneous service would not impair the director's ability to serve effectively on the Audit Committee and will disclose such determination in its annual proxy statement. Directors should advise the Chairman of the Board in advance of accepting an invitation to serve on another public company board or any assignment to the audit or compensation committee of another public company board on which the director currently serves, and the Nominating and Corporate Governance Committee shall review the possibility for conflicts of interest or time constraints.

Significant Change in Personal Circumstances and Other Matters. The Board does not believe that directors who experience a significant change in their personal circumstances, including a change in their principal employment, should necessarily leave the Board. A director who experiences a significant change in his or her principal business, professional position, employment, or responsibility

shall notify the Chairman of the Board and, if appropriate, offer his or her resignation from the Board, which resignation may be accepted or rejected by the Board in its sole discretion. Management directors must offer their resignation from the Board upon their resignation, removal, or retirement as an officer of the Company. A director shall promptly notify the Chairman of the Board and the Secretary in the event of any change or anticipated change in his or her affiliations, activities, or professional or personal circumstances that (i) may create a conflict or potential conflict of interest, (ii) may trigger any Company reporting obligation, (iii) may result in the director engaging in significant political activity (such as participating in a visible leadership position in a political campaign, running for office, or accepting an elected or appointed political office), (iv) has the potential to cause embarrassment, negative publicity or reputational harm to the Company or the director, and/or (v) could result in a possible inconsistency with the Company's policies or values. The Nominating and Corporate Governance Committee shall then review the appropriateness of that director's continued service on the Board in light of the new circumstances and make a recommendation to the Board as to whether to accept any resignation offered to the Board or request that the director continue to serve.

Conflicts of Interest. All directors must comply with the applicable provisions of the Conflicts of Interest section of the Company's Code of Business Conduct and Ethics. Each director is expected to promptly disclose to the Board any existing or proposed relationships or transactions that involve or could create a conflict of interest. If a significant conflict of interest involving a director cannot be resolved, the director should promptly tender a resignation to the Board. The Nominating and Corporate Governance Committee shall then review the appropriateness of that director's continued service on the Board in light of the conflict and make a recommendation to the Board as to whether the resignation should be accepted.

Board Meetings; Involvement of Senior Management

Board Meetings—General. All meetings of and other actions by the Board shall be held and taken pursuant to the bylaws of the Company, including provisions governing notice of meetings and waiver thereof, the number of directors required to take action at meetings or by written consent, and other related matters. At least four regularly scheduled Board meetings are held each year, with additional regular or special meetings being held as circumstances warrant as determined by the Chairman of the Board or the Board. The Chairman of the Board sets the agenda for each Board meeting in consultation with senior management (or, if the Chairman of the Board is not independent, in consultation with the Lead Director) and distributes it to all the directors in advance. The Chairman of the Board shall, as appropriate, solicit suggestions from other directors as to agenda items for Board meetings.

Director Attendance. Directors are expected to attend Board meetings and meetings of the committees on which they serve. Each director is also encouraged and generally expected to attend the Company's annual meeting of stockholders.

Advance Distribution of Materials; Review by Directors. Information that is relevant to the Board's understanding of matters to be discussed at an upcoming Board meeting should be distributed to the members of the Board sufficiently in advance of meetings to permit meaningful review. Advance information materials should generally be kept as concise as possible while giving directors sufficient information to make informed decisions. Board and committee members should review materials provided to them prior to Board and committee meetings and arrive at such meetings prepared to discuss the issues presented.

Access to Employees; Independent Advisors. The Board has access to Company employees to ensure that directors can ask all questions and glean all information necessary to fulfill their duties. Directors shall notify the CEO in advance of contacting any employee and shall use judgment to ensure that any such contact is not unduly disruptive to the business of the Company. With the approval of the Chairman of the Board, management invites Company personnel to Board meetings (i) at which their presence and expertise would help the Board have a full understanding of matters being considered and (ii) who have future potential such that management believes the Board should have greater exposure to the individual. In addition, the Board and its committees have access to, and authority to engage, at the Company's expense, independent financial, legal, accounting, and other advisors.

Executive Sessions. Each regular meeting of the Board shall include an executive session at which no employee directors or other employees are present. If the non-employee directors include one or more directors who is not independent under the NYSE listing standards, the independent directors will themselves meet in executive session at least once per year. These executive sessions may include such topics as the non-employee or independent directors determine. During these executive sessions, the non-employee or independent directors shall have access to members of management and other guests as they may determine.

Director Orientation and Continuing Education. The Nominating and Corporate Governance Committee is responsible for developing and overseeing an orientation program for new directors and a continuing education program for all directors. The Board believes that director orientation and continuing education is essential to valuable Board participation and decision making. In addition, portions of certain Board meetings will be devoted to educational topics at which senior management and outside subject matter experts present information regarding matters such as the Company's industry, business operations, strategies, objectives, risks, opportunities, competitors, and important legal and regulatory issues. The Company encourages directors to periodically pursue or obtain appropriate programs, sessions, or materials and the Company will reimburse directors for reasonable expenses in accordance with Company policy.

Performance Evaluations and Succession Planning

Board Evaluation. The Board evaluates its performance and the performance of its committees on an annual basis through an evaluation process administered by the Nominating and Corporate Governance Committee. The Board should discuss each evaluation to determine what, if any, actions should be taken to improve the effectiveness of the Board or any committee thereof.

CEO Evaluation. The Compensation Committee conducts a review at least annually of the performance of the CEO. The Compensation Committee establishes the evaluation process and determines the criteria by which the CEO is evaluated. The results of this review are communicated to the CEO.

Management Succession Planning. As part of the annual executive officer evaluation process, the Compensation Committee works with the CEO to plan for the succession of the CEO and other senior executive officers, as well as to develop plans for interim or emergency succession for the CEO and other senior executive officers in the event of retirement or an unexpected occurrence. Management succession planning may be reviewed more frequently by the Board as it deems warranted.

Compensation

Board Compensation Review. The Compensation Committee periodically reviews and reports to the Board as to how the Company's director compensation practices compare with those of other comparable companies. The Board determines its director compensation practices after the Compensation Committee completes this review. It is the general policy of the Board that Board compensation should be a mix of cash and equity-based compensation. Directors who are also officers or employees of the Company will not receive additional compensation for their service as a director.

Committees

Number and Type of Committees. The Board has four standing committees—an Audit Committee, a Compensation Committee, a Nominating and Corporate Governance Committee, and a Patient Safety and Quality of Care Committee. The Board may add new committees or disband existing committees as it deems advisable, subject to applicable laws and the NYSE listing standards. All committees report on their activities to the Board. The composition, duties, and responsibilities of each committee are set forth in a written charter approved by the Board and each of the respective committees. Committee duties are described briefly as follows:

- Audit Committee. The Audit Committee oversees the Company's accounting and audit processes. The committee is directly responsible for the appointment, compensation, retention, and oversight of the Company's independent auditors.
- Compensation Committee. The Compensation Committee (i) discharges the Board's responsibilities relating to compensation of the Company's executive officers and (ii) reviews and recommends to the Board compensation plans, policies and programs intended to attract, retain, and appropriately reward employees.
- Nominating and Corporate Governance Committee. The Nominating and Corporate Governance Committee is responsible for identifying, evaluating, and recommending to the Board individuals qualified to be directors of the Company. It is also responsible for developing and recommending to the Board policies and practices with respect to corporate governance.
- Patient Safety and Quality of Care Committee. The Patient Safety and Quality of Care Committee is responsible for assisting the Board in fulfilling its oversight responsibilities relating to the review of the Company's policy and procedures concerning the delivery of quality medical care to patients, efforts to advance the quality of health care provided and patient safety.

Composition of Committees; Committee Chairs. The Board is responsible for appointing committee members and committee chairs, pursuant to recommendations made by the Nominating and Corporate Governance Committee and subject to applicable laws and the rules and regulations of the NYSE and the U.S. Securities and Exchange Commission. The Board considers the rotation of committee members and committee chairs from time to time and makes adjustments as it deems necessary or advisable.

Communications

Board Interaction with Third Parties. It is the policy of the Board that the CEO and the Chief Financial Officer act as the spokespersons for the Company, although management may, from time to time, request individual directors to meet or otherwise communicate with various constituencies that are involved with the Company. Individual directors will only speak with the media about the Company if authorized by the full Board and in accordance with the policies of the Company.

Stockholder Access to Directors. It is the policy of the Board that stockholders shall have reasonable access to directors at annual meetings of stockholders and an opportunity to communicate directly with directors on appropriate matters. The Board will generally respond, or cause the Company to respond, in writing to bona fide communications from stockholders addressed to one or more members of the Board. Stockholders and other interested parties are invited to communicate with the Board or any of its committees or directors by writing to the Chairman of the Board, c/o Executive Vice President, General Counsel and Secretary at 340 Seven Springs Way, Suite 100, Brentwood, Tennessee 37027.

Confidentiality. The proper functioning of the Board requires a candid and open exchange of information, ideas and opinions among directors in an atmosphere of trust, confidence, and mutual respect. Directors have an affirmative duty to protect and hold confidential all non-public information obtained in the role of a Board or committee member. Accordingly:

- no director shall use Confidential Information for his or her own personal benefit or to benefit persons or entities outside the Company; and
- no director shall disclose Confidential Information to any person or entity outside the Company (which prohibits a director designated by any other person or entity from disclosing Confidential Information to such person or entity), either during or after his or her service as a director of the Company, except with express prior authorization of the Company's Executive Vice President, General Counsel and Secretary or the Chairman of the Board or as may be otherwise required by law (in which event a director shall promptly advise the Executive Vice President, General Counsel and Secretary and the Chairman of the Board of such anticipated disclosure and take all reasonable steps to minimize the disclosure of such Confidential Information). In considering whether to permit a director to share Confidential Information, the Executive Vice President, General Counsel and Secretary or Chairman of the Board may consider, among other things, whether sharing the information would give rise to a conflict and/or potential harm, including whether the information is protected by attorney-client privilege.

For purposes of these Guidelines, "Confidential Information" is all nonpublic information (whether or not material to the Company) entrusted to or obtained by a director by reason of his or her position as a director of the Company. In addition to information regarding Board and committee meetings, discussions, deliberations, and decisions, Confidential Information includes, but is not limited to, nonpublic information that might be of use to competitors or harmful to the Company, its customers, suppliers, or other stakeholders if disclosed, including but not limited to:

- nonpublic information about the Company's financial condition, forecasts, prospects or plans, its marketing and sales programs, and research and development information, as well as information relating to mergers and acquisitions, stock splits, and divestitures;

- nonpublic information concerning possible transactions with other companies or information about the Company's customers, suppliers, or joint venture partners, which the Company is under an obligation to maintain as confidential; and
- nonpublic information about discussions, deliberations, and decisions relating to business issues between and among Company employees, officers, and directors.
