Praram 9 Hospital

CONNECTED FOR BETTER CARE

because every connection
brings better health.

56-1 One Report / Annual Report 2025

Praram 9 Hospital Public Company Limited

About The Report

The Company has prepared this report under the theme Driving Business Toward Sustainability as part of the Form 56-1 One Report 2025 (Annual Report). This report has been approved by the Board of Directors and Executive Committee and is intended to communicate the Company's strategy, business direction, operating processes, and performance in support of sustainable development and long-term growth.The report focuses on material sustainability issues that are relevant to the Company's business operations, stakeholders, and the achievement of the United Nations Sustainable Development Goals.

The content of this report has been prepared in accordance with the Global Reporting Initiative Standards (GRI) and complies with the GRI Standards 2021 under the "In accordance with" option. The report also aligns with other international frameworks, including the Task Force on Climate-related Financial Disclosures (TCFD) and the United Nations Guiding Principles on Business and Human Rights (UNGP), as well as industry and geographic indicators under the FTSE Russell ESG Scores.

Reporting Scope

1. The information disclosed in this report covers all operations of the Company for the period from 1 January to 31 December 2025.
2. Financial performance data presented in this report is consistent with the financial information disclosed in the Company's audited financial statements for the year 2025, which were audited by external auditors without conditions or qualifications.

Material Changes in Sustainability Reporting Compared with 2024

The reporting standards applied in 2025 were updated from the GRI G4 requirements to the GRI Standards 2021.

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Message from the Chairman and the Chief Executive Officer

Praram 9 Hospital Public Company Limited

As the healthcare landscape undergoes transformative changes driven by technological advancements, shifting demographics, and external uncertainties, the Board of Directors and the management team recognize the vital importance of setting a strategic direction that ensures long term stability. Praram 9 Hospital operates its business under a vision to be a leading and trusted private healthcare provider. Praram 9 Hospital offers comprehensive medical services with a steadfast focus on quality, safety, and the customer experience, while simultaneously advancing human capital and leveraging digital technology to enhance service efficiency.

Governance and Strategic Execution

The Board of Directors places strong emphasis on good corporate governance, transparency, and accountability by integrating economic, social, and environmental considerations into the Company's strategic planning to support balanced organizational growth and maintain the trust of stakeholders. The transition toward a data-driven and technology-enabled hospital is a key strategic priority to enhance the quality of medical care, alongside a commitment to personal data protection and the security of information systems.

Risk Management and Long-Term Readiness

The Company manages risks systematically across various dimensions, including operations, finance, technology, human resources, and the environment. The Company specifically addresses risks arising from climate change which may impact operational costs and service continuity. Key measures include enhancing resource efficiency, managing energy, water, and medical waste, and maintaining robust emergency response and business continuity plans.

Stakeholder Engagement and Human Capital Development

The Company places the highest priority on patient quality and safety, adhering to professional standards and international accreditations. The Company is committed to the continuous development of personnel to adapt to evolving service systems and technologies. The Company strives to create a work environment that is safe, fair, and inclusive, while also supporting the quality of life within communities and society at large.

Financial Performance and Future Outlook

The Company's performance in 2025 resulted in total revenues of Baht 5,341.1 million, an increase of 13.9% from 2024 which reported Baht 4,690.5 million. The profit for the year 2025 was Baht 822.7 million or net profit margin of 15.4%, an increase of 15.4% from 2024 which reported profit of Baht 712.7 million or net profit margin of 15.2%. Total assets of Baht 7,027.3 million, total liabilities of Baht 1,151.8 million, and total equity of Baht 5,875.5 million. These figures reflect the strength of the business model and the dedication of personnel amidst challenging conditions. The Board of Directors and management will continue to drive organizational development by focusing on service excellence, the responsible use of technology, and the long-term management of stakeholder interests.

The Board of Directors remains confident that conducting business with transparency, prudence, and a holistic consideration of impacts across all dimensions will serve as a vital foundation for building trust and driving Praram 9 Hospital toward stable and sustainable growth.

(Mr. Bhanapot Damapong)
Chairman of the Board of Directors

(Dr. Satian Pooprasert)
Chief Executive Officer

Quality, Recognition and Awards

- Successfully achieved the 6th accreditation from Joint Commission International (JCI)

- Awarded an AAA rating, the highest level, in the SET ESG Ratings 2025 for the third consecutive year.

- Certified as a member of Thailand's Private Sector Collective Action Against Corruption (CAC) by the Thai Institute of Directors (IOD).

- Achieved an "Excellent" rating in the Corporate Governance Report of Thai Listed Companies (CGR) for the seventh consecutive year since its listing on the Stock Exchange of Thailand and was ranked in the Top Quartile.

- Received a full score of 100 points in the 2025 Annual General Meeting (AGM) Quality Assessment for the seventh consecutive year since its listing.

- Ranked among the Top 3 Most Admired Private Hospitals in Thailand's Most Admired Company 2025–2026.

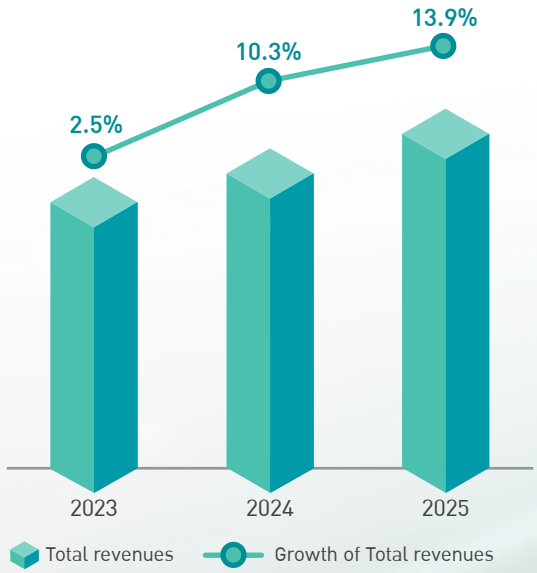
- Honored at the Investment Analysts Association (IAA Awards for Listed Companies 2025) with three prestigious awards:
  - Outstanding CEO
  - Outstanding CFO
  - Outstanding Investor Relations (IR)International Quality Standards

- Ranked No.1 - Corporate Image Award in the private hospital category in the Thailand's Most Admired Company 2025-2026 survey conducted by BrandAge, with a score of 8.23

- Received prestigious awards at the Stock Exchange of Thailand (SET Awards 2025) for the third consecutive year. In 2025, the Company was recognized in the Commended Sustainability Awards under the Sustainability Excellence category and received the Outstanding Investor Relations Awards under the Business Excellence category.

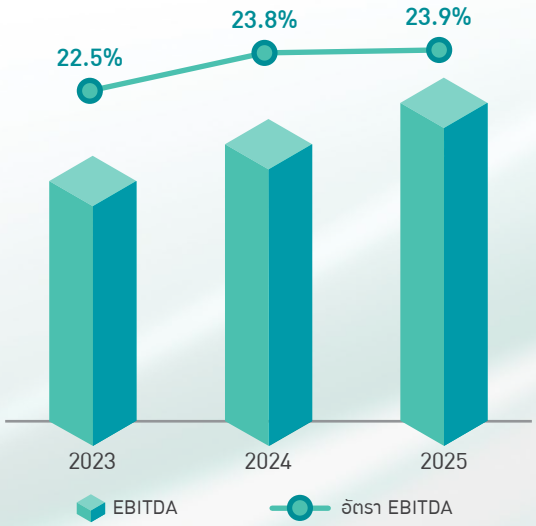
Total Revenue

Unit : Million Baht



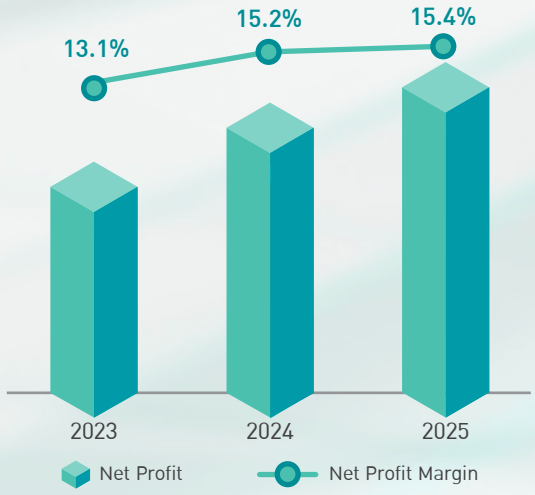
EBITDA and EBITDA Margin

Unit : Million Baht



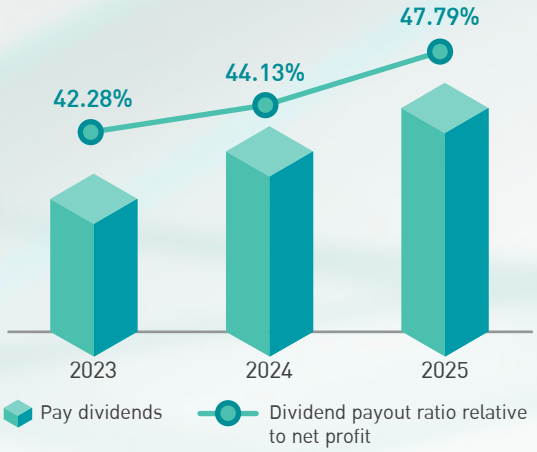
Net Profit and Net Profit Margin

Unit : Million Baht

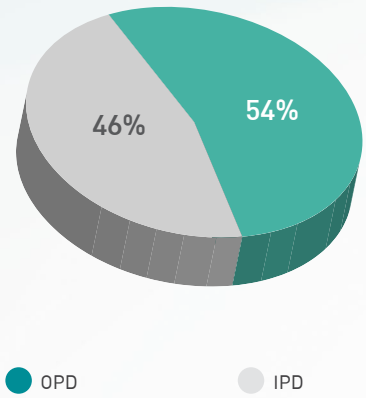


Dividend Per Share

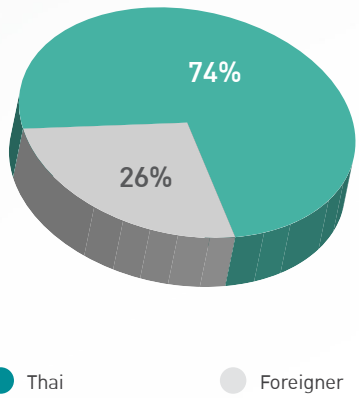
Unit : Baht



Revenue breakdown by Medical Revenue



Revenue breakdown by Nationality



Part 1

Financial Overview

1. Organizational structure and operation of the group of companies

1.1 Policy and business overview

1.1.1 Overview of the vision, objectives, goals and business strategies

Message from the chairman

Praram 9 Hospital Public Company Limited

During a period when the public health system faces changes due to technological advancements, demographic structures, and external uncertainties, the Board of Directors and management recognize the necessity of establishing a long-term direction that can stably accommodate these changes. Praram 9 Hospital operates under the vision of being a leading and trusted private hospital, providing comprehensive medical services with a focus on quality, safety, and patient experience, alongside staff development and the integration of digital technology to enhance service efficiency.

Governance and Strategy Implementation

The Board of Directors prioritizes good corporate governance, transparency, and accountability by integrating economic, social, and environmental issues into the strategic planning process to ensure balanced organizational growth and maintain stakeholder trust. The development towards a data-driven and technology-enabled hospital is a key strategy to enhance the quality of treatment, alongside protecting personal data and ensuring information system security.

Risk Management and Long-term Preparedness

The Company systematically manages risks across operations, finance, technology, human resources, and the environment, particularly risks from climate change that may affect costs and service continuity. This includes enhancing resource efficiency, managing energy, water, and medical waste, as well as developing emergency response plans and business continuity plans.

Stakeholder Engagement and Human Capital Development

The Company prioritizes patient quality and safety, adhering to professional standards and quality certifications, while continuously developing staff capabilities to accommodate changes in service systems and technology. The Company aims to create a safe, fair, and inclusive work environment, as well as support the improvement of community and societal well-being.

Operating Results and Future Direction

Operating results for 2025 totaled 5,341.4 million Baht, an increase of 13.9 percent from revenues of 4,690.5 million Baht in 2024. Meanwhile, net profit for the year amounted to 822.7 million Baht, representing a net profit margin of 15.4 percent of total revenue, an increase of 15.4 percent from the previous year's net profit of 712.7 million Baht, which was a net profit margin of 15.2 percent. Total assets were 7,027.3 million Baht, total liabilities were 1,151.8 million Baht, and shareholders' equity was 5,875.5 million Baht. This reflects the strength of the business model and the collaboration of personnel amidst challenging conditions. The Board of Directors and management will continue to develop the organization.

by prioritizing service quality, responsible use of technology, and long-term management of impacts on stakeholders.

The Board of Directors believes that conducting business with transparency, prudence, and consideration for impacts in all dimensions will be a crucial foundation for building trust and driving Praram 9 Hospital's continued stable and sustainable growth.

Vision

To become “The most trusted high technology healthcare community”

Mission

To provide healthcare solutions for prevention and treatment that is the best in class and value for money by professional team and advanced technology

Core Values

“CAT” CULTURE

Collaboration
Unified coalition

Ability to work collaboratively with others to achieve company goals.

Agility :
Ready to learn to change

Ability to selfransform in terms of ways of thinking and working to enable aglity and fast response to dynamic situations.

Trust :
Perform duties with integrity, sincerity to the profession

Ability to make others believe and believe the others that the assigned tasks can be achieved.

Objectives

- Utilize Artificial Intelligence (AI) technology and digital systems to enhance efficiency in medical services and hospital administration.
- Reduce greenhouse gas emissions and strive to become an environmentally friendly organization.

Goals

- Develop Smart Hospital to efficiently enhance digital medical services by 2025.
- Reduce net greenhouse gas emissions (Scope 1, 2, and 3) by more than 5% by 2028, compared to the 2022 baseline.

Business strategies

Company Structure and Operations

Praram 9 Hospital Public Company Limited ("the Company" or "the Hospital" or "Praram 9 Hospital") commenced medical and healthcare services under the name "Praram 9 Hospital," providing general hospital services since 1992. It had a registered bed capacity of 166 beds. In 2021, an additional 38 beds were registered and gradually brought into service according to the company's business plan. Currently, the total registered bed capacity is 204 beds.

Policy and Business Overview

Praram 9 Hospital provides general medical services, primarily focusing on general patients in Thailand. Subsequently, the patient base has expanded to include corporate clients, life insurance policyholders, health insurance policyholders, and international patients, particularly from the Republic of the Union of Myanmar, the People's Republic of China, the Lao People's Democratic Republic, the Kingdom of Cambodia, and the Middle East, who show an increasing trend of seeking medical treatment in Thailand. This is partly a result of the government's policy to develop Thailand into a regional medical hub to drive the economy in the future (New Engine of Growth).

Praram 9 Hospital continuously emphasizes the development of quality medical services to become the Most Trusted Hospital. The hospital specializes in treating complex diseases such as kidney transplants, coronary artery bypass surgery, brain surgery, and scarless thyroid surgery, among others. Furthermore, it boasts a ready team of physicians, medical personnel, various multidisciplinary teams, and modern equipment for treating various diseases. The policy focuses on providing quality medical services at a cost-effective and reasonable rate (Value for Money Services). We believe that the readiness, potential, and capabilities of Praram 9 Hospital's medical personnel team are crucial factors contributing to the continuous growth of the hospital's patient base, both domestically and internationally.

Praram 9 Hospital is committed to providing quality and efficient medical services in accordance with international standards. The hospital has received various standard certifications as follows:

- ISO 9002 standard from 2000 to 2003.
- ISO 9001 standard from 2003 to 2009.
- HA (Hospital Accreditation) by the Healthcare Accreditation Institute from 2004 to 2010.

- International hospital accreditation from the Joint Commission International (JCI) in the United States, from 2010 to the present.

Praram 9 Hospital Operational Strategic Plan 2025

In 2025, the hospital continues to prioritize retaining its existing customer base of elderly patients and those with complex diseases, alongside expanding new services targeting younger generations. These initiatives are defined within a long-term strategic framework, aiming to become a leading private hospital offering comprehensive and modern international medical services, driven by the following four key strategies:

1. **Global Standard (Excellence Centers)** Aim to elevate the standards of specialized medical centers to global excellence, focusing on treating vital organs and complex diseases, with emphasis on 5 key centers:
   - **Kidney and Transplant Institute:** Maintain excellence in kidney transplant surgery and plan to establish a new Private Hemodialysis Unit and serve as a knowledge training center for medical personnel.
   - **Cardiovascular Institute:** Offering advanced procedures such as transcatheter aortic valve replacement (Cath Lab improvement) and emphasizing public relations to build confidence in treatment outcomes.
   - **Brain and Neuroscience Center:** Develop potential and expand the team of specialized physicians, and install new MRI machines.
   - **Orthopedic Center:** Continuing the success from international awards and the use of robots for knee surgery in the Orthopedic Center, which is being prepared to open as a Training Center for physicians.
   - **Minimally Invasive Surgery (MIS) Center** : Minimally Invasive Surgery **):** Expanding the scope of minimally invasive treatment to cover more specialties, such as thoracic surgery, endocrinology, and orthopedics.

2. **World-Class Hospitality (Excellence Services)** Elevating services to create the highest seamless patient experience and satisfaction at every touchpoint, including personalized patient follow-up, modernizing and warming facilities such as VIP Lounges, and developing a Customer Relation system to build rapport and make patients feel at home. Plans are also underway to establish new premium patient wards (Ward 12A) and private dialysis units for maximum privacy to create the best experience and highest satisfaction for service recipients.

3. **Efficiency with Collaboration (Excellence Process / Lean Process)** Focuses on maximizing the efficiency of internal organizational processes by reducing redundant steps through Lean Management principles to optimize cost control. It also promotes cross-functional teamwork and fosters collaboration with external network partners.
4. **Digital Transformation (Excellence in Innovation)** Driving the organization towards becoming a fully Smart Hospital with digital technology and AI by enhancing management capabilities to create economies of scale, such as planning to implement an AI Speech-to-Text system to assist doctors in dictating and recording information to reduce documentation workload, as well as upgrading the hospital database system (and new management system) to support paperless operations (using data analytics in management).

Praram 9 Hospital Operational Strategic Plan 2026

In 2026, Praram 9 Hospital aims to concretely implement its strategies, focusing on treating complex diseases through the application of modern medical technology and innovation to enhance the operational capabilities of specialized medical centers. This will further strengthen sustainable competitiveness, for instance, by utilizing the Da Vinci surgical robot in laparoscopic procedures to increase precision and safety for clinically complex patients, as well as preparing advanced medical equipment such as the Biplane Angiography machine to support patients with cerebrovascular and cardiovascular diseases, as well as elderly and complex patients. Furthermore, the hospital continues to prioritize expanding its international patient base. The organizational drive in 2026 is therefore not limited to business expansion but rather to creating "Synergy" among the four main strategies to achieve sustainable competitive advantage in the long term.

Elevation of 5 Specialized Medical Centers

Praram 9 Hospital is committed to developing 5 Centers of Excellence to meet the specialized needs of patients and diseases requiring high expertise. In 2026, key operational plans include:

1. **Kidney and Transplant Institute:** Praram 9 Hospital is a private hospital with the highest kidney transplant statistics, earning international trust. It successfully performed kidney transplants for patients from Kazakhstan and Bangladesh for the first time. Additionally, there are plans to expand the Private Hemodialysis Unit and develop innovative home peritoneal dialysis, being the first private sector provider.
2. **Cardiovascular Institute:** Focus on providing high-value and complex procedures, such as transcatheter aortic valve replacement (a non-surgical option for elderly patients). Additionally, a second Biplane Angiography machine will be installed to enhance capabilities in treating cerebrovascular and cardiovascular diseases, while also reducing patient waiting times.
3. **Brain and Neuroscience Center:** Elevating critical patient care by opening a new Neuro ICU on the 11th floor of the hospital, along with implementing new MRI machines to enhance diagnostic efficiency.
4. **Orthopedic Center:** Reinforcing global leadership as ranked by Newsweek through the use of robotic knee surgery, which enhances the precision of prosthetic placement and reduces the risk of revision surgery. Furthermore, it is being developed into an international training center for physicians worldwide.
5. **Laparoscopic Surgery Center:** Implementing the Da Vinci robotic surgical innovation in laparoscopic procedures to allow surgeons to visualize the internal body more clearly, resulting in higher precision and safety, especially in difficult and complex cases.

Key Operational Timeline for 2026

- **Quarter 1:**
  - Full implementation of Da Vinci Robotic Surgery services.
  - Opening of new operating rooms in Building B, new Ward 12A, and premium hemodialysis units (Premium HD room), all of which are private rooms.
  - Preparation for the full launch of the Allergy Clinic.
- **Quarter 2:**
  - Transforming the organization into a fully Smart Hospital with a paperless system through the implementation of a new Hospital Information System (HIS) and Enterprise Resource Planning (ERP) system.
  - Launch of Peritoneal Dialysis (PD) Clinic services.

- **Quarter 3:**
  - Installation of a second Biplane Angiography machine.
  - Activate the Hyperbaric Oxygen Therapy (HBOT) chamber
- **Quarter 4:**
  - Unveiling the newly renovated critical care units (ICU/CCU).
  - Opening of Neuro ICU services.

Service Development with Digital Technology and Artificial Intelligence (Digital Transformation and AI)

In 2026, the new HIS and ERP systems will serve as crucial infrastructure for driving the organization, with the following key development details:

- **AI Speech Innovation:** Currently studying the feasibility of using artificial intelligence technology to assist doctors in voice-recording data to reduce documentation workload (Physician Burnout) and increase time for close patient care, as well as to enhance service speed.
- **Enhancing Call Center Capabilities:** Improving the call center system to become a comprehensive one-stop service center capable of providing immediate appointment scheduling and preliminary cost estimates.
- **ESG Dimension: Reducing paper usage and enhancing operational efficiency through digital systems.** In addition to reducing operating costs, this aligns with sustainability goals, as reflected by receiving the AAA ESG Rating for three consecutive years (2023–2025).

Patient Base Expansion Strategy: From Domestic to International Markets

- **Domestic Market:** Focuses primarily on elderly patients and those with complex diseases, while also expanding its base to younger generations through the Sex Reassignment Surgery Center, which has been well-received, the newly renovated LASIK Center on the 9th floor, and a comprehensive Allergy Clinic.
- **International Markets:**
  - **Arab Countries (Middle East):** Experienced exponential growth of 748% by implementing a B2B strategy through signing a Memorandum of Understanding (MOU) with Al Koot, a leading insurance company from Qatar, to provide cashless services to airline employees and leading oil companies.
  - **CLMV Countries:** Focuses on the Myanmar market by sending proactive consultation medical teams to refer patients with complex diseases such as kidney disease, heart disease, and cancer for treatment in Thailand.
  - **New Markets:** Expanding operations to Qatar, United Arab Emirates, Saudi Arabia, Indonesia, and Kazakhstan.
- **Building Trust Through Real Experiences:** Utilizing a strategy of sharing real patient success stories (Patient Testimonials) to generate international word-of-mouth referrals.

Praram 9 Hospital places importance on sustainability in all dimensions, focusing on patient safety and access to quality medical services at reasonable prices (Fair Pricing) under good governance principles. This is reflected in the Outstanding CEO, CFO, and IR awards from the IAA Awards and its commitment to social responsibility through various projects. The hospital is ready to step into 2026 as an international medical hub that delivers sustainable returns to investors and a trusted sanctuary for all service recipients.

1.1.2 Material changes and developments

Details regarding material changes and developments

years	Material changes and developments
2025	**Awards and Accolades Received in 2025** 1. **Responsible for both the planet and health (Healing The Planet: Environmental)** ● Certificate for the ESG DNA Project by the Stock Exchange of Thailand, for fostering knowledge in sustainability (for personnel at all levels, which promotes sustainability knowledge among employees at all levels to serve as a foundation for driving an environmentally friendly organization with social responsibility and good corporate governance). 2. **Enhancing Treatment Quality and Personnel Development (Future-Ready Care: Social)** ● Best Healthcare Partner Gold Award from the Prudential Hospital Award 2024, reinforcing treatment standards that combine medical expertise with advanced technology. ● Excellent Medical Management Award (Bangkok Life Hospital Awards 2025), reflecting the potential for medical management and health insurance services that meet international standards. ● THE STAR OF EXCELLENCE FOR ULTHERAPY TRANSDUCER 2024 Award from A Decade of Merz Aesthetics Gala, guaranteeing excellence and international standards in skincare from the medical team at the Dermatology and Plastic Surgery Center. ● Received a Royal Commemorative Medal as an organization participating in the kidney transplant project dedicated to royal merit on the occasion of the 100th anniversary of the birth of Her Royal Highness Princess Galyani Vadhana Krom Luang Naradhiwas Rajanagarindra, in collaboration with the Kidney Foundation of Thailand, in the mission to assist 1,000 kidney transplant patients to improve their quality of life in society. 3. **Leading the Organization with Credibility and Future Vision (Governing with Strategic Vision: Governance)** ● Received 3 honorary awards from the IAA Awards for Listed Companies 2025, organized by the Investment Analysts Association (IAA), reflecting excellence in leadership, organizational management, and transparency, namely: ○ Outstanding CEO Award ○ Outstanding CFO Award ○ Outstanding Investor Relations Award ● Received 2 awards from the SET Awards 2025 event. ○ Sustainability Excellence Award (Commended Sustainability Awards), confirming success in balanced business operations within the ESG framework. ○ Outstanding Investor Relations Awards, reflecting the commitment to sustainable business operations coupled with good corporate governance. ● SET ESG Ratings at AAA level, the highest level from the Stock Exchange of Thailand, for the 4th consecutive year, reflecting a concrete commitment to sustainable business development.

years	Material changes and developments
	● Sustainability Disclosure Award 2025 by Thaipat Institute, honoring organizations with transparency in disclosing sustainability information according to SDG goals, received for the second consecutive year. ● Praram 9 Hospital has been ranked among the Top 10 leading hospitals in Thailand in the World's Best Hospitals 2025 ranking by Newsweek in collaboration with Statista, which considers opinions from medical experts, patient experience, and hospital quality indicators. This reflects international standards of care, including high-quality, patient-centered healthcare services. ● Praram 9 Hospital has been guaranteed the No. 1 award as the ultimate organization of the year with the highest credible image (Corporate Image Award) in the private hospital group, based on the 2025-2026 Thailand's Most Admired Company survey organized by BrandAge magazine, with a score of 8.23. This reflects the organization's credibility and image in the eyes of Thai consumers. ● Thailand's Most Admired Company Ranking: Ranked among the Top 3 most admired private hospital groups by consumers for 2025-2026. ● Received renewal of Joint Commission International (JCI) international accreditation for the 5th time, passing the JCI Reaccreditation Survey with a score of 99.23 percent.
2024	- Opened a Traditional Chinese Medicine Center, with comprehensive preparations including medical teams and specialized personnel, to enhance capabilities in patient care and expand the new customer base, encompassing both Thai and international patients, as well as to increase the value of complex disease treatments. - Ranked in the Top 10 of World's Best Hospitals by Newsweek 2024 in Thailand, encompassing both public and private hospitals, by Newsweek magazine. - Ranked as Top Ranked Orthopedic in Thailand in Best Specialized Hospital Asia Pacific 2024 by Newsweek magazine. - 2023-2024 Thailand's Most Admired Company, a prominent company ranked 3rd in the Private Hospital group. - SET AWARDS 2024 for the second consecutive year, as part of the Sustainability Excellence Awards group, specifically the "Highly Commended Sustainability Awards" category, from the Stock Exchange of Thailand (SET) in the Medical Services sector, SET: Market Cap. exceeding 10,000 million Baht but not exceeding 30,000 million Baht. - ESG Ratings for the year 2024, categorized in the AAA group, receiving the highest score in the Service sector, which is 97/100, from the Stock Exchange of Thailand (SET). - Sustainability Disclosure Recognition 2024, an honorary award for sustainability disclosure for the year 2024, presented at the announcement event of the Sustainability Disclosure Community by the Thaipat Institute. - - "Creativity and Innovation Award" at the Muang Thai Life Assurance Hospital Awards 2023 event, organized by Muang Thai Life Assurance Public Company Limited, in the category of initiating, embracing, and responding to new innovations for medium-sized hospitals. - "Khon Dee Rak Lok" (Good Person, Earth Lover) Award for organizations with good practices and driving natural resource conservation, by the Senate Committee on Religion. - Received the highest assessment level, a perfect score of 5 stars on the CGR for the year 2024, from the Thai Institute of Directors Association (IOD), which uses the CGR Checklist to assess listed companies.

years	Material changes and developments
	- Received the highest assessment level, a perfect score of 5 medals on the AGM Checklist, from the Thai Investors Association (TIA), using the AGM Checklist as an assessment tool under the project "Quality Assessment of Annual General Meetings of Shareholders." - "Thai Private Sector Collective Action Against Corruption" or CAC project, successfully renewed its CAC project certification for the first time (December 27, 2024). - Collaborated with Siriraj Genomics Center and Cariva (Thailand) Co., Ltd., which operates in the Medical AI business, to develop advanced medical AI technology to assist in accurate cancer diagnosis. This service will offer screening for the risk of 12 types of cancer, namely stomach cancer, adrenal gland cancer, prostate cancer, pancreatic cancer, breast cancer, kidney cancer, thyroid cancer, skin cancer, ovarian cancer, endometrial cancer, intestinal cancer, and colorectal cancer, using ONCO+ technology to decode 53 genes. The testing procedure is simple, involving a normal blood draw, with analysis taking approximately 1 month, after which the treatment process will proceed accordingly. - Collaborated with AIS on the project "Dispose of E-Waste in the Right Place, Create a Better Environment Together," jointly campaigning to raise awareness and correct understanding of proper waste segregation. This involves inviting the public, hospital staff, and personnel to dispose of electronic waste or E-Waste at designated collection points provided by the hospital in both Building A and Building B for proper recycling to reduce pollution and be environmentally friendly. This is crucial as electronic waste contains mercury, lead, and heavy metal contaminants, and improper disposal will harm the environment and affect everyone's health. This activity is part of a joint effort to sustainably care for society and the environment.

years	Material changes and developments
2023	- Opened the "Sleep Center" to provide comprehensive solutions for abnormal sleep problems. - Launched "9 Care Application," a new dimension in healthcare to support Decentralized Healthcare Services, enhancing home-based patient care, which is a future trend in healthcare. - Ranked 3rd among private hospital businesses in Thailand for "Thailand's Most Admired Company 2023-2024," recognized as the most trusted organization by BrandAge magazine. - Ranked in the Top 10 of "World's Best Hospitals By Newsweek 2023" for Thailand, encompassing both public and private hospitals, by Newsweek magazine. - Received the SET ESG Ratings for 2023 (the first year results were announced in a ratings format), achieving an AAA rating, which is the highest score. This places the company among the top 5 companies in the Service sector with an AAA rating and one of 34 companies out of over 700 listed companies on the stock exchange. - Received the Commended Sustainability Awards at the SET Awards 2023, organized by the Stock Exchange of Thailand. This award recognizes listed companies demonstrating outstanding overall sustainable business development, considering all three aspects of ESG (Environmental, Social, and Governance), to serve as a role model and inspiration for other listed companies. - Received the "Customer Centric Bronze Award" for speed, quality, and understanding customer needs. This award recognizes hospitals with a customer-centric vision aimed at creating the best possible experience for customers, presented at the Muang Thai Life Assurance Hospital Awards 2022, organized by Muang Thai Life Assurance Public Company Limited. - Received the "Best Hospital for Excellent Customer Service Award 2023" for outstanding success and excellence in creating impressive experiences in serving health insurance customers and agents of Krungthai-AXA Life Insurance, from Krungthai-AXA Life Insurance Public Company Limited. - Signed a formal Memorandum of Understanding (MOU) with SensAI Co., Ltd., a developer and researcher in Artificial Intelligence (AI) technology, to study and collaborate with partners in supporting modern medical technology for future healthcare. This will involve piloting the B-Sense product, which includes sensors and AI to monitor breathing quality during sleep, such as detecting sleep apnea events, to further enhance efficient patient care. - Organized the 1st and 2nd Digital Healthcare Transformation Conference Bangkok 2023 (DHTC Bangkok 2023) in collaboration with Naver Cloud Corp., a leading technology service provider from South Korea, to exchange knowledge in medical technology and apply this knowledge for the future benefit of public health in Thailand. This also showcased the progress of initiating telemedicine services via Line Messenger in Thailand, transforming services to become a leader in digital medical centers and telemedicine services integrating AI technology into medicine. - Facility Improvements: - OPD on the 2nd floor of Building A, in the Emergency Room area, Internal Medicine Department, and Orthopedic Department, to accommodate the increasing number of outpatients. - IPD on the 10th floor of Building A, to enhance the environment for inpatient accommodation. - The 8th floor of Building A serves as the Praram 9 Hospital Learning Center, providing academic knowledge to hospital personnel.

years	Material changes and developments
2022	- Opened the Vaccine and Travel Medicine Center. - Opened the Thyroid and Thyroid Surgery Center. - Ranked by Newsweek magazine as one of the World's Best Hospitals By Newsweek 2022, as 8th in Thailand and 5th among private hospitals. - Ranked as Thailand's Most Admired Company 2022, the ultimate organization admired by consumers, in 3rd place among private hospital businesses by BrandAge magazine. - Selected and listed in the Thailand Sustainability Investment (THSI) group for the year 2022, as a group of companies operating healthcare service businesses (Service) on the Stock Exchange of Thailand. - Received the Rising Star Sustainability Awards 2022 from the SET Awards 2022, organized by the Stock Exchange of Thailand. This demonstrates that Praram 9 Hospital is a listed company committed to conducting business for sustainable growth, while considering environmental and social aspects, alongside good corporate governance. - Received JCI 7th Edition accreditation and was granted Accredit Effective status from Joint Commission International ("JCI"), USA. - Received Certification of Conformance with GHA COVID-19 Guidelines for Medical Travel Services (continuously). - Received the Best Partner Hospital Award for Corporate Collaboration Support (Best Healthcare - Provider Partnership Award 2022) from the KTAXA Signature Hospital Awards 2022 event, organized by Krungthai-AXA Life Insurance. - Received an 'Excellent' (5-star) rating in the Thai Listed Companies Corporate Governance Report (CGR) assessment, Excellent CG Scoring, for the year 2022, ranking in the Top Quartile among listed companies with a market capitalization of 3,000 - 9,999 million Baht for 4 consecutive years since its initial listing on the Stock Exchange of Thailand. - Received certification of membership in the Thai Private Sector Collective Action Against Corruption. - Received a quality assessment for the Annual General Meeting of Shareholders 2022 with a perfect score of 100 for the 4th consecutive year. - Laboratory Department: Received quality management system certification according to Medical Technology Standards 2560 (Laboratory Accreditation) on November 27, 2022. - Signed an official cooperation agreement with Naver Cloud Corporation (Naver Cloud Corp.,), a Cloud Service Provider (CSP), to jointly exchange knowledge on the application of intelligent medical health technology for the development of telemedicine or to provide Decentralized Healthcare services.

1.1.3 Spending of the raised fund to serve the objectives declared in the registration statement for securities offering

Is there an issuance of equity securities or debt securities? : Yes

Spending of the money obtained from each offering of equity or debt securities

List of spending of the money obtained from each offering of equity or debt securities	
Item 1	
Types of securities used for fundraising	**Amount of funds raised**
Equity Instruments	1,981.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
1. Construction of a new medical building (Building B) 2. Renovation of the existing building (Building A) 3. Construction of facilities for employees and medical personnel 4. Working capital for business operations, other investments, and business expansion of the Company (if any)	Oct 2018 - Dec 2021	1,981.00	1,981.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

-

Related links

-

Item 2

Types of securities used for fundraising	Amount of funds raised
Equity Instruments	1,981.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
1. Construction of a new medical building (Building B) 2. Renovation of the existing building (Building A) 3. Construction of facilities for employees and medical personnel 4. Working capital for business operations, other investments, and business expansion of the Company (if any)	Oct 2018 - Dec 2021	1,981.00	1,981.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

-

Related links

-

1.1.4 The obligations to which the company has committed in the registration statement, including the compliance with such obligations or conditions in the following years

Are there any issued securities with obligations or conditions? : No

1.1.5 Company information

Company name :	PRARAM 9 HOSPITAL PUBLIC COMPANY LIMITED
Symbol :	PR9
Address :	99 Rama 9 Road, Bang Kapi Sub-district, Huai Khwang District
Province :	Bangkok
Postcode :	10310
Business :	Company operates overnight general hospital under the name of "Praram 9 Hospital".
Registration number :	0107561000064
Telephone :	0-2202-9999
Facsimile number :	0-2202-9998
Website :	http://www.praram9.com
Email :	info@praram9.com
Total shares sold	
Common stock :	786,300,000
Preferred stock :	0

Diagram of organization's logo

1.2 Nature of business

1.2.1 Revenue structure

Revenue structure by product line or business group

	2023	2024	2025
Total revenue from operations (thousand baht)	4,252,810.42	4,690,544.86	5,341,419.68
Revenue from hospital operations (thousand baht)	4,201,969.86	4,635,381.15	5,276,567.60
Others (thousand baht)	50,840.56	55,163.71	64,852.08
Total revenue from operations (%)	100.00%	100.00%	100.00%
Revenue from hospital operations (%)	98.80%	98.82%	98.79%
Others (%)	1.20%	1.18%	1.21%

By geographical area or market

	2023	2024	2025
Total revenue (thousand baht)	4,252,810.42	4,690,544.86	5,341,419.68
Domestic (thousand baht)	4,252,810.42	4,690,544.86	5,341,419.68
International (thousand baht)	0.00	0.00	0.00
Total revenue (%)	100.00%	100.00%	100.00%
Domestic (%)	100.00%	100.00%	100.00%
International (%)	0.00%	0.00%	0.00%

Other income as specified in the financial statements

	2023	2024	2025
Total other income (thousand baht)	81,009.17	109,780.50	116,168.52
Other income from operations (thousand baht)	50,840.56	55,163.71	64,852.08
Rental Income (thousand baht)	13,985.02	13,648.83	15,710.17
Other Income (thousand baht)	36,855.54	41,514.89	49,141.91
Other income not from operations (thousand baht)	30,168.61	54,616.79	51,316.44
Financial Income (thousand baht)	30,168.61	54,616.79	51,316.44

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (thousand baht)	0.00	0.00	0.00

1.2.2 Information on products and services

1.2.2.1 Product/service information and business innovation development

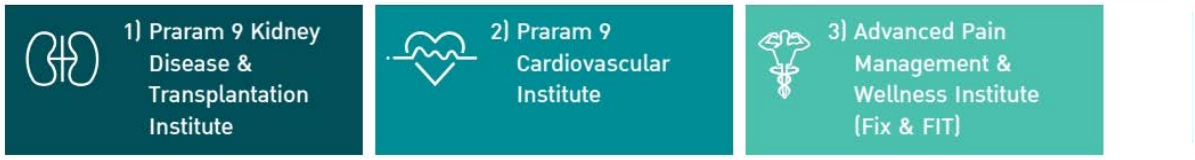
Service

Service characteristics

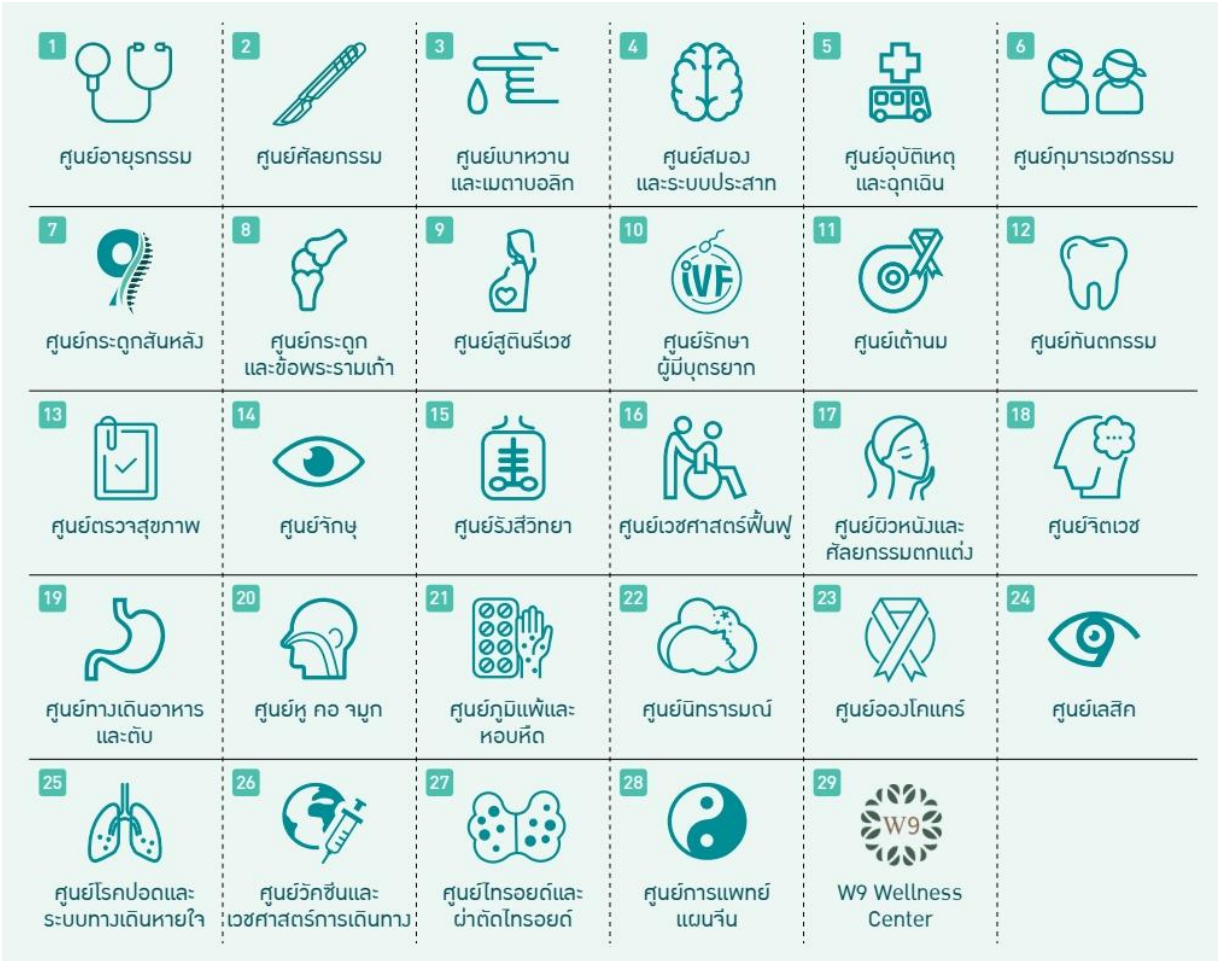
(1) Outpatient Department (OPD) Services

The hospital provides outpatient services, treating general diseases and a variety of complex specialized conditions under the care of specialized medical teams. Comprehensive services are offered through 3 medical institutes and 29 specialized medical centers, as follows:

3 Medical Institutes



29 Medical Centers



(2) Inpatient Department (IPD) Services

The hospital provides inpatient services with a registered capacity of 204 beds, covering general wards, Intensive Care Units (ICU), and Critical Care Units (CCU).

Number of beds	Units	As of December 31			
		2022	2023	2024	2025
Number of registered beds	Beds	204	204	204	204
General wards	Beds	177	177	177	177
ICU rooms [1] and CCU rooms [2]	Beds	24	24	24	24
NICU rooms [3]	Beds	3	3	3	3

Note: (1) Intensive Care Unit (ICU) rooms for critically ill or post-operative patients, with doctors on duty 24 hours a day.

(2) Cardiac Care Unit (CCU) rooms for heart patients, such as those with ischemic heart disease, coronary artery disease, heart failure, and post-cardiac surgery patients.

(3) Neonatal Intensive Care Unit (NICU) rooms

(3) International Patient Services

The company provides comprehensive medical services for international patients through a team of specialized doctors and coordinators who are ready to facilitate the entire treatment process. This includes medical coordination, patient transfers, international health insurance claims, liaison with embassies and relevant external organizations, as well as managing related documents, to ensure patients receive seamless and highly efficient care.

Target Service Recipient Groups

Target service recipient groups consist of 2 main categories, classified by treatment type and payment type, as follows:

(1) Service Recipient Groups by Treatment Type

(1.1) General patients : The company provides basic disease diagnosis and treatment, as well as preventive advice, through a comprehensive medical center for service recipients of all ages and genders. The hospital has a team of doctors and medical personnel, along with modern medical equipment, to provide services, focusing primarily on service quality and patient safety.

(1.2) Patients with complex diseases and critically ill patients : The company provides medical treatment for complex diseases such as heart disease, kidney disease, brain disorders, and major surgeries, including kidney transplants, heart bypass surgery, percutaneous coronary intervention (PCI) with balloons and stents, and brain surgery. This is carried out by a highly experienced team of doctors and medical personnel who collaborate to plan effective and safe treatments. The company has ICU and CCU rooms to care for patients with a complete team of medical staff and equipment, capable of providing 24-hour critical patient care.

(1.3) Health-Conscious Group : The company offers services for health-conscious individuals focused on prevention, such as health check-up programs, genetic cancer risk screening programs, rehabilitation, and health promotion services. These aim to support sustainable modern lifestyles and comprehensive long-term disease prevention.

(2) Service Recipient Groups by Payment Type

(2.1) Self-paying group: Group of service recipients who pay for nursing services without using health insurance benefits or welfare from external agencies.

(2.2) Insurance Company Contract Group : A group of life and health insurance companies with which the hospital has agreements or collaborations to provide medical services to their clients or policyholders. The hospital acts as a healthcare provider, allowing clients to use their insurance benefits to cover medical expenses according to agreed-upon terms, which enhances convenience for patients by directly reducing their treatment costs.

(2.3) Corporate Contract Group : A group of companies or organizations that have agreements or contracts with the company to provide healthcare services to their executives, employees, or personnel. This includes mutually agreed-upon conditions or special benefits, such as annual health check-ups, medical treatment according to contract terms, or annual corporate health packages, preventive education, and health consultations. This group consists of medium and large companies that wish to systematically care for their employees' health to promote work efficiency and reduce long-term costs, while also helping employees feel confident in accessing quality healthcare services from contracted hospitals.

(2.4) Others: Service recipients who use rights under government welfare systems, such as the UCEP project or emergency medical rights protection projects, as well as other public health rights or projects defined by the government.

Service volume

Outpatient Department (OPD)	Units	As of December 31			
		2022	2023	2024	2025
Number of outpatient examination rooms	Rooms	162	158	172	181
Maximum outpatient service capacity*	times/day	4,212	4,108	4,472	4,706
Number of outpatient service visits	times/day	1,743	1,836	1,905	1,960
Outpatient utilization rate**	Percentage	41.4	44.7	42.6	41.7

Note : * Maximum outpatient service capacity is calculated from the number of examination rooms multiplied by the number of service hours and the average number of patients per hour

** Outpatient utilization rate is calculated from the number of outpatient service visits divided by the maximum outpatient service capacity.

Inpatient Department (IPD)	Units	As of December 31			
		2022	2023	2024	2025
Number of operational beds	Beds	204	204	204	204
Maximum inpatient service capacity*	Inpatient days	74,460	74,460	74,460	74,460
Number of inpatient service visits	Inpatient days	50,826	44,494	44,904	51,661
Inpatient utilization rate**	Percentage	68.3	59.8	60.1	69.4

Note: * Maximum inpatient service capacity is calculated from the number of operational beds multiplied by the number of service days.

** Inpatient utilization rate is calculated from the number of inpatient service visits divided by the maximum inpatient service capacity.

Innovation Development

In an era where digital technology plays a crucial role in daily life and access to healthcare services, service recipients' expectations have rapidly changed. Therefore, hospitals must continuously develop and adapt to enhance the quality of medical treatment, safety, and service experience to meet the demands of the digital age. In 2025, Praram 9 Hospital has advanced its capabilities in information technology, innovation, and systematic data management, focusing on establishing a strong foundation to support a sustainable long-term transition to a Digital Hospital. This encompasses medical treatment, management, and service delivery to recipients. The operations in 2025 have three main objectives: 1. Elevate the quality of care and safety for service recipients. 2. Create new, convenient, fast, and easily accessible service experiences. 3. Increase the efficiency of organizational work processes and resource utilization.

The implementation of various projects can be summarized into 3 areas as follows:

1. Data and Information Management

The hospital prioritizes data and information management as a strategic infrastructure for driving towards a Digital Hospital. Accurate, complete, and systematically available data enhances the decision-making efficiency of medical personnel, elevates service recipient safety, and supports the appropriate and sustainable application of new digital technologies and innovations. In 2025, the hospital comprehensively undertook Data and Information Management initiatives, from data storage and analysis to overall data governance and management, to prepare for the transition of core information systems and long-term organizational development, as follows:

1.1 Develop Data Warehouse

The hospital has developed a Data Warehouse to serve as a central hub for storing and linking data from all organizational departments, including medical data such as treatment history, diagnostic results, and laboratory reports, as well as administrative support data such as finance, human resources, and medical equipment management. This Data Warehouse system helps reduce data redundancy, enhance accuracy and reliability, and prepare data for utilization in information system development, in-depth data analysis, and organizational strategic planning.

1.2 Development of Core Organizational System Platforms (HIS & ERP)

In 2025, the hospital initiated projects to develop and implement new Hospital Information System (HIS) and Enterprise Resource Planning (ERP) systems, which are currently underway and scheduled for completion in 2026. The development of these two core system platforms marks a significant step in elevating organizational data and information management, with the goal of:

- Systematically links medical and administrative data to work together.
- Enhances data accuracy, continuity, and transparency throughout the service process.
- Supports comprehensive digital operations and is ready for future development.

The new HIS and ERP systems will serve as the core of the hospital's information system infrastructure, supporting efficient medical services alongside precise and sustainable organizational management.

1.3 Electronic Medical Record (EMR) System

The Electronic Medical Record (EMR) system is the core of medical information systems and a key component in enhancing the quality of care in the digital era. Storing medical records digitally allows doctors and medical personnel to access service recipient information quickly, accurately, and up-to-date, whether it's medical history, diagnostic results, medication lists, or treatment plans. This leads to more precise medical decisions and helps reduce the risk of data discrepancies. Currently, EMR data is a crucial part of developing applications under the 9 Smart (Smart Hospital) project, designed to elevate services and create a new experience for receiving healthcare from the hospital. During the transition to the new HIS system, the hospital focuses on developing EMR to have a standardized data structure, covering data formats, clinical content, and data recording processes, to support integration with other information systems, both medical and administrative, as well as future applications such as in-depth data analysis, medical decision support, and healthcare service innovation.

1.4 Personal Health Record (PHR) System

To enhance the service recipient experience, the hospital has continuously developed its PHR system by linking data from the EMR system and presenting it through the hospital's digital platform. Service recipients can conveniently access personal health information such as medical history, health check-up results, laboratory results, medication lists, and vaccination history anytime, anywhere. The data is presented in an easy-to-understand format, enabling service recipients to effectively monitor and plan their own healthcare. In the next phase, the PHR system will be developed to align with the structure of the new HIS system and support connectivity with future health technologies. Praram 9 Hospital emphasizes elevating the role of service recipients in managing their own health through the development of the Personal Health Record (PHR) system, which is part of its digital healthcare service development strategy. The PHR system links medical data from the Electronic Medical Record (EMR) system to a digital platform that service recipients can directly access and use. The PHR system has been integrated with the 9 Smart (Smart Hospital) application to connect data from the hospital's internal operating systems to comprehensive digital services that service recipients can interact with and utilize. Service recipients can access important health information such as medical history, health check-up results, laboratory results, X-ray results, medication lists, doctor's diagnoses, and vaccination history anytime, anywhere, enhancing convenience, transparency, and continuity in healthcare. The system is designed to provide real-time, up-to-date information and supports usage according to data security standards, with data encryption and authentication processes to appropriately protect service recipients' personal information. This is coupled with a user-friendly interface design that supports users of all ages and makes accessing health information easier. In the next phase, the hospital plans to develop the PHR system to align with the structure of the new HIS system to enhance data linkage capabilities and interoperability with other health information systems. It will also be extended to include in-depth health data analysis and personalized recommendations, such as nutrition, exercise, and preventive healthcare, as well as supporting connectivity with smart health devices (IoT) and integrating Artificial Intelligence (AI) technology to support continuous long-term healthcare.

1.5 Customer Relationship Management Process Innovation (CRM Innovation: Seamless Experience & Operational Excellence) In 2025, the hospital is committed to elevating its Customer Relationship Management (CRM) system beyond merely a data collection tool to become an "Integrated Healthcare Ecosystem & Efficiency Driven" system. The objective is to connect service recipient experiences across all channels (Omni-channel) while simultaneously optimizing internal processes for maximum agility and precision, as follows:

1. Data Linkage Innovation for Seamless Experience (Unified Customer View & Seamless Journey): The hospital has developed a centralized customer data management process (Single Customer View) by fully integrating databases from front-end and back-end systems to eliminate data silo issues. Offline-to-Online (O2O) Connectivity: Developed a system that links medical history, appointment behavior, and interest in healthcare services from digital channels (Application, Website, Social Media) with information when service recipients physically arrive at the hospital. This allows staff to provide continuous service, understand the patient's context and needs immediately without redundant questioning. Targeted Communication at Every Touchpoint: Transformed communication processes to be real-time along the service recipient's journey (Customer Journey), from before receiving service (Pre-visit), during service (During-visit), to post-service follow-up (Post-visit), through the most convenient channel for the service recipient. This fosters engagement and a positive experience throughout the service delivery.

2. Operational Efficiency & Lifetime Value Optimization: In addition to creating a positive experience, the hospital has applied automation technology to its CRM processes to reduce redundancy and increase business value. Customer Lifecycle Management: Shifting from traditional demographic segmentation to in-depth analysis based on "health cycles" and "Customer Lifetime Value (CLTV)," enabling cost-effective allocation of resources, marketing budgets, and privileges to the highest potential target groups. Workflow Automation: Implementing Marketing Automation systems for routine relationship management tasks, such as sending appointment reminders, seasonal health alerts, or disease-

specific information. This reduces the manual workload of medical personnel and marketing staff, allowing teams more time to focus on complex patient cases or those requiring special attention. Future Roadmap: This year's CRM system development lays a strong data infrastructure foundation, preparing for the transition to the "AI-Driven Healthcare" era in the coming year. The hospital plans to utilize AI and Machine Learning technologies for predictive analytics to forecast health risks in advance and offer advanced hyper-personalized health solutions. This will be a significant step in transforming the hospital's role from a healer (Cure) to a sustainable preventive healthcare partner.

2. Service Management

2.1 Develop 9 Smart (Smart Hospital)

Praram 9 Hospital has laid the foundation for service enhancement, including designing new services (Service Design) to align with the needs of service recipients in the modern era, and developing technological infrastructure (Digital Infrastructure) to support future digital services. In 2022, the hospital announced its commitment to becoming a fully Digital Hospital through Digital Transformation initiatives, by adjusting three key organizational components:

1. People

The hospital develops digital skills for personnel at all levels and fosters a "C.A.T Culture" (Collaboration, Agility, Trust) within the organization. This promotes cross-functional project work, reduces siloed operations under the "Move Fast, Fail Fast, No Blame" philosophy, and encourages experimenting with new ideas and learning creatively from mistakes. The Lean Project concept has been implemented across the organization, allowing personnel from all departments to participate in conceptualizing, analyzing, and developing their own Lean projects. This aims to improve work processes, reduce redundancy, and enhance service efficiency. Senior management plays a crucial role in supporting, monitoring, and actively participating in each phase of the project.

2. Process

The hospital has adjusted its work processes (Process Redesign) to facilitate collaboration and participatory decision-making, adopting a patient-centric approach. This reduces siloed work, eliminates redundant tasks, and establishes shared rules and metrics to enhance overall organizational efficiency.

3. Technology

Following the development of personnel and work processes, the hospital has integrated digital technology to support operations, reducing manual steps such as redundant data entry and paper-based documentation. This also includes real-time data linkage between various systems, including medical records, appointment systems, and queuing systems. This data integration helps minimize errors, reduce waiting times, and enhance the service experience to be more accurate, reliable, and seamless throughout the patient journey.

Pioneering with the Smart Check-up project, a clear outcome of this transformation is the Smart Check-up pilot project at the health check-up center, which helps reduce waiting times, alleviate congestion, and minimize communication errors. The entire service process has been redesigned, from purchasing health packages to receiving test results. Service recipients experience faster service and higher satisfaction. This project has gained industry recognition and led to the expansion of digital services to all Outpatient Department (OPD) sections, forming the Smart Hospital project.

“9Smart” Platform Connecting Every Step of Treatment

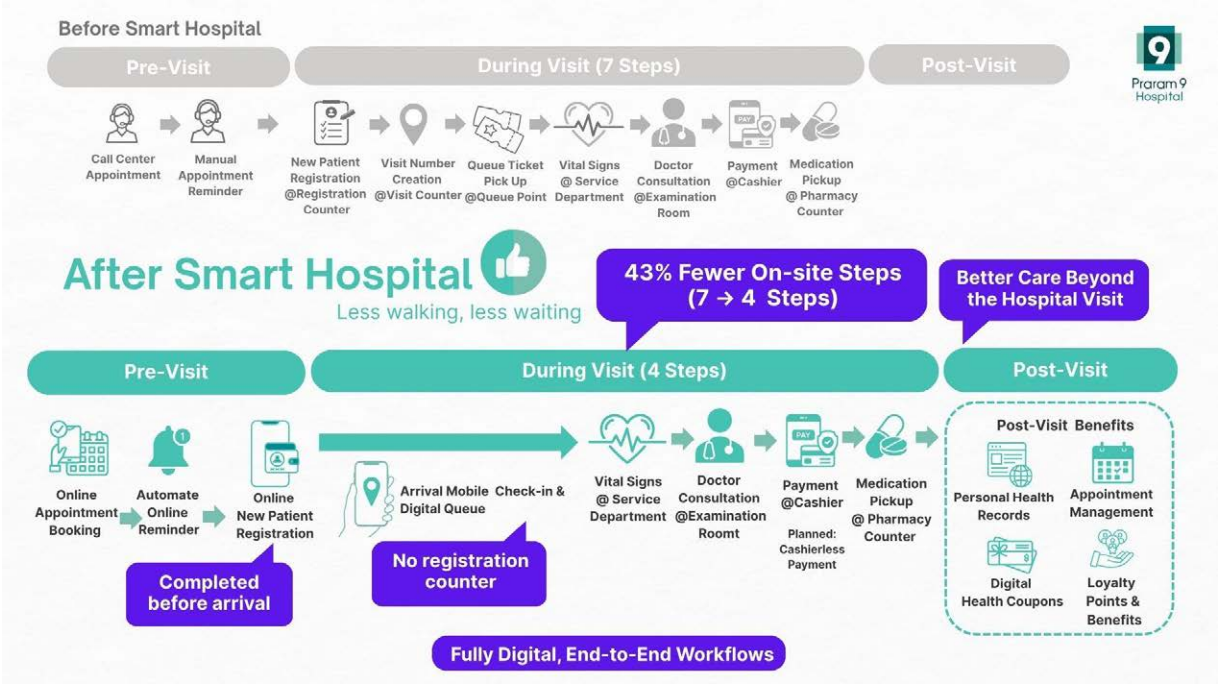
Developed with the Smart Hospital concept, integrating digital support throughout the entire patient journey, including before arriving at the hospital, during service at the hospital, and after returning home. It is developed as a Web-Based Application on LINE OA (@Praram9Hospital), which is popular in Thailand, eliminating the need for users to download additional applications. 3 key principles in developing "9Smart":

1. Decentralization of Services: Providing service recipients with options to complete certain steps digitally instead of performing all operations at the hospital counter. This helps reduce waiting times, alleviate congestion, and make service reception more convenient.

2. Personalized Care: Providing services and communication tailored to each service recipient's specific information.

3. Seamless Integration: Linking online procedures and hospital services into a continuous process, where data is automatically transferred without repetitive questioning, re-entry, or interruptions between steps.

Service Process (Patient Journey) under “9Smart”



Before receiving services

1) Online Pre-Registration: New service recipients without a prior record can register via Face Scan and Two-Factor Authentication (2FA) to protect data according to PDPA standards. Data is directly sent to the Hospital Information System (HIS), reducing registration time at the counter from 15–20 minutes to less than 1 minute, making the new patient registration process up to 90% faster. 2) Real-Time Appointment Booking & Reminder System: Service recipients can book or reschedule appointments online at any time without needing to call the hospital. The notification system via LINE OA has resulted in an increase in appointment attendance from 83% to 86%, reducing communication errors and the workload of staff who previously had to call individual patients to remind them of appointments.

During service reception

Once service recipients have registered and made online appointments, the Outpatient Department (OPD) service process has been reduced from 7 steps to just 4 steps, representing a 43% reduction in steps.

1) Mobile Auto Check-in: Service recipients can check in via mobile phone upon arrival at the hospital, receive a queue number through the 9Smart platform, and then proceed directly to the service department without needing to go to the registration counter first.

2) Real-Time Status Tracking System: Service recipients can track every step via mobile phone, from Check-in > See a doctor > Lab/X-ray > See a doctor for results > Payment > Receive medication

Reduces the need to inquire with staff at 7 different service points and minimizes communication errors.

Queue calling uses a Station-Based Queuing system, directing service recipients to available service channels in real-time. The system continuously manages queue order throughout the process, eliminating the need to take a new queue number at each point, even if they are different departments or service areas, such as examination rooms and laboratories. Service recipients can track their status at all times, ensuring a smooth service experience.

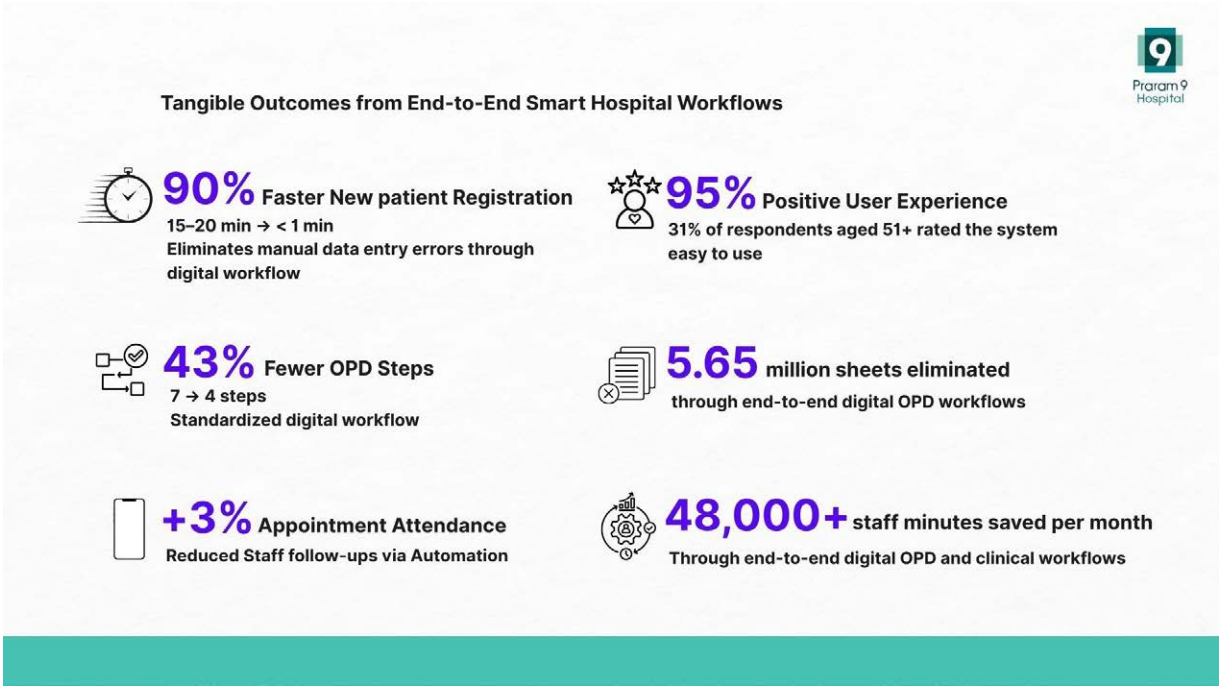
After receiving services at the hospital

1) Personal Health Records (PHR): Service recipients can view test results, lab and X-ray reports, diagnoses, and medication lists via mobile phone, allowing them to review medical information at any time. This reduces anxiety from

forgetting detailed instructions after leaving the examination room and supports accurate and continuous adherence to doctor's recommendations at home. 2) Digital Health Coupons: Service recipients can purchase online health packages and securely transfer rights to family members or friends through the 9Smart system. Transferees can receive services themselves without the purchaser needing to be present. Complete data linkage supports easier healthcare for loved ones.

9Smart Results 9Smart enhances the patient experience, with 95% of users satisfied. The most popular functions are doctor appointments, viewing personal health check-up results, and Mobile Check-in instead of going to the registration counter, respectively. User data analysis shows that the age group 51 years and older accounts for 31% of survey respondents, indicating that older adults can use the platform conveniently and have a good experience. In terms of operational efficiency, digitizing the end-to-end OPD process and eliminating internal paper documents has reduced paper usage by over 5.65 million sheets within 3 years.

More importantly, it reduces manual handoff procedures and redundant tasks, allowing medical personnel and staff to focus more on caring for service recipients instead of administrative work.



Next Step: Smart Hospital The 9Smart platform is one tool for the hospital to become a Digital Hospital by enhancing convenience at every service point. In the next phase, the hospital plans to integrate Artificial Intelligence (AI) technology to support service processes in both clinical and service aspects, to increase accuracy and personalized care. Currently, the hospital is undertaking several AI projects, including Medical AI, Service-Support AI, and AI for enhancing internal operational efficiency, which will form a crucial foundation for future Digital Healthcare.

2.2 Development of the 9 CARE Platform by Praram9V Online Hospital Center

In the past year, the Praram9V Online Hospital Center has continuously developed and provided the 9 CARE platform to support Praram 9 Hospital's Digital Hospital policy and Decentralized Health Care Service concept. The focus has been on enhancing the efficiency of service recipients' access to medical services through modern and standardized digital technology.

The 9 CARE platform is an application that supports both Telemedicine and Medical IoT services. It is a Telemedicine system that allows online medical consultations via video calls, enabling patients, doctors, and medical personnel to

communicate and provide timely care. This reduces time and location constraints, resulting in more efficient access to diagnosis and treatment from doctors for patients. Furthermore, the platform supports the creation of Personal Care Plans, where doctors collaborate with patients to plan their healthcare. A team of professional nurses at the online hospital center provides close care and symptom monitoring through a health monitoring system linked to medical devices and health equipment, including blood pressure monitors, blood glucose meters, body thermometers, weighing scales, and smartwatches. Health data can also be linked and sent as real-time notifications to the patient's family members, enhancing confidence in continuous patient care.

Praram 9 Hospital has widely publicized these services to the public, resulting in significant interest and positive feedback for the 9 CARE platform from service recipients. To enhance convenience and elevate the service recipient experience, the Praram9V Online Hospital Center has continuously provided important supplementary services as follows:

- 24-Hour Telemedicine Service: Praram 9 Hospital offers 24-hour medical consultations via its Telemedicine system, allowing patients to access medical care from any location without needing to travel to the hospital. This service is suitable for those living in remote areas or in non-severe emergency cases requiring urgent medical advice. It helps reduce travel time and costs, enhances convenience and safety for patients, and also accommodates international patients without time zone restrictions, enabling them to consult with the hospital's specialized doctors at any time.

- Electronic Medical Certificate System: The hospital has developed an online medical certificate system to facilitate service recipients who use Telemedicine services. They can request medical certificates in an electronic format that meets international safety and reliability standards. This system addresses the needs of patients who urgently require a medical certificate and are unable to travel to the hospital.
- Praram9V Online Hospital Center's Line Official Account Service: Praram9V has established a Line Official Account as a convenient, fast, and 24-hour communication channel for service recipients. Through this, service recipients can schedule doctor appointments for Telemedicine services, inquire about health concerns, and receive advice from the professional nursing team at the online hospital center. Furthermore, it serves as a channel for regularly disseminating health knowledge through articles from doctors, promoting accurate health knowledge and care among the public.

Research and development policy in various areas, and details regarding innovation development in processes, products and/or services, or business models.

Research and development (R&D) policy : No

R&D expenses in the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

1.2.2.2 Marketing policies of the major products or services during the preceding year

Overview of the Private Hospital Industry in 2025

In 2025, the private hospital business in Thailand is projected to continue its growth trajectory, driven by a clear recovery following a previous slowdown. This growth is supported by structural societal changes towards an aging society, increased access to health technology and Digital Health, urbanization, and the resurgence of medical tourism. These factors are leading to a significant increase in the number of patients, particularly international patients, seeking medical services in Thailand.

Growth Trends of International Patient Groups

1. Middle East Group There is a continuous increase in demand for specialized medical services and preventive medicine, as well as opportunities for developing cooperation between Thai hospitals and public health agencies in foreign countries, such as the State of Kuwait, which strengthens the long-term patient base.

2. CLMV Countries Group Including the Kingdom of Cambodia, the Republic of the Union of Myanmar, the Lao People's Democratic Republic, and the Socialist Republic of Vietnam, there is an increasing demand for complex disease treatment, coupled with the popularity of cosmetic surgery and premium health check-up services, such as LASIK.

3. China Group Residents or those working in Thailand remain a significant market for health check-up services, infertility treatment (IVF), antenatal care, childbirth, and cosmetic surgery. Although economic factors and international travel confidence may affect service utilization behavior in the short term, the company has always maintained trust.

Factors Pressuring the Hospital Business

1. Medical personnel costs Shortage of specialized doctors and healthcare personnel leads to increased competition for compensation.

2. Utility costs Rising energy and water prices due to environmental and climatic factors such as drought.

3. Investment in Medical Technology The necessity to develop Telemedicine and Health Technology to enhance treatment quality, improve service efficiency, and support long-term competitiveness.

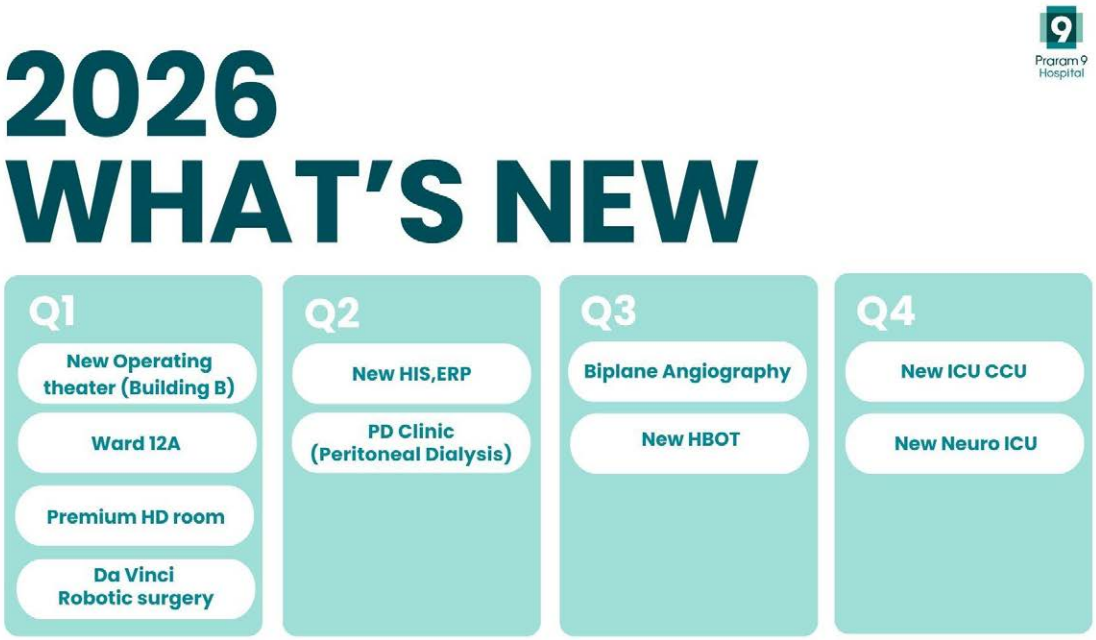
Key Trends Affecting the Industry

1. Aging Society Thailand is fully entering an aging society, leading to a continuous increase in demand for medical care and medical technology.

2. Digitalization Health technologies such as Telemedicine and health applications help improve service efficiency and respond to changing consumer behavior.

3. Urbanization Urban expansion provides opportunities for hospitals to reach new patient groups in both urban areas and developing economic zones. **4. Medical Tourism** Medical tourism continues to grow, necessitating hospitals to invest in technology and develop international service standards.

Hospitals have future projects focused on improving and developing service areas, as well as utilizing medical technology, to meet the long-term needs of service recipients.



The industry competition during the preceding year

Competition and Market Positioning

Through continuous investment in medical technology, development of service quality, and efficient management systems, Praram 9 Hospital maintains a strong market position among leading private hospitals in Thailand in 2025, despite facing increasingly intense competition from both public and private hospitals focused on high-level services.

Hospitals can differentiate themselves in competition through international medical treatment standards, specialized disease treatment expertise, effective treatment planning, continuous infrastructure development, as well as receiving prominent awards and rankings in the industry, which helps enhance their image, credibility, and trust from both domestic and international service recipients.

Through proactive strategic implementation and continuous adaptation to market changes, Praram 9 Hospital has not only been able to maintain its existing customer base securely but also shows a tendency to expand its market share and enhance its sustainable competitiveness in the long term.

Characteristics of Competitors in the Industry

The competitive structure in Thailand's private hospital industry can be divided into 3 main groups:

1. Integrated Healthcare Providers Operating businesses from infrastructure development, investment in specialized medical centers, and wellness medical centers, to providing medical services through affiliated companies.

2. Large hospital network business groups (Hospital Networks) Expanding operations through mergers and acquisitions (M&A) and integrating services within the network to enhance competitive power and broad access for service recipients.

3. Independent private hospital providers (Standalone Private Hospitals) Focusing on specialized services and utilizing medical technology from abroad to create qualitative differentiation, as well as expanding customer groups outside the hospital area.

Praram 9 Hospital maintains its competitiveness through investments in technology, enhancement of service standards, personnel development, and operations aligned with sustainable development guidelines (Sustainability), which continuously builds confidence and satisfaction among service recipients.

Key Strategies in 2025

1. Expanding the International Patient Market Focusing on attracting patients from the Middle East, CLMV, and China through the establishment of specialized International Marketing and International Patient Services units to systematically manage international patients and foster collaborations with overseas partners.

2. Elevating the International Center to a One-Stop Service Improving the International Center's facilities to accommodate the growth of international patients, especially from the Middle East, while elevating international medical treatment standards, covering everything from coordination, appointments, and treatment to post-treatment follow-up.

3. Enhancing Brand Awareness through Digital Channels and Partnerships Utilizing digital platforms in conjunction with domestic and international business partner networks to increase target audience reach, enhance corporate image, and support long-term customer base growth.

With strategies focused on sustainable growth, enhancing treatment quality, and expanding the patient base in the international market, Praram 9 Hospital has the potential to become an International Medical Hub and compete strongly in the private hospital market.

1.2.2.3 Procurement of products or services

Procurement of Products or Services

1. Procurement of Doctors and Medical Personnel

With over 33 years of operational experience, a reputation for quality medical care, and trust from service recipients, Praram 9 Hospital has continuously earned the confidence of medical professionals. Coupled with excellent cooperation among the founding physicians, management, and leading medical institutions, this enables the hospital to consistently attract qualified specialist doctors and healthcare personnel.

The hospital prioritizes Diversity, Equity & Inclusion in its personnel recruitment process, offering equal opportunities regardless of race, religion, gender, language, sexual orientation, social status, or disability. It aims to create an open work environment conducive to developing the potential of personnel at all levels.

HR System Development and Personnel Recruitment in 2025

The hospital continuously develops its human resource management system through the HRIS (OneBook Application), covering timekeeping, leave requests, welfare applications, training, and performance evaluations. This enhances efficiency, reduces workflow steps, and supports the Lean Organization concept. Recruitment channels include Facebook, Line, TikTok, the hospital website, and collaborations with universities and medical institutions. Workforce planning supports service expansion; the hospital has developed a proactive staffing plan covering doctors, nurses, and support staff, along with programs supporting accommodation, internships, and a "friend referral" program for positions in shortage. Furthermore, the hospital continuously operates a Human Resource Development Center, featuring simulation rooms for practical training in realistic scenarios to elevate the skills and competencies of personnel in line with international standards.

2. Procurement of Medicines and Medical Supplies

The hospital procures quality medicines and medical supplies, prioritizing safety and cost-effectiveness, to meet the needs of doctors and patients. Medicines and medical supplies are primarily ordered from distributors of foreign manufacturers and from certified domestic manufacturers. The vendor selection criteria cover product quality, reasonable pricing, and company reliability, such as GMP certification. It also supports companies with good corporate governance, human rights considerations, labor protection, and environmental awareness. Furthermore, the hospital maintains an Approved Vendor List for pharmaceutical and medical supply companies, identifying critical partners categorized into Critical Tier 1 (direct business with the hospital) and Critical Non-Tier 1 (indirect business with the hospital). Partner risk assessments are conducted, and vendor evaluations are reviewed at least once a year, including assessments from relevant hospital personnel and self-assessments by each company covering social, environmental, and governance (ESG) aspects. Onsite visits are also conducted for certain high-volume and critical suppliers to ensure effective partner evaluation, collaboratively identify development approaches with partners in various areas to mitigate potential risks in the procurement process, and promote social, environmental, and governance (ESG) development. The hospital procures medicines and medical supplies from multiple distributors without exclusive purchasing agreements with any specific supplier, allowing for diverse options, flexibility, and adaptability to situations. The hospital also conducts satisfaction surveys among partners regarding personnel involved in pharmaceutical and medical supply procurement. Currently, the hospital has over 500 registered partners for medicines and medical supplies.

3. Procurement of Medical Instruments and Equipment

The hospital consistently monitors advancements in medical technology and continuously surveys the needs for medical instruments and equipment across all medical specialties. Additionally, the hospital has established a Medical Instrument Committee comprising representatives from management, medical staff, accounting, procurement, and various clinics to consider and evaluate the suitability, cost-effectiveness, and benefits to service recipients of adopting new medical technologies and equipment. This committee is also responsible for considering, planning, and allocating budgets related to medical instruments and equipment as necessary for providing quality and safe medical and nursing services, to be presented to the Budget Review Committee and subsequently to the Executive Board and/or the Board of Directors for approval (as appropriate). The selection of medical instruments and equipment relies on several factors, such as new technology, safety, product quality, price, cost-effectiveness, after-sales service, necessity, strategic alignment, and the readiness of medical personnel. Procurement is conducted through the company's purchasing and procurement channels to ensure transparency in accordance with organizational policy.

Currently, the hospital procures various medical instruments and equipment from domestic distributors directly appointed by manufacturers. This is because such companies can provide immediate after-sales service and repairs by skilled technicians if instruments or equipment malfunction, are defective, or damaged. Regarding payment terms, the hospital typically has a payment period of approximately 30 days with suppliers, depending on the type of medical instrument or equipment purchased and negotiations with the supplier. Furthermore, the hospital has entered into a service agreement for "Comprehensive Medical Equipment Management" with a leading specialized company to oversee maintenance and repairs, ensuring that medical instruments and equipment are ready for use, highly efficient, and to serve as consultants, providing necessary information to the hospital for long-term procurement or planning of medical equipment.

1.2.2.4 Assets used in business undertaking

Core permanent assets

As of December 31, 2025, the items and net book value of the company's land, buildings, and equipment, as presented in the company's financial statements, are detailed as follows:

The appraisal price of core permanent assets

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
Land and Land Improvements	646.50	Proprietor	-	-
Building renovation and condominium units	1,355.64	Proprietor	-	-
Building Systems	508.78	Proprietor	-	-
Medical instruments and equipment	393.71	Proprietor	-	-
Fixtures, Fittings, and Office Equipment	307.33	Proprietor	-	-
Vehicle	16.36	Proprietor	-	-
Assets under installation and construction in progress	109.54	Proprietor	-	-
Allowance for impairment of property, plant, and equipment	-3.62	Proprietor	-	-

Core intangible assets

As of December 31, 2025, the items and net book value of the company's intangible assets as presented in the company's financial statements.

The appraisal price of core intangible assets

List of assets	Types	Book value / Appraised value	Additional details
Computer Software - Cost Price	Software	116.18	-

Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated companies : No

1.2.2.5 Under-construction projects

Under-construction projects : No

Details of under-construction projects

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -

1.3 Shareholding structure

1.3.1 Shareholding structure of the group of companies

Policy on operational organization within the group of companies

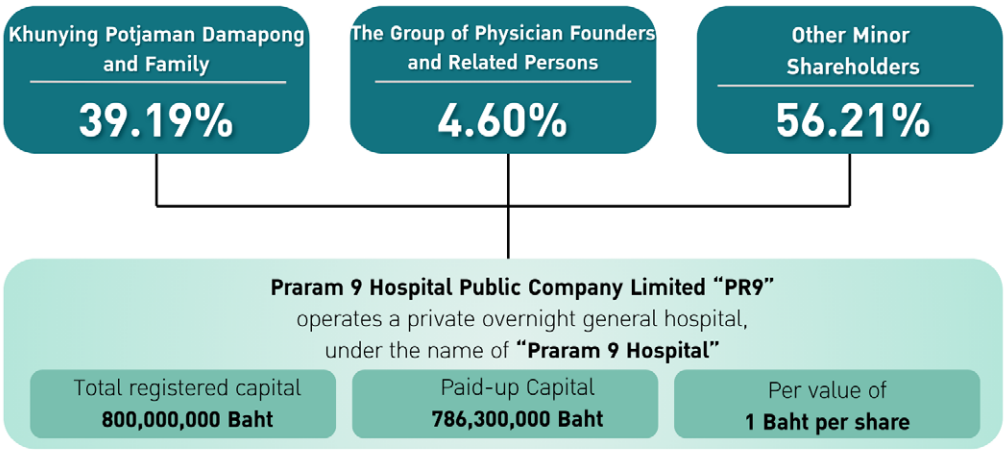
The Company operates a medical and healthcare services business under the name "Praram 9 Hospital." The Company has no subsidiaries or associated companies. As of 31 December 2025, the Company's shareholding structure can be summarized as follows:

1. Khunying Potjaman Damapong and family[(1)(2)] 39.19%
2. The group of founding physician Founders and Related Persons[(3)] 4.60%
3. Other Minor Shareholders 56.21%

Remarks:(1) Khunying Potjaman Damapong and family refer to Khunying Potjaman Damapong, Mr. Panthongtae Shinawatra, Ms. Pintongta Shinawatra Kunakornwong, Ms. Paetongtarn Shinawatra, a group of shareholders formed upon their surname and public disclosure of general information with the exclusion of organizing a group of related shareholders as per Article 258 Securities and Exchange ACT B.E. 2535 (1992) or shareholders who are under the same authority or any relationship or manners acting in conjunction with others according to the Notification of Capital Market Supervisory Board No.TorJor. 7/2552.

(2) Khunying Potjama Damapong initially held shares in 1996 through purchasing minority shareholders' stocks, which was not a group of founding doctors, of 200,000 shares at a par value of THB 100 per share, representing 5 percent of its registered and paid-up capital of THB 400,000,000, divided into 4,000,000 ordinary shares, at a par value of THB 100 per share and purchased additional shares until 2001, she subscribed for 1,921,625 newly-issued ordinary shares at a par value of THB 100 per share by applying for an oversubscription since there were remaining unsubscribed ordinary shares from the subscription of the existing shareholders of the Company. As a result, she held 2,856,625 shares, at a par value of THB 100 per share of registered and paid-up capital of THB 600,000,000, divided into 6,000,000 newly-issued ordinary shares at a par value of THB 100 per share and has become a major shareholder of the Company. Subsequently, the 2018 Annual General Shareholders' Meeting held on March 28, 2018 passed the resolution to approve the increase of the Company's registered capital from THB 600,000,000 (six hundred million baht) to THB 800,000,000 (eight hundred million baht); by issuing 200,000,000 newly-issued ordinary shares at a par value of 1 baht per share. On October 25, 2018, the Company registered the increase of its paid-up capital of THB 180,000,000 (one hundred and eighty million baht) with the total paid-up capital of THB 780,000,000 (seven hundred and Eighty million baht). On November 30, 2018, the Company registered additional increase of its paid-up capital of THB 6,300,000 (six million three hundred thousand baht). Currently, the Company has paid-up capital of Baht 786,300,000 (seven hundred and eighty-six million, three hundred thousand baht) with a par value of 1 baht per share. To date, Khunying Potjaman Damapong holds 292,062,500 shares with the current status of the Company's major shareholders.

(3) A group of founding doctors and related persons refer to Dr. Satian Pooprasert, Dr. Mongkol Tanjapatkul, Dr. Viroon Mavichak, and Dr. Prasert Trairatvorakul with the inclusion of related persons according to Article 258 Securities and Exchange ACT B.E. 2535 (1992) of the 4 aforementioned doctors.



Shareholding diagram of the group of companies

Does your company have any shareholdings in other companies? : No

1.3.2 Shareholding by a person with a potential conflict of interest holding exceeding 10 percent of the voti ng shares in a subsidiary or associated company

Does the company have a person with potential conflicts of interest holding shares in a subsidiary or associated company? : No

1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business group of a major shareholder? : No

1.3.4 Shareholders

List of major shareholders

Group/List of major shareholders	Number of shares (shares)	% of shares
1. Khunying Potjaman Damapong	293,026,600	37.27
2. Thai NVDR Company Limited	29,874,893	3.80
3. VAYU1	14,686,000	1.87
4. Mr. Satien Pooprasert	10,550,000	1.34
5. Mr. Prasert Trairatvorakul	9,950,000	1.27
6. N.C.B.TRUST LIMITED-NORGES BANK 38	9,359,000	1.19
7. Mr. Viroon Mavichak	9,250,000	1.18
8. B-TOP-THAIESG	7,938,300	1.01
9. BBHISL NOMINEES LIMITED	6,472,800	0.82
10. Muang Tahi Life Assurance Public Company Limited	6,112,137	0.78
11. K Master Pooled Fund Registered Provident Fund	5,660,700	0.72
12. Bualuang Flexible RMF	5,366,700	0.68
13. Miss Paetongtarn Shinawatra	5,092,000	0.65
14. Miss Pintongta Shinawatra Kunakornvong	5,000,000	0.64
15. Mr. Panthongtae Shinawatra	5,000,000	0.64
16. Mr. Mongkol Tanjapatkul	4,800,000	0.61
17. Social Security Office by UOB Asset Management (Thailand) Co., Ltd. (2)	4,448,000	0.57
18. K Mid Small Cap Equity RMF	4,332,700	0.55
19. TISCO MASTER POOLED REGISTERED PROVIDENT FUND	4,087,800	0.52
20. MISS PORNBHIROM BHIROM BHAKDI	4,000,000	0.51
21. MR. Thitipong Sirithienthong	4,000,000	0.51

Major shareholders' agreement

Does the company have major shareholders' agreements? : No

1.4 Amounts of registered capital and paid-up capital

1.4.1 Registered capital and paid-up capital

Registered capital and paid-up capital

Registered capital (Million Baht) :	800.00
Paid-up capital (Million Baht) :	786.30
Common shares (number of shares) :	786,300,000
Value of common shares (per share) (baht) :	1.00
Preferred shares (number of shares) :	0
Value of preferred share (per share) :	0.00

Has the company listed in other stock exchange?

Has the company listed in other stock exchange? :	No

1.4.2 Other types of share whose rights or terms differ from those of ordinary share

Other types of share whose rights or terms differ from those of ordinary share :	No

1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)? :	Yes
Number of shares (Share) :	29,874,893
Calculated as a percentage (%) :	3.80

The impacts on the voting rights of the shareholders

Impact on the voting rights of shareholders Subsidiaries established by the Stock Exchange of Thailand NVDR is an automatic listed security. Investors in NVDR will receive various financial benefits similar to investing in the company's common stocks but will not have voting rights in the shareholders' meeting. It will not affect voting at the shareholders' meeting.

1.5 Issuance of other securities

1.5.1 Convertible securities

Convertible securities :	No

1.5.2 Debt securities

Debt securities :	No

1.6 Dividend policy

The dividend policy of the company

The Company has a policy to pay dividends to shareholders at a rate of not less than 40 percent of the net profit after corporate income tax and reserves as specified by laws and Company's Articles of Association. The payments of such dividends may be subject to change depending on other necessities and suitability as the Board of Directors deems appropriate.

However, the annual dividend payment shall be approved by the Shareholders' Meeting, except for the interim dividend payment which can be approved by the Board of Directors and shall be reported to the Shareholders' Meeting for acknowledgement in the next meeting.

Historical dividend payment information

	2021	2022	2023	2024	2025
Net profit per share (baht : share)	0.3200	0.7200	0.7100	0.9100	1.0500
Dividend per share (baht : share)	0.1400	0.2900	0.3000	0.4000	0.5000
Ratio of stock dividend payment (existing share : stock dividend)	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000
Value of stock dividend per share (baht : share)	0.0000	0.0000	0.0000	0.0000	0.0000
Total dividend payment (baht : share)	0.1400	0.2900	0.3000	0.4000	0.5000
Dividend payout ratio compared to net profit (%)	44.18	40.17	42.28	44.13	47.79

2. Risk management

2.1 Risk management policy and plan

Risk management policy and plan

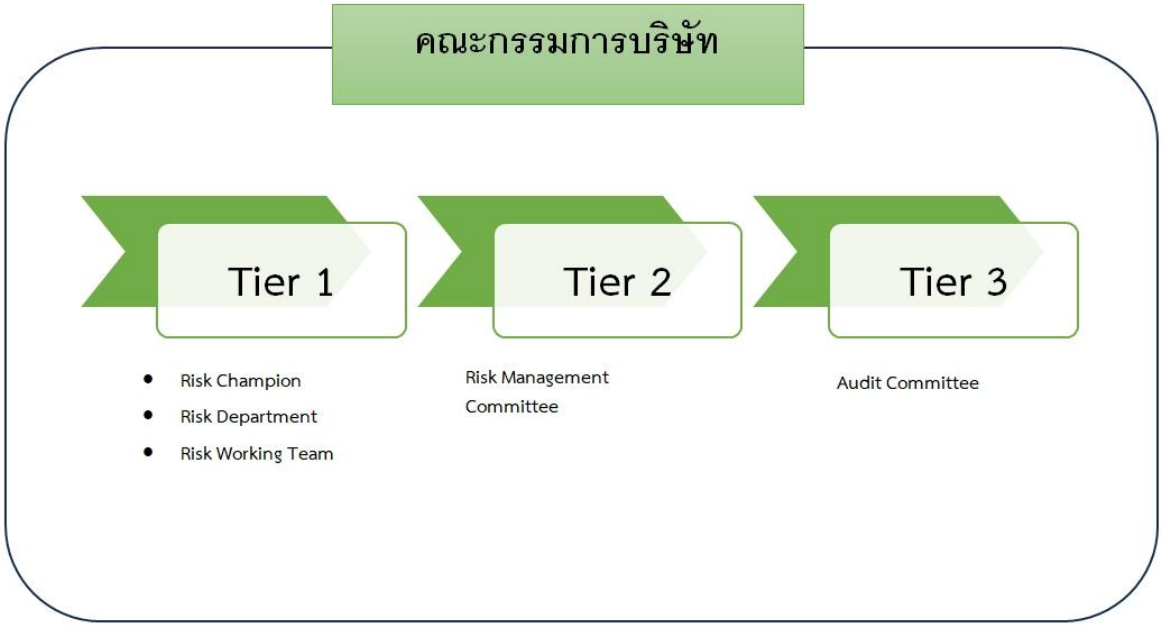
Risk Management

Risk Management Policy and Oversight

Praram 9 Hospital Public Company Limited places importance on risk management at all levels. The hospital's risk management policy is divided into:

1) Clinical Risk Policy, where the hospital prioritizes patient safety and offers international-quality medical services, measured by continuous JCI (Joint Commission International) accreditation in every cycle.

2) Enterprise Risk Management (ERM) Policy, which the hospital implements according to the Best Practice procedures of the international standard COSO ERM 2017.



The hospital employs the Three Lines of Defense principle for risk management oversight, aiming for everyone in the organization to be involved in risk management to foster a risk-aware organizational culture. The oversight structure is divided into:

First Line of Defense (Tier 1)

is the first line of risk management, comprising the Risk Champion / Risk Department / Risk Working Team, whose primary duties are to identify, assess, manage, and monitor actual risks in their own work processes, report risks or unusual incidents to management, and proactively work to prevent recurring risk events. Praram 9 Hospital has appointed Risk Champions to work with the Risk Department and Risk Working Team.

Second Line of Defense (Tier 2)

The Enterprise Risk Management Committee acts as the Second Line of Defense (Tier 2), controlling, supervising, and approving risk analysis and risk management approaches for all 5 risk groups to adequately achieve the hospital's vision and mission, while also supporting and promoting the development of a risk culture throughout the organization through systematic education.

Third Line of Defense (Tier 3)

Third Line of Defense (Tier 3) is responsible for acknowledging and providing opinions on all 5 enterprise-wide risk groups, as well as recommending improvements to align the risk management system with the Three Lines of Defense principles linked to internal control and internal audit.

Roles and Responsibilities of Senior Management

supporting the operational mechanisms of the Risk Management Committee and acting as Risk Owners, who are responsible for collaboratively analyzing risks, planning and designing risk response approaches, and systematically defining Key Risk Indicators (KRIs).

Roles and Responsibilities of the Risk Management Department

The hospital has established a Risk Management Department with the primary responsibility of ensuring the implementation of the international COSO ERM (Committee of Sponsoring Organizations of the Treadway Commission, Enterprise Risk Management) framework throughout the organization, as well as acting as a facilitator for risk owners to achieve risk objectives. It also serves as the main unit for organizing activities to promote a risk culture and establish a Risk Champion system.

International standards for Enterprise Risk Management (ERM)

Praram 9 Hospital Public Company Limited places importance on Enterprise Risk Management (ERM). The hospital's risk management process follows the international standard COSO ERM 2017, comprising 5 main components and 20 sub-principles, as shown in the image below.

1. **Governance and Culture** This includes having a Board of Directors, Audit Committee, and Risk Management Committee with clear responsibilities, as well as senior management and all levels of hospital staff emphasizing and implementing risk management procedures. The hospital also has a risk management policy, manuals, and reports, as well as fostering risk management awareness throughout the company. There are 5 principles: Exercises Board Risk Oversight (2), Establishes Operating Structures (3), Defines Desired Culture (4), Demonstrates Commitment to Core Values, and Attracts, Develops, and Retains Capable Individuals.
2. **Strategy and Objective Setting** The hospital implements risk management linked to the company's main strategies and objectives. This step consists of 4 principles: Analyzes Business Context (7), Defines Risk Appetite (8), Evaluates Alternative Strategies, and Formulates Business Objectives.

3. **Performance** (There are 5 principles: Identifies Risk (11), Assesses Severity of Risk (12), Prioritizes Risks (13), Implements Risk Responses, and

Develops Portfolio View. The risk management system must be complete according to the risk management process. In 2024, the hospital's ERM Portfolio is divided into 5 risk groups.

Integration of ESG Risks into ERM

The hospital has elevated ESG risks to enterprise-level risks monitored by the Board of Directors, covering the following key dimensions:

- **Environmental & Climate Change Risk:** The hospital aims to become a Net-Zero Hospital by utilizing the framework of **TCFD (Task Force on Climate-related Financial Disclosures) Scope 1, 2, and 3** according to international standards, to achieve Carbon Neutrality. Furthermore, it is in the process of preparing for data disclosure under the IFRS S1-S2 and GRI frameworks.
- **Social, Human Rights & Safety Risk:** The hospital has a Diversity and Inclusion Policy, considering the balance of male and female representation in management and on the company's board. Operations comply with labor standards and the assessment framework of **FTSE Russell** strictly, while managing patient safety according to standards. **JCI** continuously certified in every cycle.
- **Governance Risk:** conducting business transparently under the GRC (Governance, Risk and Compliance) framework and combating corruption.

Emerging Risks and Cyber Resiliency

- **Risks from AI Use in Medicine:** The hospital is a leader in assessing emerging risks from AI use (Black-box & Over-reliance) by establishing an AI Governance Committee to define governance, ethical, and data security frameworks before implementing AI to enhance treatment.
- **Cybersecurity Risk:** elevating from prevention to cyber resiliency to ensure business continuity (BCM) and system recovery within defined recovery time objectives (RTO) even in the event of global technological disruptions.

4. Review and Revision The hospital regularly reviews all 5 risk groups, with risk owners coordinating with the risk management department. This step comprises 3 principles: Assesses Substantial Change (16), Reviews Risk and Performance, and Pursues Improvement in Enterprise Risk Management.

5. Information, Communication, and Reporting The Company

Risk data is collected, communicated to all levels of employees, as well as the reporting process.

There are 3 principles: Leverages Information and Technology (19), Communicates Risk Information, and Reports on Risk, Culture, and Performance.

Risk Management Metrics, Targets & 2025 Achievements

Success from Proactive Risk Management is reflected in excellent quantitative data, as follows:

- **Clinical Risk:** The unexpected in-hospital mortality rate (Unexpected Deaths) is **0 Cases**
- **Cybersecurity Risk:** The statistic of undefendable cyberattacks is **0 Case** and critical systems are available (System Availability). **100%**
- **Compliance Risk:** The number of lawsuits, complaints, and non-compliance with significant laws is **0 Case**
- **Business Growth Risk:** Amidst intense competition, the hospital can maintain **continuous growth of organizational revenue.** through expanding the international patient market (Expat Insurance) and establishing Centers of Excellence.

Link for risk management policy and plan : https://investor.praram9.com/en/company-info/sustainability-management/risk-management

Link Page Number : 46 (48)

2.2 Risk factors

2.2.1 Risk that might affect the company's business, including environmental, social and corporate governance issues

Risk 1 Emerging Risks: Risks from the Use of AI in Business Operations

Related risk topics : Strategic Risk

- Changes in technologies
- Competition risk

Risk characteristics

In recent years, Artificial Intelligence (AI) has played an increasingly significant role in the medical and healthcare industries, including areas such as disease diagnosis, medical data analysis, enhancing service efficiency, and elevating the patient experience. Phra Ram 9 Hospital recognizes AI as a strategic technology with the potential to strengthen long-term competitiveness and support the organization's sustainable growth.

However, the adoption of AI in business operations, particularly in the context of medicine and healthcare, which directly involves patient safety, treatment quality, and highly sensitive personal data, inevitably introduces new forms of risk that organizations must prioritize and manage meticulously. Therefore, the hospital has designated "Risks from AI Use in Business Operations" as one of its Emerging Risks for 2025.

Phra Ram 9 Hospital is confident that these risks can be appropriately managed, provided there is a robust governance system and systematic preparedness, ensuring that the use of AI generates more "opportunities" than "risks" for the organization and all stakeholders.

For this reason, the hospital has prepared key risk management and internal control guidelines, which include carefully selecting the types and scope of AI implementation to align with the medical context and organizational strategy; establishing an AI Governance Committee to define frameworks for governance, ethical use, transparency, and accountability; as well as ensuring data readiness, quality, suitability, and security before its use in AI development and application.

This operation reflects Phra Ram 9 Hospital's approach to Proactive Risk Management, which aims to strike a balance between leveraging innovation to enhance operational efficiency and maintaining safety standards, quality of treatment, and the trust of service recipients, investors, and society as a whole, all of which are crucial foundations for stable and sustainable long-term growth.

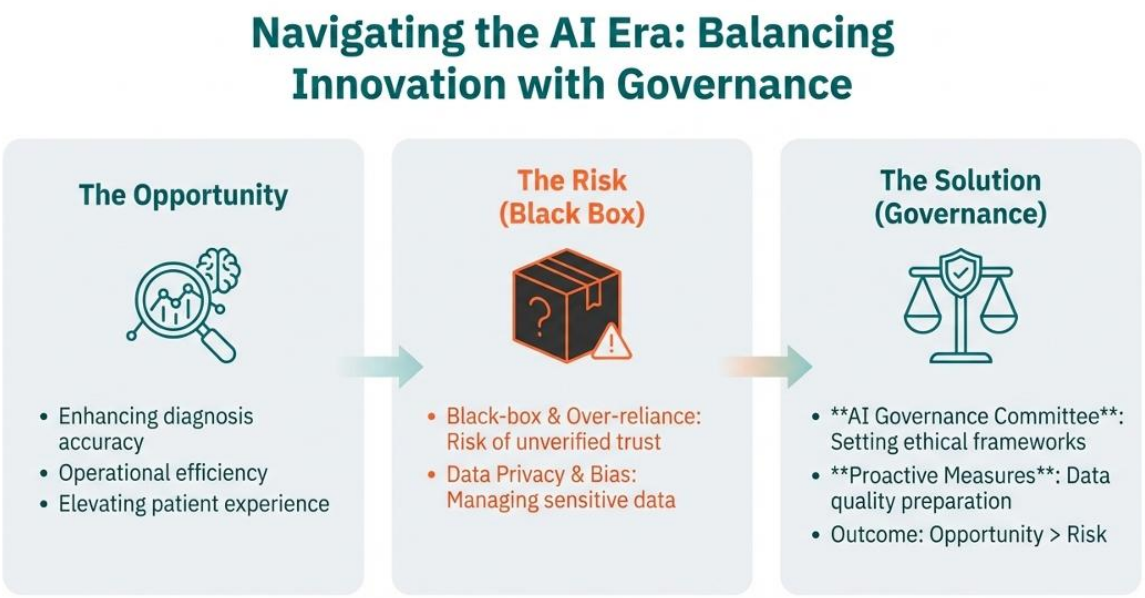
Risk-related consequences

1. Current trends AI in the medical field, which, if hospitals do not adopt it, will prevent them from building competitive capabilities.
2. Studies have shown that AI In the medical field, there is still a lack of transparency and over-reliance on technology (Black-box & Over-reliance) many systems AI Limited explainability means that in the future, if personnel use results from AI without clinical verification, erroneous decisions may be made.
3. the incompleteness and bias of the data fed for AI learning

Risk management measures

1. Careful consideration and selection of the type and scope of AI implementation in alignment with the medical context and organizational strategy.
2. Establishment of an Artificial Intelligence Governance Committee (AI Governance Committee) to define a governance framework, ethical use, transparency, and accountability.
3. Data readiness preparation to ensure quality, suitability, and security before being used in AI development and application.

Such operations reflect Praram 9 Hospital's approach to Proactive Risk Management, which aims to balance the adoption of innovation to enhance operational efficiency with maintaining safety standards, quality of treatment, and the trust of service recipients, investors, and society as a whole.



Risk 2 Business Risk: Risk of not being able to achieve world-class hospitality within 5 years.

Related risk topics : Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies

Operational Risk

- Human error in business operations

Risk characteristics

The hospital has a strategy to become a World Class Hospitality, which does not solely mean focusing on international patients, but also encompasses a holistic service experience (Patient & Customer Experience), which is crucial for achieving World Class Hospitality.

The hospital has invested in service innovation and adapted to become a digital organization, as evidenced by online appointment scheduling. However, other services still rely on human/staff capabilities. Factors contributing to this risk include inconsistency in service standards across different departments, the challenge of comprehensively instilling an international service culture, and the necessity for personnel to adapt to rapidly changing expectations regarding service quality.

The hospital manages this risk with two levels of management plans: 1) Internal control plans implemented as routine activities, including the implementation of the Service Transform Checklist, development of personnel potential through training courses according to professional standards, inviting experts to share knowledge, and regular surveys of service recipients' satisfaction. For the proactive risk management plan level, the hospital established a Customer Journey Taskforce unit to analyze the root causes of service points that still have problems and to establish preventive measures, as well as external evaluation of service quality (Mystery Shopper) for impartiality in planning to become a World Class Hospitality within 2 years.

Risk-related consequences

1.Impact on service recipient experience (Patient & Customer Experience)

2.Impact on international image

3.Failure to achieve strategic goals: Achieving World Class Hospitality is a crucial strategy.

4.Competitiveness and returns

Risk management measures

1. **Establishing Standard Consistency (Standardization):** One of the main risk factors is the inconsistency of service standards across different departments. This strategy therefore utilizes **Service Transform Checklist** as a guideline for daily operations (Internal Control) to ensure consistent standards across all service points.
2. **Elevating Service to Excellence (Excellence Center):** For domestic service recipients, this strategy is employed to deliver services through an Excellence Center, aiming to develop services to an excellent level, thereby mitigating business growth risks and maximizing customer satisfaction.
3. **Collaboration with Proactive Monitoring Systems:** The Service Transform project does not operate in isolation but coordinates with other departments, such as:

- **Customer Journey Taskforce:** to analyze the root causes of issues at service points that do not meet standards and to establish preventive measures.
- **Mystery Shopper:** External parties are engaged to assess service quality, providing impartial data to enhance project effectiveness.

4. **Linking with Culture and Technology:** This strategy supports the dissemination of international service culture and works in conjunction with the system **CRM** to enable the provision of appropriate services that respond to the rapidly changing expectations of service recipients.

Risk 3 Business Risk: Cyber Recovery Risk

Related risk topics : Operational Risk

- Information security and cyber-attack
- System disruption risk

Risk characteristics

The healthcare service industry is one of the industries with high data vulnerability, as medical and personal health information is highly valuable and continuously targeted by cyberattacks. Phra Ram 9 Hospital recognizes these risks and prioritizes the security management of its information systems as a strategic factor impacting service user confidence and business continuity.

It can be stated that 2025 was the year Phra Ram 9 Hospital achieved success in cybersecurity risk management, with zero cases of unpreventable or unresolvable external and internal attacks, and 100% availability of critical systems.

The hospital systematically implemented preventive controls by regularly designing and testing the robustness of critical information systems through penetration tests, updating and upgrading security software, and enhancing cybersecurity awareness among personnel at all levels to mitigate risks from human factors and external threats.

Concurrently, the hospital has developed detective controls through the design of a flexible network infrastructure that supports continuous operation in emergency situations, while closely monitoring key risk indicators, such as System Availability and statistics of attempted attacks from both internal and external sources.

The hospital's next key objective is to effectively elevate from prevention and detection to cyber resiliency. Recent global technology system disruptions have served as a crucial test demonstrating the readiness of the hospital's business continuity management system, which was able to restore systems and resume services within the defined timeframe (Recovery Time Objective: RTO), reflecting its proactive risk management capabilities and preparedness for unforeseen future events.

Risk-related consequences

1.Service User Confidence: As the medical industry is a prime target for cyberattacks due to the high value of medical and personal health information, a lack of rapid system recovery capability will directly impact the trust and confidence of patients utilizing the services.

2.Business Continuity: Cyber risk is considered a strategic factor. If information systems are attacked and cannot recover immediately, business operations will be disrupted, making it impossible to provide continuous medical services.

3.System Availability: If risk management is ineffective, it will affect the availability period of critical systems (System Availability). The hospital's goal is 100% availability to avoid impacting operations.

4.System Recovery Capability within Defined Time (Recovery Time Objective: RTO): Without Cyber Resiliency capabilities, an organization will be unable to recover systems and resume services within the defined timeframe in the event of unexpected incidents or global technological disruptions.

5.Impacts from various forms of threats: Potential risks arise from both human factors (employees) and external threats, such as attempts to breach systems to steal data or cause system failure.

Risk management measures

1. Preventive Controls

The hospital emphasizes strengthening its systems to reduce the likelihood of attacks, as follows:

Penetration Test: Regularly design and test the robustness of critical information systems.

Software Updates: Regularly update security software to ensure it is always current.

Security Awareness: Enhance cybersecurity knowledge for personnel at all levels to mitigate risks arising from human factors.

2. Detective Controls

Involves monitoring and tracking potential anomalies:

Resilient Network Infrastructure: Design systems to be flexible and support continuous operation during emergency situations.

Key Risk Indicators (KRIs) Monitoring: Closely monitor information, such as **System Availability Duration**

3. Cyber Resiliency & Business Continuity Management (Cyber Resiliency & BCM)

In the event of unexpected incidents, the hospital has management guidelines to minimize business disruption:

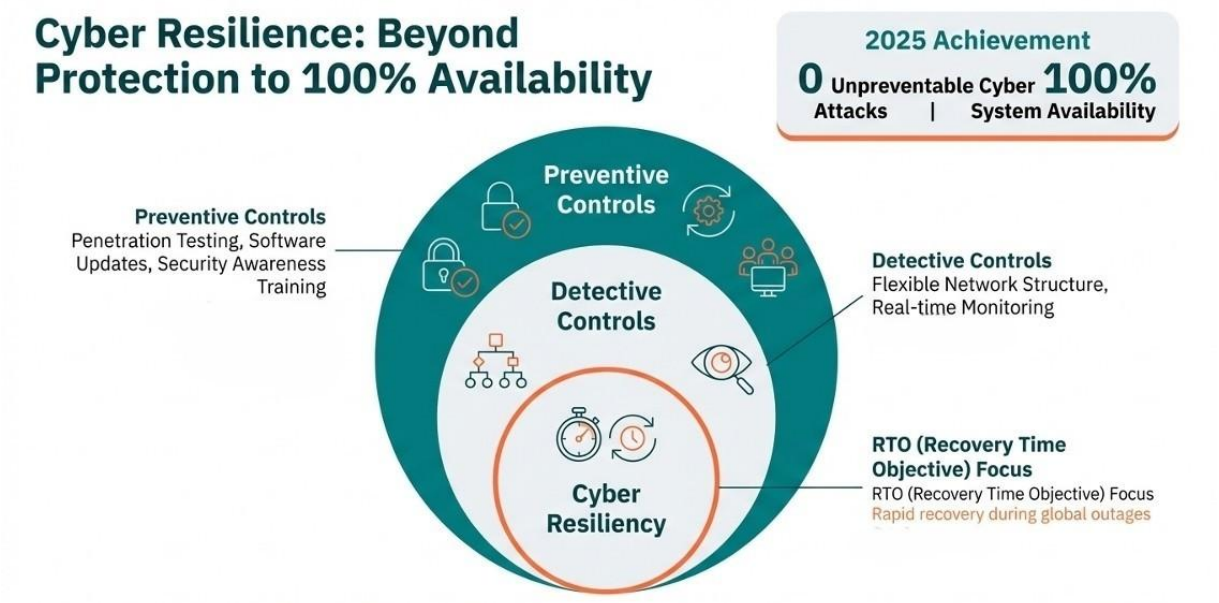
Business Continuity Management: Possess systems to support unexpected events or global technological anomalies that may occur.

Scheduled System Recovery (RTO): Focus on the ability to recover systems and restore services within a defined timeframe, or **Recovery Time Objective (RTO)** which serves as a crucial test for the business continuity management system.

4. Governance and Management Structure

Three Lines of Defense Principle: Utilize a governance structure that promotes participation from all, including educating all personnel within the organization.

Tangible Goals: By 2025, the hospital aims to achieve and has successfully achieved: **Zero cases of undependable attacks.** and critical systems maintain 100% availability.



"Information security is a strategic factor for patient trust."

Risk 4 Business Risk: Risk of personnel skills not meeting the organizational strategic direction

Related risk topics : Strategic Risk

- Behavior or needs of customers / consumers

Operational Risk

- Shortage or reliance on skilled workers
- Human error in business operations

Risk characteristics

Personnel skills do not meet the organizational strategic direction.

In an era where healthcare services must transition towards data-driven approaches, technology, and superior patient experiences, the skills and capabilities of personnel are crucial factors directly impacting the achievement of the organization's strategic goals. A key driver is the hospital's need to adapt to international standards.

One significant risk for Praram 9 Hospital is Staff Competency Risk, which refers to instances where the skills and expertise of personnel are not sufficiently aligned with the requirements of the organization's core strategy in terms of services and international skills, including language and communication, as well as the adoption of new technologies, in-depth data management, and proactive service delivery.

However, Praram 9 Hospital recognizes the importance of this issue and has systematically and proactively established management guidelines at the organizational level, such as:

- Based on the aforementioned Competency Framework, the Human Resources department has developed a Training Roadmap to plan for development.
- Measurement and evaluation of language and international communication skills, as well as digital literacy skills, and utilizing the assessment results to plan employee development in these skills, leading to demonstrable positive outcomes.
- Application of a Continuous Learning Feedback Loop system to ensure concrete improvements and alignment with the evolving roles and skills required by the organization.

These approaches reflect operations that not only identify risks but also lead to the development of personnel potential to grow in parallel with the hospital's strategy, which will enhance confidence among stakeholders and investors that Praram 9 Hospital is positioned to address future challenges.

Risk-related consequences

Risk that **Personnel skills do not align with the organization's strategic direction** This impacts the hospital in several key dimensions, as follows:

1. Impact on achieving strategic goals and internationalization

• **Obstacles to International Adaptation:** Personnel skills are a crucial factor directly impacting the achievement of strategic goals, especially for hospitals aiming for internationalization.

• **Limitations in Technology and Data Utilization:** If personnel lack digital literacy and data insight management skills, the organization will be unable to effectively transition to data- and technology-driven operations.

• **Proactive Service:** Inconsistent skills will result in personnel being unable to provide Proactive Service as defined by the strategy.

2. Financial impact and competitiveness

• **Decreased Human Resource Utilization Efficiency:** Challenges in developing potential and readiness for job rotation lead to human resource utilization efficiency not meeting its full potential.

• **Overstated Personnel Costs:** This results in high staff expenses compared to competitors and is inconsistent with revenue growth rates, thereby diminishing the hospital's competitive advantage.

• **Financial Discipline:** A cost structure inconsistent with revenue due to personnel capability issues, affecting the overall cost management of the organization.

3. Impact on service standards and patient experience

• **Inconsistency of Standards:** The necessity for personnel to adapt to rapidly changing quality expectations. Failure to do so will impact the progression towards becoming World Class Hospitality.

• **Patient Experience:** As service delivery primarily relies on employee capabilities, a lack of language skills and international communication will directly impact the holistic service experience,

4. Impact on stakeholder confidence

• **Investor Confidence:** If the organization cannot demonstrate that its personnel have the potential to grow in line with the strategy, it will affect the confidence of stakeholders and investors in addressing future challenges.

• **Maximum Return:** Ultimately, this may affect the goal of generating maximum returns for investors, shareholders, and employees if the business cannot grow according to the strategic plan.

Risk management measures

Management Approaches to Mitigate Impact: The hospital has implemented proactive measures to address this issue, such as developing **Competency Framework** that are clear, the creation of **Training Roadmap** by job function, skill assessment **Digital Literacy** and language in a tangible manner, including the promotion of diverse skills (**Multi-skill Competency**) to enhance workforce management flexibility and reduce long-term costs.

Phra Ram 9 Hospital has established management measures **risks** which is a case where employee skills do not align with the strategy for international adaptation and systematic, proactive technology adoption. The key measures are as follows:

1. Framework & Roadmap

• **Development of Competency Framework System:** The hospital has developed a competency framework aligned with its organizational strategy to clearly define essential skills for each job role and continuously communicate this to employees.

• **Preparation of Training Roadmap:** The Human Resources department utilizes the Competency Framework as a foundation for creating a Training Roadmap to develop personnel effectively.

2. Skill-Specific Development

• **Language and Internationalization Skills:** Language and international communication skills are measured and evaluated, and the assessment results are used to plan employee development, showing demonstrable positive outcomes.

• **Digital Literacy:** Focuses on developing skills in new technologies and in-depth data management to support data-driven work approaches,

• **Multi-skill Competency:** The Human Resources department, in collaboration with the Finance department, promotes multi-skilled personnel to enhance workforce management flexibility and reduce long-term personnel cost constraints.

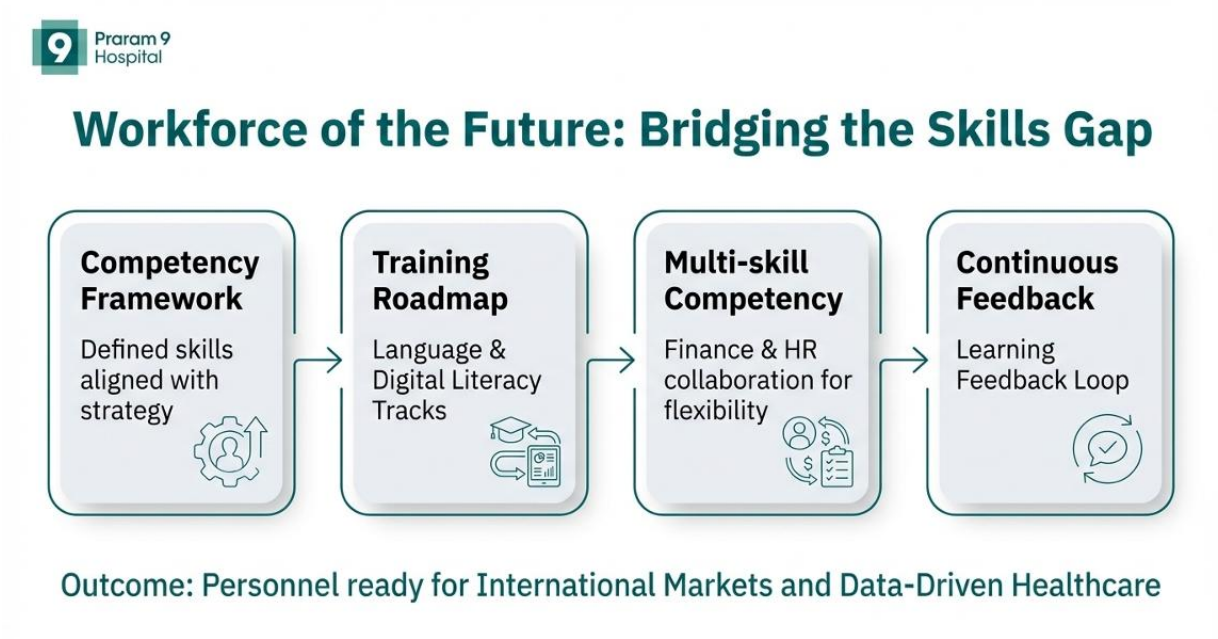
3. Learning & Controls

• **Continuous Learning Feedback Loop:** Implement a continuous learning assessment system to ensure tangible skill improvement and alignment with evolving organizational roles and responsibilities.

• **Service Transform Checklist:** Used as an internal control plan for daily activities to develop personnel potential through professional standard training courses and by inviting experts to share knowledge.

4. Governance & Culture

• **Talent Management:** The hospital adheres to the principle of Attracting, Developing, and Retaining Capable Individuals to secure personnel who meet business requirements.



Risk 5 Business Risk: Risk of Non-Compliance with Regulations Related to Business Operations

Related risk topics : Operational Risk

- Human error in business operations

Compliance Risk

- Change in laws and regulations
- Legal risk

Risk characteristics

Compliance risk related to business operations.

The hospital is subject to various levels of laws and regulations that must be complied with, such as laws and regulations for being a listed company, and laws and professional regulations for medical establishments. As of 2025, the hospital has not encountered any lawsuits, complaints, or significant non-compliance with laws, demonstrating effective proactive legal operations.

The hospital manages legal/regulatory compliance risks through both reactive and proactive approaches. In its reactive approach, the hospital systematically compiles relevant laws and regulations at the legal level, as well as regulations from various professional groups. Proactive measures include providing knowledge and communicating with employees across all sectors regarding legal and regulatory matters, and establishing a legal action workflow in cases of non-compliance with such regulations, specifying who should do what and how. This is to ensure a rapid response to such issues, or to promptly communicate and clarify if any potential non-compliance with regulations is identified.

Risk-related consequences

Legal and litigation impacts: Non-compliance with regulations may lead to **lawsuits and various complaints.** which negatively impacts the organization's reputation and credibility.

1.Impact on personnel and labor: Failure to comply with labor standards or labor laws will affect **the fairness, welfare, and morale of employees.** Furthermore, it may lead to **labor disputes.** which impacts the continuity and sustainability of operations.

2.Impact on safety and personal data: Especially the risks from using new technologies such as AI; if there is a lack of regulation consistent with established rules, it will directly impact **patient safety, quality of treatment, and the security of highly sensitive personal data.**

3.Impact on international standards and trust: Failure to comply with standards such as JCI (Joint Commission International) or regulations for listed companies will affect **international image.** and the trust of service recipients, investors, and all stakeholders.

4.Impact on growth and returns: Non-compliance with key laws may hinder the achievement of strategic objectives and affect the creation of **maximum returns for investors and shareholders.**

Risk management measures

Praram 9 Hospital has implemented compliance risk management measures at the level of listed company laws, professional regulations, and international standards. Operations are divided into two main forms: reactive and proactive, as follows:

1. Proactive Risk Management Measures

The hospital emphasizes prevention before non-compliant actions occur, as follows:

• **Education and Communication:** Focuses on educating and communicating with employees across all sectors regarding applicable laws and regulations to ensure understanding and correct implementation.

• **Development of Operating Procedures (Flow):** Clear legal operating procedures have been established to define who should do what to respond and rectify quickly if there is a potential for non-compliance or if non-compliant practices occur.

• **Oversight through Specialized Committees:**

- **AI Governance Committee:** Established to define a governance framework for ethical, transparent, and responsible AI usage within the medical context.

- **ESG Committee:** Oversees operations to comply with international sustainability standards such as TCFD, GRI, and preparedness according to the IFRS S1-S2 framework.

• **Three Lines of Defense Structure:** This principle is used to ensure that everyone in the organization is involved in risk management and to foster a culture of compliance.

2. Reactive Risk Management Measures

• **Systematic Compilation of Regulations:** The hospital has systematically compiled relevant regulations, both at the legal level and professional group regulations, to serve as a database for reference and verification.

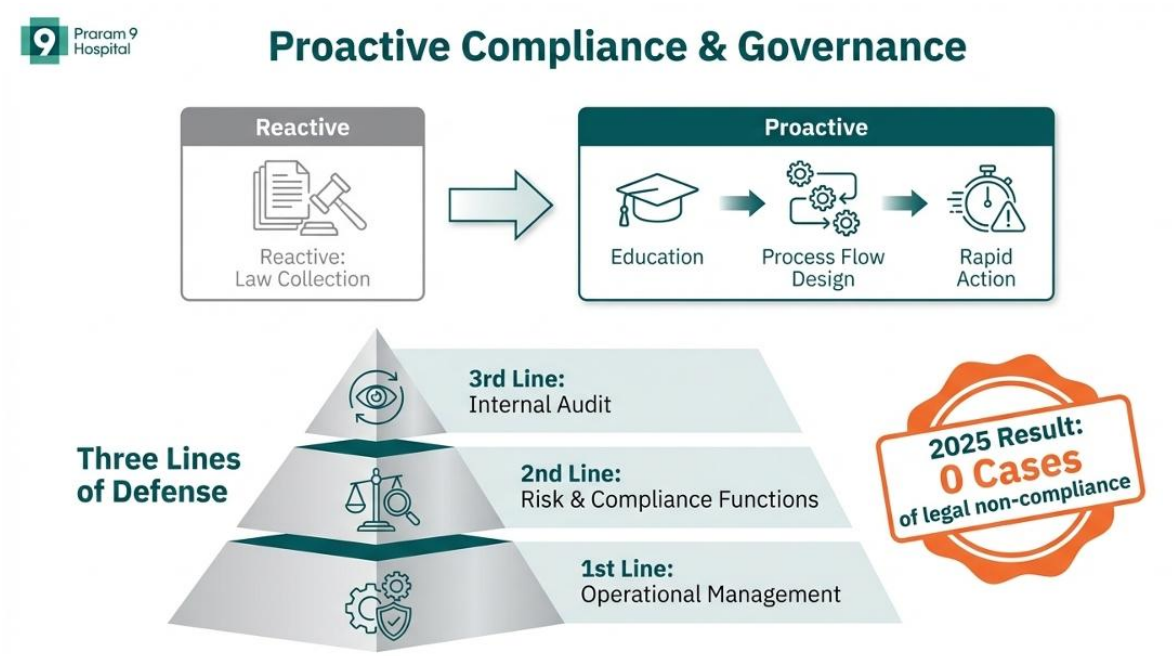
• **Monitoring and Reporting:** Legal compliance is monitored and reported, and in 2025, the hospital achieved success by **No cases, no complaints, and no significant legal non-compliance found.**

3. Measures in Specific Areas

• **Labor and Human Rights:** Strictly adheres to labor laws, ensures a safe working environment, and is in the process of developing human rights policies in line with international practices.

• **Medical Standards:** Adheres to clinical risk policies consistent with international standards. **JCI (Joint Commission International)** continuously.

• **Anti-Corruption:** Utilizes the framework of **GRC (Governance, Risk and Compliance)** In operations to ensure transparency and reduce the risk of corruption or bribery.



Risk 6 Medical Service Risks: Patient Safety Risks

Related risk topics : Strategic Risk

- Behavior or needs of customers / consumers

Operational Risk

- Human error in business operations

Compliance Risk

- Legal risk

Risk characteristics

Praram 9 Hospital prioritizes patient safety, as evidenced by a continuous reduction in medical incidents over several years and zero unexpected in-hospital deaths. Furthermore, risks in medical service provision are managed according to checklists and patient safety standards set by JCI (Joint Commission International), which the hospital has been certified for multiple times consecutively. The proactive patient safety risk management plan has been implemented as follows:

- Learn from medical errors and communicate them, as well as implement proactive risk management measures through the "Risk Catcher" project.
- Train employees at all levels in risk management knowledge, and raise risk awareness through reporting and maintaining a Risk Register at all levels.
- Monitor accurate patient identification IPSG1 (Identify Patients Correctly) by setting incidents (in the patient identification category) to zero, and providing training on IPSG1 to each department.
- After identifying Near Miss risks for some time, the risk team thoroughly analyzed the Near Miss data and systematically implemented risk reduction measures.
- Develop a risk culture by appointing a Risk Coordinator or Risk Champion for each Ward to represent the unit in fostering a proactive risk culture. Risk Champions will receive beneficial training with the primary goal of ensuring patient safety.

Risk-related consequences

Praram 9 Hospital prioritizes **Patient Safety is paramount** , and the impacts of risks in this area can be categorized into various dimensions as follows:

1. Direct Impact on Life and Body (Clinical Impact)

This is the most severe impact, which the hospital rigorously focuses on preventing:

• **Unanticipated deaths:** The most severe impact is the unforeseen loss of patient lives in the hospital.

• **Medical treatment incidents:** The occurrence of incidents or errors in the treatment process (Incident), which affects patient well-being,

• **Patient identification errors:** If the IPSG1 system (Identify Patients Correctly) fails, it will lead to incorrect treatment for the wrong person, type, or location.

• **Near Miss incidents:** Even if no harm has yet occurred to patients, frequent near-miss incidents reflect vulnerabilities in the safety system that require systematic analysis.

2. Impact on Treatment Quality and International Standards (Quality & Standard Impact)

• **Decreased quality of treatment:** Risks in medical service provision directly affect the quality of medical care patients should receive according to standards,

• **Loss of international standard certification:** Failure in safety management may result in the hospital not receiving standard certification **JCI (Joint Commission International)** which is an international indicator of hospital quality,

• **Inconsistent service standards:** Risks related to personnel potential may lead to varying patient care standards across different units (Wards), affecting overall safety.

3. Impact from the Use of Technology and Innovation (Technological Impact)

• **Risks from AI usage:** The use of artificial intelligence in diagnosis or data analysis, if lacking proper oversight, will directly impact **Patient safety and quality of care** as it involves lives and highly sensitive personal information.

• **Medical data security:** Cyber threats may lead to the leakage or distortion of critical medical information, affecting the accuracy of continuous medical treatment,

4. Impact on Experience and Trust (Trust & Experience Impact)

• **Service experience (Patient Experience):** Safety risks negatively impact the holistic service experience, which is at the core of becoming a World Class Hospitality

• **Stakeholder confidence:** Should safety failures occur, they will impact the confidence of service recipients, investors, and society as a whole, which is the foundation for sustainable growth.

Management approaches to mitigate impacts: The hospital employs proactive measures, such as the project **"Risk Catcher"** To learn from mistakes, the appointment of **Risk Champion** in each ward to foster a safety culture, and the preparation of **Risk Register** to systematically monitor risks at all levels.

Risk management measures

Praram 9 Hospital prioritizes **Patient Safety as the top priority.** Risk management measures are defined at the policy level, organizational structure, and proactive operational guidelines, as follows:

1. Policies and International Standards

• **Adherence to JCI Standards:** The hospital establishes clinical risk policies focusing on patient safety in accordance with international JCI (Joint Commission International) standards and has been continuously accredited in every cycle.

• **Risk Management Framework:** Utilizes international standards **COSO ERM 2017** in enterprise-wide risk management to ensure that the risk identification and management process is comprehensive according to the five major components,

2. Proactive Risk Management Measures

The hospital undertakes various activities to prevent medical errors, as follows:

- **Patient Identification (IPSG1):** Strictly monitor correct patient identification (Identify Patients Correctly), aiming for zero incidents in this category, and provide training on this matter to all departments.
- **"Near Miss" Analysis:** When a "Near Miss" incident is reported, the risk team thoroughly analyzes the data to systematically implement risk reduction measures before actual harm occurs.

- **Risk Reporting (Risk Register):** Train employees at all levels to acquire knowledge and raise awareness through reporting and maintaining risk registers at all levels.
- **"Risk Catcher" Project:** This involves extracting lessons learned from past medical errors, communicating them, and implementing proactive preventive measures to avoid recurrence.

3. Governance Structure

- **Three Lines of Defense Principle:** employs a three-level defense structure, ensuring participation from everyone in the organization.
- **First Line: Risk Champion, Risk Department, and Risk Working Team** who are responsible for identifying and managing actual risks in their own work areas.
- **Departmental Risk Champion:** Risk coordinators are established in every ward to act as representatives in fostering a safety culture and proactively monitoring risks.
- **Management's Role:** Senior management acts as Risk Owners, collaboratively planning and designing systematic response guidelines and Key Risk Indicators (KRIs).

As a result of implementing these measures, the hospital has maintained excellent outcomes, with **The statistic for unanticipated in-hospital deaths is 0.** and the number of medical incidents has continuously decreased.

Risk 7 ESG Risks: (Environmental) Climate Change Risks

Related risk topics : Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Impact on the environment

Compliance Risk

- Change in laws and regulations

Risk characteristics

Risks related to the business's drive towards becoming a Net-Zero organization not meeting targets (climate change Climate Change)

The Board of Directors of Praram 9 Hospital Public Company Limited prioritizes sustainable business operations, recognizing that climate change is a significant risk and opportunity factor for the organization's competitiveness and long-term value creation. The hospital has set clear goals for becoming a Net-Zero Hospital and has therefore adopted the TCFD (Task Force on Climate-related Financial Disclosures) framework. and is consistent with IFRS S2 Climate-related Disclosures covering all 4 pillars: Governance, Strategy, Risk Management, and Metrics & Targets to demonstrate commitment to transparently managing climate-related risks and opportunities, and as part of driving the organization towards Net Zero, as follows:

1) Governance : Governance of Climate Change Risks and Opportunities

The Board of Directors oversees environmental and climate change issues at the policy and strategic levels, regularly monitoring environmental performance at least six times a year, and assigning the Corporate Governance and Sustainable Business Development Committee to consider related plans, targets, and metrics at least twice a year. Management is responsible for operations, greenhouse gas inventory preparation, TCFD-aligned risk assessment, and reporting to the Board of Directors, integrating climate issues into the Enterprise Risk Management (ERM) process.

2) Strategy : Strategy and Planning

The company has defined four main strategies (4 Pillars Strategy), namely:

2.1. Greenhouse Gas Reduction Strategy

2.2. Adaptation and Resilience Strategy

2.3. Sustainable Healthcare and Innovation Strategy

2.4. Engagement and Governance Strategy

In assessing financial impacts, the company has established a timeframe for risk management and set targets across three phases:

Short-term (Year-on-Year or YoY), Medium-term (within 5 years or by 2028), and Long-term (aiming for Net Zero by 2065). by identifying significant risks and opportunities as follows:

2.1 Physical Risks

- Risks from rising temperatures, which may increase electricity costs and the workload of air conditioning systems.
- Risks from heavy rainfall, floods, or storms, which may affect infrastructure, electrical systems, and business continuity.
- Public health risks that may increase the number of patients with climate-related diseases.

2.2 Transition Risks

- Regulatory risks, such as carbon tax measures or stricter reporting requirements.
- Risks of increased energy costs.
- Expectations from stakeholders, investors, and ESG rating agencies.

2.3 Opportunities

- Investment in renewable energy, such as Solar Cell and Solar Rooftop projects.
- Energy Efficiency through high-efficiency VRV and Chiller systems.
- Developing the hospital into a Low-Carbon Healthcare Organization.

2.4 Climate Scenario Analysis

The company has conducted climate scenario analysis under the assumption of

- **SSP1-2.6 (Low Emission Scenario) :** A scenario where the world can limit temperature increase to 2 degrees Celsius or below, in line with international commitments, heavily focusing on transition risks (regulations and low-carbon policies).

- **SSP5-8.5 (High Emission Scenario) :** A high greenhouse gas emission scenario, leading to a temperature increase exceeding 2 degrees Celsius, emphasizing severe physical risks.

to assess short-term, medium-term, and long-term impacts on energy costs, infrastructure, and business continuity. The assessment results are used to inform investment planning in renewable energy and building efficiency improvements.

3) Risk Management : Risk Identification, Assessment, and Management Process

The company integrates climate change risks into its Enterprise Risk Management (ERM) by analyzing the impact and likelihood across the value chain.

The company integrates climate-related risks into its Enterprise Risk Management (ERM) system, with the following steps:

1.Risk Identification from both Physical and Transition Risks.

2.Impact & Likelihood Assessment

3.Risk Prioritization

4.Defining Control Measures and Mitigation & Adaptation Plan

5.Monitoring and Reporting to the Board of Directors

including closely monitoring changes in government policies. If residual emissions are identified, the company has a policy to study the procurement of carbon credits for appropriate offsetting.

4) Metrics & Targets : Climate Metrics and Targets

The company is committed to driving the organization towards climate sustainability goals, setting 2022 as the base year and announcing the following targets:

- **Short-term Targets (within 1 year):** Reduce total net greenhouse gas emissions (Scope 1, 2, and 3) by more than 0.5% compared to the previous year (Year-on-Year: YoY) and reduce carbon intensity per total revenue by more than 0.5% (YoY).
- **Medium-term Targets (within 5 years):** By 2028 (C.E. 2028), reduce total net greenhouse gas emissions (Scope 1, 2, and 3) by more than 5% compared to the baseline year (2022), and reduce carbon intensity per total revenue by more than 1%.
- **Long-term Targets:** By 2065 (C.E. 2065), achieve Net Zero Emissions. *(with an interim target of achieving carbon neutrality by 2050)*

2025 Performance & Independent Verification:

The company monitors and evaluates greenhouse gas emissions according to international standards (GRI). The latest performance results are as follows:

4.1 Greenhouse Gas Emissions

In 2025, the company's greenhouse gas emissions were as follows: Scope 1: 604 tCO2e / Scope 2: 6,213 tCO2e / Scope 3: 6,072 tCO2e. Total: 12,889 tCO2e.

- **Short-term Performance (compared to 2024 YoY):** Greenhouse gas emissions per total revenue (Carbon Intensity by Revenue) **Decreased by 7.5%** which exceeded the set short-term targets.
- **Medium-term Performance (compared to 2022 baseline):** Greenhouse gas emissions per total revenue **Decreased by 13.5%** which reflects the success of energy efficiency measures.

4.2 Implementation of Greenhouse Gas Reduction Projects

The company implements proactive projects to reduce environmental impact and enhance operational efficiency:

1. Green Energy:

- Install **Solar Rooftop** Building C (80 kW) and Wastewater Treatment System Building A (20.74 kW) produced 64,416.76 kWh in 2025 (an increase of 367% from the previous year).
- Convert air conditioning system to **VRV and Chiller Water System** Saved over 75,934 kWh of electricity per year.

2. Water Innovation:

- Installed an automatic sludge spray system, saving 241 cubic meters of water per year.
- Water Recycling system for plant irrigation reduces tap water consumption by over 1,007 cubic meters per year.

3. Circular Economy:

- **Care the Whale & Care the Bear Project:** 100% reduction of plastic waste and foam boxes in the pharmacy department.
- **"Valuable Medicine Blister Packs, Don't Discard" Project:** Collaborated with BTS to transform medicine blister packs into brick blocks, reducing plastic waste by 52 kg.
- **E-Waste Project:** Collaborated with AIS to collect e-waste, reducing hazardous waste by 77.90 kg.
- **Plastic Waste Upcycling:** Collaborated with SCG to recycle 4,479 kg of titanium gallons.

4.3 **Targets**

- Reduce net greenhouse gas emissions (Scope 1+2+3) by more than 5% by 2028, compared to the 2022 baseline.
- Aiming for Net Zero Emissions by 2065.

The company is developing quantitative short-term targets to enhance clarity in annual performance tracking and to prepare for international science-based targets.

4.4 Data Assurance: The company prepares greenhouse gas inventories according to the guidelines of the Thailand Greenhouse Gas Management Organization (TGO).

The company prioritizes the reliability of disclosed information to ensure maximum transparency, by undertaking the following:

- **Greenhouse Gas Data:** verified by NPC Safety and Environmental Service Co., Ltd. and certified by **Thailand Greenhouse Gas Management Organization (Public Organization)** which is an independent verification body for the 4th consecutive year (from 2022-2025).
- **Water Quality Data:** Wastewater and drinking water analysis by **ALS Laboratory Group (Thailand) Co., Ltd.** which is a certified laboratory.

Risk-related consequences

Impacts from **Risks related to driving the business towards becoming a Net-Zero organization not meeting targets** are classified as significant risks within the environmental risk group (Environmental Risk) under the sustainability framework (ESG Risk), with the following key impacts:

- **Investor and Service Recipient Confidence:** Failure to achieve Net-Zero targets is part of **<8X4dADUBY9Zg>** which directly impacts the expectations of investors and service recipients who prioritize environmentally responsible business operations.
- **Regulatory Impacts:** The hospital may face risks from **Carbon Regulations** which may become stricter in the future if operations do not comply with established criteria,
- **Operational and Technological Challenges:** Currently, this risk is categorized as **"medium to high"** as it impacts strategic and investment decisions, reflecting obstacles in adopting new technologies or clean energy to enhance operational efficiency.
- **Achievement of National and International Targets:** Failure to meet targets will affect the organization's long-term goals in achieving **Carbon Neutrality** and Net-Zero, which must align with national policy frameworks and international standards.
- **Image and Long-term Sustainability:** This risk has been elevated to **Organizational-level risks** under the supervision of the committee. If not managed, it will affect the overall sustainability that the hospital strives to drive through the TCFD and GRI frameworks,

However, the hospital has implemented measures to mitigate these impacts, such as the use of **Digital ESG Dashboard** To closely monitor greenhouse gas emissions data (Scope 1, 2, and 3) to ensure clear and verifiable target setting and reduce the likelihood of failing to achieve set targets.

Risk management measures

Praram 9 Hospital has established risk management measures in the event that the business's drive towards becoming an organization **Net-Zero targets are not met.** systematically under the sustainability framework (ESG Risk), elevating this risk to an enterprise-level risk, with detailed management measures as follows:

1. Structural Governance

- **Specialized Committee:** A Corporate Governance and Sustainability Committee closely oversees the direction, goals, and climate-related investments.
- **Operational Integration:** Senior management and the Sustainability Working Group are responsible for integrating climate-related risks into the Enterprise Risk Management (ERM) system cohesively.

2. Risk Management Measures

The hospital utilizes the framework of **COSO ERM** In identifying and prioritizing risks (currently at a medium to high level), with two main measures:

- **Adaptation Measures:** such as strengthening infrastructure readiness to cope with changing climate conditions.
- **Mitigation Measures:** Focuses on **Utilize clean energy** and developing digital systems to enhance operational efficiency.

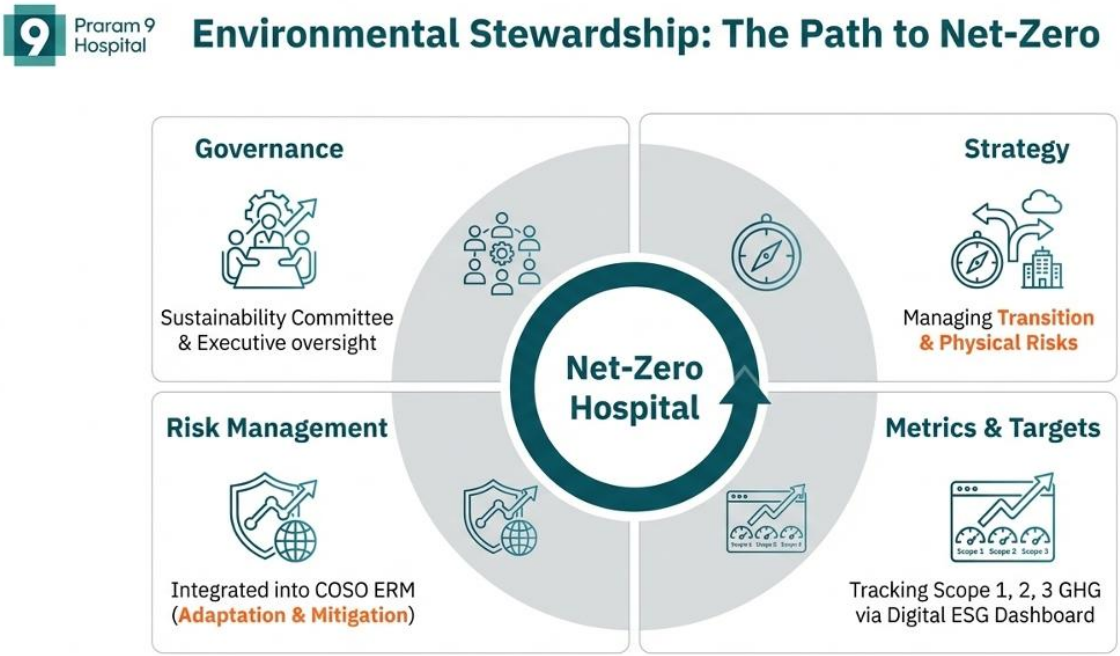
3. Technology and Metrics and Targets

- **Digital ESG Dashboard:** The hospital is developing this system to closely monitor greenhouse gas emissions data, which will enable clear and verifiable target setting.
- **Comprehensive Measurement:** Greenhouse gas emissions data for both are measured and disclosed. **Scope 1, 2, and 3** in accordance with international standards.
- **Resource Monitoring:** Monitor energy consumption and various resource utilization indicators to ensure operations align with Carbon Neutrality goals.

4. Application of International Standards Frameworks

- The hospital uses the climate-related risk disclosure framework of **TCFD** (Task Force on Climate-related Financial Disclosures) as the primary guide for operations across four areas (Governance, Strategy, Risk Management, and Metrics).
- Prepare for data disclosure according to the framework of **IFRS S1-S2** and comply with the criteria of **GRI** to ensure Net-Zero risk management is internationally recognized.

These measures focus on transition to meet the expectations of investors and service recipients, as well as to prepare for potentially stricter carbon regulations in the future.



Risk 8 ESG Risk (Social Risk): Employee Health and Safety Risk

Related risk topics : Operational Risk

- Safety, occupational health, and working environment
- Pandemic risk

Risk characteristics

Employee health and safety are crucial factors affecting work performance, morale, and organizational sustainability. Particularly in the hospital business, employees face risks from various infectious diseases that may arise from patient care, working in potentially hazardous environments such as exposure to chemicals, working in areas with inappropriate lighting or noise, as well as work-related stress and operational accidents.

Risk-related consequences

Without proper management of employee health and safety risks, there could be direct and indirect impacts on employees and the organization, such as:

1. **Employee Health:** Injuries or illnesses from work, risks of infection from patients, or health problems due to unsuitable environments may result in employees taking temporary or permanent leave.
2. **Performance Efficiency:** An unhealthy environment may lead to decreased employee efficiency, accumulated stress, and potentially an increase in absenteeism or resignations.
3. **Organizational Operations:** Insufficient employee safety may lead to increased medical expenses and compensation costs, as well as potential damage to the hospital's image and credibility.

Risk management measures

1. **Improvement of Health and Safety Policies:** Regularly review and update health and safety policies to ensure they are appropriate for current situations and comply with international standards.
2. **Employee Communication and Training:** Organize training and activities to raise awareness about safety practices, enabling employees to perform their duties correctly and safely.

3. **Improvement of the Working Environment:**
4. **Safety Monitoring and Inspection:** Implement continuous monitoring, inspection, and risk assessment systems to reduce the likelihood of accidents and occupational diseases.
5. **Health Support:** Provide employee health care measures such as annual health check-up programs, mental health counseling, and health promotion through various activities, and prepare standard personal protective equipment (PPE) for employees.

Risk 9 ESG Risk (Social Risk): Human Rights Risk

Related risk topics : Strategic Risk

• Business operations of partners in the supply chain

Operational Risk

• Loss or damage from non-compliance of partners or counterparties

• Impact on human rights

Risk characteristics

- **Human Rights Risks (Human Rights)** Phra Ram 9 Hospital prioritizes the respect and protection of human rights in all dimensions of its operations. It is currently in the process of systematically preparing data and studying human rights policies to formulate the organization's human rights policy in line with international best practices. Previously, the hospital has promoted principles of equality, fairness, and non-discrimination by providing opportunities for employees at all levels to express opinions and participate appropriately in the organization's decision-making processes.

The hospital operates under its Diversity and Inclusion Policy, adhering to the principle of meritocracy in recruiting, appointing, and developing personnel. This ensures that personnel of all genders receive equal opportunities for career

advancement, which is reflected in the balanced proportion of female and male representation in executive positions and on the company's board of directors, as well as a personnel selection process that does not impose gender-based conditions and appropriately respects gender diversity.

This approach helps mitigate human rights risks, fosters an organizational culture that respects human dignity, and supports Praram 9 Hospital's business operations to be responsible, transparent, and sustainable in the long term.

Risk-related consequences

Social risk management of Praram 9 Hospital **Impacts from Human Rights Risk** Can be summarized as follows:

- **Impact on equality and human dignity:** Lack of effective risk management will impact **Principles of equality, fairness, and non-discrimination** within the organization, which is a crucial foundation for respecting human dignity in all aspects of operations,
- **Impact on personnel morale and welfare:** Human rights risks are closely linked to labor standards. Any violations or improper practices will directly impact **Fairness, welfare, and morale of employees**
- If risks escalate, leading to **Labor disputes** This will affect the hospital's ability to operate continuously and sustainably.
- **Impact on organizational accountability and transparency:** Effective management of these risks will enable business operations to be **to be accountable, transparent, and sustainable in the long term.** Conversely, any shortcomings will affect the organization's image as an international healthcare provider,
- **Impact on career growth opportunities:** The risk of not embracing diversity and inclusion may hinder opportunities for certain groups of personnel, especially regarding **Gender balance ratio in management positions** and equal career growth
- Global healthcare service businesses are mandated to prioritize human rights according to international ranking frameworks (e.g., FTSE Russell). Failure to manage this will impact **Stakeholder confidence** including employees, shareholders, and the surrounding community

The hospital is therefore in the process of systematically preparing data and studying human rights policies to establish practices consistent with international standards and mitigate potential negative impacts.

Risk management measures

Praram 9 Hospital has human rights risk management measures in place, focusing on fostering an organizational culture that respects human dignity and adheres to international guidelines, as follows:

- **Systematic Policy Formulation:** Currently, the hospital is in the process of **Systematically prepare data and study human rights policies.** to align the organization's policies with international best practices.
- **Promoting Equality and Non-Discrimination:** The principles of equality and fairness are promoted in all dimensions, providing opportunities for employees at all levels to participate in decision-making processes and express their opinions appropriately.
- **Diversity and Inclusion Policy:**
  - Utilize a merit-based approach for the recruitment, appointment, and development of personnel, without imposing gender-specific conditions.
  - Focus on creating a balanced proportion of female and male representation in management positions and on the company's board of directors, to ensure equal career growth opportunities for all genders.
- **Governance with GRC Principles and Three Lines of Defense:** The hospital employs a Governance, Risk, and Compliance (GRC) framework, along with the Three Lines of Defense principle, to ensure that all decisions are transparent, equitable, and fair.
- **Alignment with International Standards:** International sustainability rating frameworks are utilized, such as **FTSE Russell** which strictly emphasize human rights risks and labor standards

These measures not only help mitigate human rights risks but also foster accountability and transparency, which are fundamental pillars for long-term sustainable business operations.

Risk 10 ESG Risks (Governance): Corporate Governance

Related risk topics : Compliance Risk

• Corporate Governance

Risk characteristics

Governance risks arise from a lack of transparency or the absence of internal controls within the organization, which may lead to corruption, bribery, and unfair decision-making in administrative processes. Good governance is crucial for maintaining the trust of shareholders and stakeholders.

Risk-related consequences

The impact of regulatory risks can affect the reputation, credibility, and trust of shareholders. Should corruption or bribery occur, it may cause patients and stakeholders to lose trust in the organization. Furthermore, non-compliance with regulations may lead to fines or legal proceedings, which will impact financial operations and result in lost opportunities for business growth.

Risk management measures

To manage regulatory risks, Praram 9 Hospital has implemented various measures, such as utilizing the GRC framework and 3 Lines of Defense, to ensure transparent governance and reduce corruption. Furthermore, employees at all levels receive training on regulatory compliance and anti-bribery practices, along with regular monitoring and evaluation of operations to ensure adherence to established standards.

2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : Yes

Risk 1 Shareholder Risk: Risk of not achieving business growth targets.

Related risk topics : Risk to Securities Holder

• Other : Risk of business growth not meeting targets

Risk characteristics

Risk of business growth not meeting targets.

The hospital's ultimate goal is to generate maximum returns for stakeholders, such as major investors, minor investors, shareholders, and employees. However, the medical business is highly competitive, requiring the hospital to develop robust strategic plans to cope with intense competition.

In 2024-2025, the hospital's revenue growth did not decline because the hospital proactively managed revenue risks. For international patients, the hospital penetrated markets through embassies, utilized EXPAT Insurance strategies, and recruited a number of physicians specialized in treating international patients. Concurrently, the business development department consistently opened new country markets.

For domestic patients, the hospital employs a strategy of offering services through Excellence Centers, developing excellent services through the Service Transform project, organizing periodic marketing promotion activities, and implementing a CRM system to offer appropriate services.

Following the implementation of various risk management strategies, the hospital achieved continuous revenue growth, and the level of risk to shareholders remained acceptable.

Risk-related consequences

Impact from **Risk of business growth not meeting targets** of Praram 9 Hospital, impacting the organization and stakeholders in the following key dimensions:

Stakeholder Returns: The hospital's ultimate goal is to generate maximum returns for all stakeholder groups. If growth does not meet targets, it will directly impact **Major and minor investors, shareholders, and employees** in terms of expected returns.

Investor Confidence: The inability to achieve strategic growth targets will affect **Confidence of stakeholders and investors** In assessing whether the hospital is adequately prepared and capable of addressing future challenges.

Competitive Advantage: As the medical business is highly competitive, if revenue growth does not keep pace with expenses, especially **Staff Expenses** high, will lead to an imbalanced financial structure and reduce competitiveness against other private hospitals,

Achievement of Vision and Mission: Growth below target may reflect a failure to adapt to international standards or an inability to create **Holistic Service Experience (Patient & Customer Experience)** according to the established World Class Hospitality standards, which is the core of the organizational strategy,

Risk management measures

Praram 9 Hospital has established management measures **Risk of business growth not meeting targets** intensively to cope with the highly competitive medical business, focusing on maximizing returns for investors, shareholders, and employees. The proactive measures are detailed as follows:

1. **Measures for International Patients**

The hospital penetrates international markets through various channels to expand its revenue base:

- **Building Collaborative Networks:** Market penetration is conducted through various embassies.
- **Insurance Strategy:** Utilize strategies **EXPAT Insurance** To attract expatriates residing in Thailand.
- **Specialized Expertise:** Recruit highly skilled and experienced physicians in treating international patients to strengthen the team.
- **New Market Expansion:** The business development department consistently opens new markets in various countries.

2. **Measures for Domestic Patients**

Focus on enhancing service quality and targeted customer access:

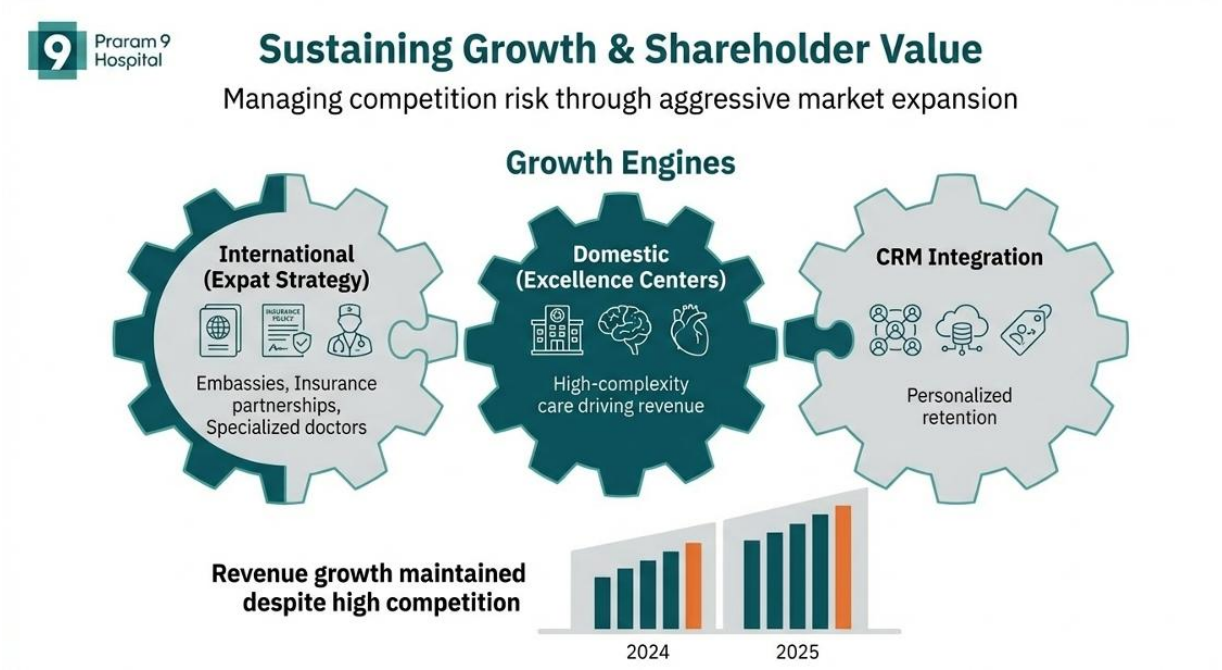
- **Excellence Center:** Offer medical services through highly specialized centers.
- **Service Transform Project:** Continuously develop and improve services to create excellent experiences for service recipients.
- **Market Stimulation:** Organize marketing promotion activities periodically to build awareness and attract service users.
- **CRM System:** Implement a Customer Relationship Management (CRM) system to analyze and offer services tailored to individual needs.

3. **Governance & Process**

- **Strategic Planning:** Utilize the framework **COSO ERM 2017** in linking risk management with business strategies and objectives.
- **Management Role:** Senior management acts as **Risk Owner** by participating in the analysis, planning, designing risk response approaches, and systematically defining Key Risk Indicators (KRIs).

- **GRC Integration:** Utilize the Governance, Risk, and Compliance (GRC) framework to ensure transparent operations and achieve planned objectives.

However, data indicates that in 2024-2025, the hospital effectively managed revenue risks proactively, resulting in sustained and acceptable revenue growth. This was achieved by employing strategies such as penetrating international markets through EXPAT Insurance and offering services via Excellence Centers for domestic patients. Through these diverse strategies, the hospital has been able to generate continuous revenue growth and maintain shareholder risk at an acceptable level.



2.2.3 Risk to securities holders from investing in foreign securities (applicable to only foreign companies)

Are there any risk factors affecting securities holders from investing in foreign securities? :	No

3. Business sustainability development

3.1 Policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainable Achievement Snapshot

Healing The Planet (E)
รับผิดชอบทั้งต่อโลก และต่อสุขภาพ

- นำน้ำเสียที่ผ่านการบำบัดจำนวนมากกว่า 1,007 ลูกบาศก์เมตรต่อปี กลับมารดน้ำต้นไม้ (Recycle)
- มีการติดตั้ง Solar Rooftop ซึ่งช่วยประหยัดค่าไฟฟ้าได้เพิ่มขึ้นถึงร้อยละ 367 ทำให้ลดต้นทุนดำเนินงานโดยตรง
- สามารถลดการปล่อยก๊าซเรือนกระจก (GHG) ต่อรายได้รวม ได้ร้อยละ 9.7 เพื่อมุ่งสู่เป้าหมาย Net Zero Carbon
- นำแกลลอนน้ำยาล้างไตใช้แล้วจำนวน 4,479 กิโลกรัม เข้าสู่กระบวนการรีไซเคิลเป็นถุงพลาสติก ซึ่งสร้างมูลค่าเพิ่มจากเศรษฐกิจหมุนเวียน (Circular Economy) และช่วยลดต้นทุนการจัดซื้อถุงพลาสติกใหม่เพื่อนำมาใช้ภายในโรงพยาบาลได้

Future-Ready Care (S)
ยกระดับคุณภาพการรักษา และการพัฒนาบุคลากร

- ได้รับการต่ออายุการรับรองมาตรฐานสากล Joint Commission International (JCI) เป็นครั้งที่ 5 โดยผ่านการประเมินด้วยคะแนนร้อยละ 99.23 จากการสอบทานเมื่อวันที่ 10 - 13 พฤศจิกายน 2569
- ชั่วโมงการฝึกอบรมเฉลี่ยต่อบุคลากรหนึ่งคน 85 ชั่วโมงต่อคนต่อปี
- จัดกิจกรรมการสร้างสรรค์คุณค่าธุรกิจคู่สังคม (Creating Shared Value: CSV) 2 เรื่อง โดยมีผลตอบแทนทางสังคม (SROI) มากกว่า 1.0 เท่า
- บุคลากรของโรงพยาบาลทั้งหมดผ่านการอบรมด้านการคุ้มครองข้อมูลส่วนบุคคลตามพระราชบัญญัติคุ้มครองข้อมูลส่วนบุคคล พ.ศ. 2562 (PDPA) และด้านความมั่นคงปลอดภัยทางไซเบอร์ คิดเป็นร้อยละ 100
- การรั่วไหลของข้อมูลส่วนบุคคล และสามารถตรวจพบและป้องกันการโจมตีทางไซเบอร์ได้สำเร็จ

Governing With Strategic Vision
นำองค์กรด้วยความน่าเชื่อถือ และวิสัยทัศน์แห่งอนาคต

- ได้รับการจัดอันดับ ESG Ratings 2025 ที่ระดับสูงสุด AAA ต่อเนื่องเป็นปีที่ 3
- ได้รับรางวัล SET Awards 2025 ต่อเนื่องเป็นปีที่ 3 ในสาขา Sustainability Excellence ระดับ Commended Sustainability Awards และสาขา Outstanding Investor Relations Awards
- ได้รับรางวัล Sustainability Disclosure Award 2568 ตอกย้ำการดำเนินธุรกิจอย่างยั่งยืน
- ได้รับรางวัล “ด้านบริหารการจัดการทางการแพทย์ยอดเยี่ยม” จาก Bangkok Life Hospital Awards 2025
- ร่วมกับบริษัท แพลน บี มีเดีย จำกัด (มหาชน) (Plan B Media) เปิดตัว “The Eye-Diagnostic Billboard” บิลบอร์ดนวัตกรรมที่ช่วยตรวจเบื้องต้นอาการวุ้นในตาเสื่อมได้ด้วยตัวเอง จำนวน 5 จุด
- กรรมการ ผู้บริหาร และพนักงานได้รับการอบรมและรับทราบนโยบายต่อต้านทุจริตผ่านช่องทางสื่อสารภายในองค์กร

The Company is committed to conducting its business on the foundation of sustainable development by integrating economic, social, and environmental (ESG) dimensions into its operations to create long-term value for all stakeholders. This report is prepared in compliance with the requirements of the Stock Exchange of Thailand (SET) and the guidelines for the preparation of the Form 56-1 One Report, with emphasis on the analysis of key sustainability issues under the Double Materiality approach.

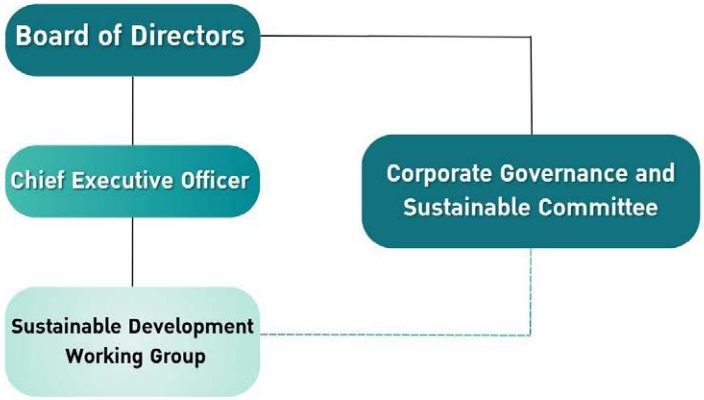
Sustainability Management Policy

The Company conducts its business with a commitment to balanced growth for all stakeholders across the economic, social, and environmental dimensions. The highest priority is placed on ethical, transparent, and fair business

practices. The Company adheres to the United Nations Guiding Principles on Business and Human Rights (UNGPs) and supports the Ten Principles of the United Nations Global Compact (UNGC), covering human rights, labor, environment, and anti-corruption. The Company also aligns its operations with the United Nations Sustainable Development Goals (SDGs). The Company's Sustainability Development Policy is structured around three strategic pillars:

1. Advancing Healthcare Innovation: Committed to developing and applying medical innovations and technologies to enhance the quality, safety, accessibility, and responsiveness of healthcare services for patients at all levels.
2. Fostering Sustainable Well-Being: Promoting quality of life for employees, communities, and society through workforce development, a safe working environment, community engagement, and social initiatives that create shared value (Creating Shared Value: CSV).
3. Creating an Environmental Balance: Conducting business with consideration for environmental impacts, aiming to become an organization with Net Zero Emissions through efficient management of energy, water, and waste, and promoting a Circular Economy. This policy covers operations throughout the business value chain, from environmentally and socially friendly procurement processes, caring for personnel and service recipients, to responsibly managing impacts on communities and the environment. The company mandates regular communication and training on sustainability policies for employees at all levels to raise awareness and drive policies into practice, as well as disseminating this policy to the public through various company channels, especially the company's website, to ensure all stakeholders can access and study the details transparently.

3.1.2 Sustainable Development Governance Structure



Roles, Duties, and Responsibilities

1. Board of Directors
   - Approve policies, targets, strategies, and business plans, including those related to sustainability, climate change, climate management, and environmental management.
   - verse business operations to ensure adherence to good corporate governance principles, business ethics, respect for human rights, and accountability to all stakeholder groups, while supervising the management of climate-related risks and opportunities, including adaptation to potential impacts.
   - Monitor and evaluate progress on sustainable business development through regular performance reports.
2. Corporate Governance and Sustainable Business Development Committee

2. Corporate Governance and Sustainable Business Development Committee
    - Review and provide recommendations on corporate governance policies and practices, organizational ethics, and other relevant policies that support adherence to good corporate governance principles, applicable standards, and regulatory requirements. This includes oversight of corporate social responsibility and sustainable development matters, such as sustainability management policies, environmental management, and governance of climate-related risks and opportunities, to ensure alignment with relevant regulations, standards, and international best practices prior to submission to the Board of Directors for approval.
    - Appoint sustainability working groups and undertake other actions necessary to support the Company's sustainability initiatives, including defining the authority, duties, and responsibilities of such working groups.
    - Oversee and monitor management and/or designated working groups to ensure effective implementation of policies and achievement of established targets, including those related to environment, energy, greenhouse gas emissions, and climate-related risks.
3. Chief Executive Officer
    - Oversee and monitor the performance of the Sustainable Development Working Group, including the integration of ESG-related risks and opportunities, as well as climate change considerations, into the Enterprise Risk Management (ERM) framework on a quarterly basis.
    - Consider and allocate appropriate budgets and resources to support sustainability initiatives, including energy efficiency improvement projects and climate impact mitigation projects.
    - Communicate sustainability policies and targets to employees and stakeholders.
4. Sustainable Development Working Group
    - Manage and support the Company's sustainability initiatives in accordance with the policies and targets assigned by the Corporate Governance and Sustainable Committee.
    - Develop sustainability and climate change action plans, including the preparation of a GHG Inventory (Scope 1–3), greenhouse gas reduction initiatives, energy management, waste management, and environmental impact mitigation projects, for submission to the Corporate Governance and Sustainable Committee and subsequently to the Board of Directors for approval.
    - Collect data and monitor key performance indicators, such as energy consumption, waste generation, water usage, and greenhouse gas emissions, and report progress to management and the Corporate Governance and Sustainable Committee.
    - Promote awareness, provide guidance, and encourage employee participation in sustainability initiatives to foster a sustainability-oriented corporate culture.
    - Review relevant practices to ensure alignment with applicable standards.

3.1.3 Creating Sustainable Value for Stakeholders

The Company recognizes that its long-term success is closely interconnected with its stakeholders, including employees, patients, business partners, investors, communities, and the environment. The Corporate Governance and Sustainable Committee has reviewed information and feedback received from stakeholder groups regarding the Company's vision, mission, and strategic direction, covering both internal and external business contexts, particularly on risks and opportunities that may impact operations. In addition, feedback from readers who provided comments on the sustainability section of the Form 56-1 One Report and through the Company's website has been considered as part of the continuous improvement process.

Stakeholder expectations, concerns, and recommendations are incorporated into the refinement of engagement approaches and the identification of material sustainability topics. The Company ensures appropriate responses to stakeholder expectations on each material issue to strengthen and advance the sustainable growth of its healthcare service business.

Sustainability management goals

Sustainability management goals

Does the company set sustainability management goals : Yes

3.1.4 Sustainability Management Targets

The Company's Sustainable Development Committee has established both short-term and long-term sustainability management targets at the corporate level. These targets address material sustainability issues across the economic, social, environmental, and human rights dimensions and are integrated with the United Nations Sustainable Development Goals (SDGs).

In 2025, the Sustainable Development Committee approved a review and update of the sustainability policy to ensure its relevance and alignment with the Company's operational direction.

<table>
<tr><th>Governance and Economic Dimension</th><th>Social Dimension</th><th>Environmental Dimension</th></tr>
<tr><td>Corporate Governance and Good Business Ethics</td><td>Contributing to Community and Social Well-Being</td><td>Climate Change Management</td></tr>
<tr><td rowspan="2">● Maintain an “Excellent” rating in the Corporate Governance Report (CGR) assessment, 100 percent of executives acknowledge and comply with the Corporate Governance and Business Ethics policy.
● Continuously maintain certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC).
● At least two business partners declare their intention to become members of the Thai Private Sector Collective Action Against Corruption (CAC) by 2027.
● 100 percent of executives and employees acknowledge the Anti-Corruption Policy
 </td><td>● At least two Creating Shared Value (CSV) initiatives per year.
● Creating Shared Value (CSV) initiatives achieve a Social Return on Investment (SROI) > 1.0 times.
 </td><td>Short-term:
● Reduce net greenhouse gas emissions (Scope 1, 2, and 3) by more than 0.5 percent compared to the previous year.
Medium-term:
● Reduce net greenhouse gas emissions (Scope 1, 2, and 3) by more than 5 percent by 2028 compared to the 2022 base year.
 </td></tr>
<tr><td>Responsibility to Service Recipients</td><td>Energy Conservation</td></tr>
<tr><td>● Maintain accreditation under the Joint Commission International (JCI) standards.
● Severe adverse events = 0.
● 100 percent of relevant employees complete PDPA training.
● Reportable data breach incidents to regulatory authorities = 0.
● Outpatient (OPD) patient experience satisfaction rate of not less than 95 percent.
● Inpatient (IPD) patient experience satisfaction rate of not less than 95 percent.
 </td><td>Short-term:
● Reduce energy consumption by more than 0.5 percent compared to the previous year.
Medium-term:
● Reduce energy consumption by more than 0.5 percent by 2028 compared to the 2022 base year.
 </td></tr>
</table>

Innovation Development	Human Rights and Labor Laws	Water Management
● Smart Hospital user satisfaction rate of 90 percent. 	● Zero cases of human rights violations. ● Results of the Human Rights Due Diligence (HRDD) assessment remain at a very low-risk level, with zero human rights violation cases. 	Short-term: ● Results of the Human Rights Due Diligence (HRDD) assessment remain at a very low-risk level, with zero human rights violation cases. Medium-term: ● Reduce water consumption by more than 0.5 percent by 2028 compared to the 2022 base year.
Supply Chain Management	**Personnel Development and Retention**	**Waste Management**
● Key suppliers acknowledge and formally accept the Supplier Code of Conduct, particularly with respect to anti-corruption. 	● Lost Time Injury Rate Frequency (LTIRF) ● Average training hours of not less than 40 hours per person per year. ● Employee engagement rate of not less than 80 percent. ● Total employee turnover rate of less than or equal to 9 percent per year. 	Short-term: ● Reduce waste generation by more than 0.5 percent compared to the previous year. Medium-term: ● Reduce waste generation by more than 2 percent by 2028 compared to the 2022 base year.

United Nations SDGs that align with the organization's sustainability management goals :	Goal 3 Good Health and Well-being, Goal 3 Good Health and Well-being, Goal 6 Clean Water and Sanitation, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 9 Industry, Innovation and Infrastructure, Goal 12 Responsible Consumption and Production, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions, Goal 16 Peace, Justice and Strong Institutions

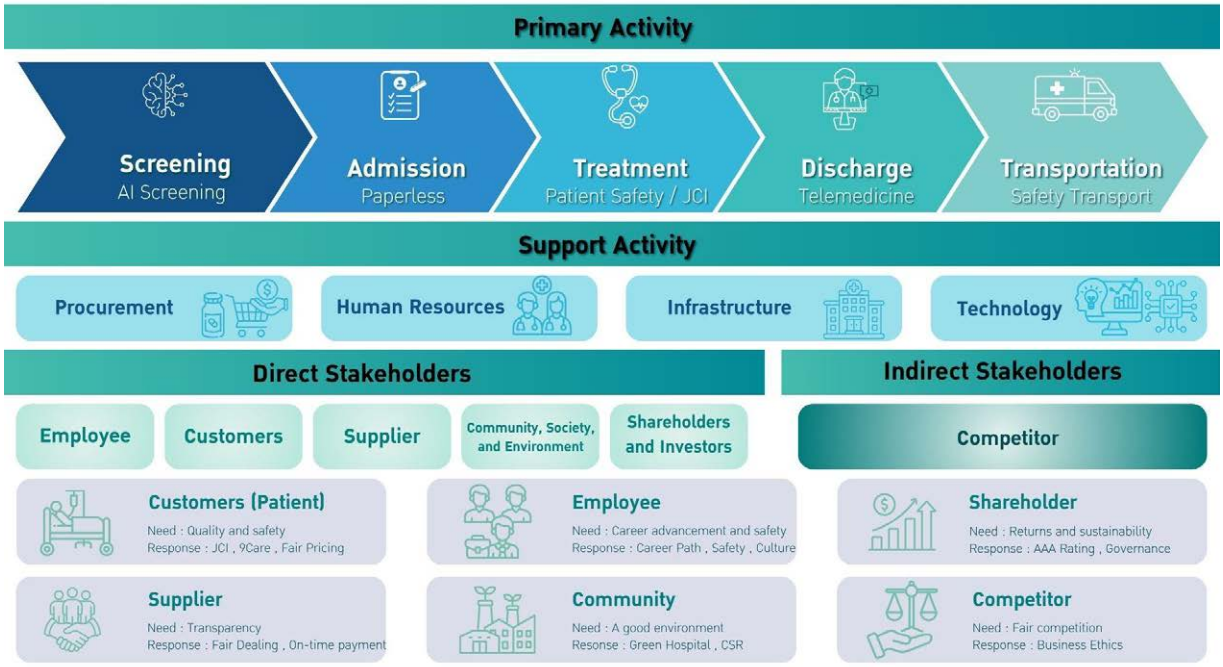
Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year :	No
Has the company changed and developed the policy and/or goals of sustainable management over the past year :	No

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

The Company places significant importance on managing its business value chain as a strategic tool to enhance competitiveness and mitigate sustainability-related operational risks. The Corporate Governance and Sustainable Committee conducts an analysis of the Company's core business activities from upstream to downstream operations, alongside the identification of key stakeholders who are materially connected to or have business relationships with such activities. The relationships between activities and stakeholders are then analyzed and reviewed to assess both positive and negative impacts arising from the Company's operations. The results of the value chain analysis are used to establish engagement and management approaches for six key stakeholder groups involved throughout the business value chain, from upstream to downstream. This framework encompasses six primary business activities and four supporting activities.



Primary Activity

1. Screening : Conduct standardized pre-service screening and prioritize patients based on clinical assessment to ensure the most effective and timely treatment.
2. Service Admission : Establish standardized service management procedures throughout the patient admission process.
3. Continuous Care : Provide ongoing care, treatment, and services delivered by qualified and certified physicians, nurses, and other healthcare professionals across all hospital service processes.
4. Discharge and Follow-Up : Ensure appropriate diagnosis based on patient health conditions, determine optimal treatment plans, and coordinate with medical personnel or external institutions for continued care where necessary.
5. Referral Services : Arrange systematic and standardized referrals to qualified external institutions in accordance with patients' treatment requirements.
6. Patient Transportation : Provide safe and high-quality patient transportation services in compliance with applicable legal and regulatory standards.

Support Activity

1. Procurement : Ensure the procurement of medicines, medical supplies, medical equipment, and other necessary items in a manner that is quality-driven, fair, transparent, and verifiable to meet established standards.

2. Human Resources : Recruit, develop, retain, and support medical professionals and employees to enhance knowledge, specialized expertise, and professional standards.
3. Infrastructure : Design service infrastructure with consideration for accessibility and convenience for patients and service users.
4. Technology : Develop and apply technology to enhance service accuracy, efficiency, convenience, and safety for patients and service users.

The Company has identified key internal and external stakeholder groups that are connected to its business value chain. An assessment has been conducted to evaluate both positive and negative impacts, including actual and potential impacts arising from the Company's activities on stakeholders.

Key issues were gathered through both formal and informal engagement channels, including feedback, consultations, and stakeholder recommendations. These inputs were subsequently analyzed to develop appropriate action plans aimed at responding to stakeholder expectations across all groups.

The outcomes of this process are reflected in the Company's corporate strategy and business operation plans, covering economic, social, human rights, and environmental dimensions. The operational results for 2025 (B.E. 2568) are summarized as follows:

3.2.2 Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
• Employees	• Conduct performance evaluations in a fair and transparent manner. • Manage compensation appropriately in alignment with performance outcomes. • Adjust salaries and provide bonuses in accordance with established criteria. • Promote job security and career advancement opportunities. • Continuously develop employees' skills and competencies. • Encourage effective communication and operational efficiency. • Systematically manage workplace health and safety. • Retain high-potential employees within the organization. • Continuously enhance employee capabilities. • Apply human rights principles in human resource management. • Comply with labor laws and relevant regulations. • Provide a suitable working environment that supports effective performance.	• Review and enhance the annual performance appraisal process through the Performance Management System (PMS). • Conduct performance evaluations while promoting two-way communication. • Develop Individual Development Plans (IDPs) and support training in alignment with the plans, with systematic assessment of skills and competencies. • Establish clear career paths for both managerial and operational levels. • Improve the working environment in accordance with occupational health and safety principles. • Organize internal engagement activities to strengthen workplace relationships. • Provide employee counseling through the Human Resources Department. • Raise awareness of the impacts of climate change. • Hold regular departmental meetings. • Provide channels for reporting incidents and unsafe working conditions.	• Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Training / Seminar • Others • Presentation on Continuous Quality Improvement Project (CQI) • Established internal whistleblowing and grievance mechanisms • Annual performance evaluations in accordance with established criteria • Ongoing organizational culture and safety surveys

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
• Shareholders	• Conduct business in accordance with the principles of Corporate Governance and Business Ethics, ensuring transparency and accountability. • Strictly implement anti-corruption measures. • Deliver consistent returns on investment. • Operate to achieve stable growth and generate appropriate profitability. • Manage risks effectively to address changes and support sustainable growth. • Disclose material corporate information in a complete and timely manner.	• Systematically and prudently manage economic, social, and environmental risks. • Enhance the effectiveness of internal control and risk management systems. • Strengthen business capabilities to support continuous growth and generate long-term investment returns. • Conduct business in accordance with good corporate governance principles, ensuring transparency and fairness. • Disclose and present performance results, as well as business directions and plans, accurately, completely, and in a verifiable manner. • Regularly update the Investor Relations website to ensure comprehensive information and provide channels for feedback and suggestions.	• Visit • Online Communication • Annual General Meeting (AGM) • Others • Provide shareholders with the opportunity to nominate directors, propose meeting agenda items, submit questions in advance, and express opinions and recommendations. • Conduct investor relations activities on a continuous basis.

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
• Customers	• Develop services to meet established standards and align with patients' expectations. • Continuously enhance medical expertise and professional competencies. • Encourage family involvement in treatment planning. • Clearly communicate treatment information and post-discharge care instructions. • Facilitate convenient access to healthcare services. • Uphold accountability and responsibility toward patients. • Provide accurate and timely medical information. • Establish appropriate and reasonable medical service fees. • Foster innovation and collaboration by leveraging digital technologies to enhance service quality.	• Enhance care processes to ensure efficiency by promoting customer and family participation and maintaining continuous communication throughout treatment. • Provide medical services in accordance with international quality standards and applicable laws and regulations. • Establish and evaluate medical service fees on a reasonable and appropriate basis. • Review and improve medical service packages to ensure suitability and fairness. • Expand access channels through social media platforms. • Develop the 9 CARE platform to provide continuous home-based care for customers with chronic, rare, and complex conditions, while enabling health information connectivity with customers' families.	• Social Event • Online Communication • Complaint Reception • Satisfaction Survey • Training / Seminar

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
• Community	• Contributing to Community and Social Well-Being. • Implement Climate Change Management practices to mitigate climate-related impacts. • Utilize resources efficiently and responsibly. • Support the use of clean energy and promote Energy Saving Management. • Reduce greenhouse gas emissions. • Implement appropriate Water Saving Management and Waste Management practices.	• Organize activities to mitigate the impacts of climate change under Climate Change Management initiatives. • Conduct campaigns to reduce greenhouse gas emissions. • Implement social initiatives under the "Happy Community" project. • Develop and disseminate up-to-date health education content through social media platforms. • Enhance service efficiency and align services with the needs of people of all age groups to improve quality of life. • Promote efficient and responsible resource utilization.	• Online Communication • External Meeting • Complaint Reception • Others • Conduct regular surveys and assessments of community needs.

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
• Suppliers	• Conduct procurement processes in a transparent, fair, and equitable manner. • Manage procurement processes efficiently and in a timely manner. • Provide fair compensation and ensure timely payment. • Comply with commercial terms and contractual conditions, including payment obligations as agreed. • Uphold respect for human rights and labor practices and demonstrate responsibility toward society and the environment. • Promote the development of suppliers' capabilities and competencies.	• Conduct meetings and execute contracts with suppliers in accordance with the procurement policy on an equitable and fair basis. • Implement systematic Supply Chain Management practices. • Conduct comprehensive Human Rights Due Diligence (HRDD) covering suppliers and relevant workers. • Provide training to supplier personnel working within the hospital in accordance with the same standards applied to permanent employees.	• Visit • Online Communication • External Meeting • Complaint Reception • Training / Seminar • Others • Select and evaluate supplier performance at least once per year. • Identify and categorize key suppliers based on the nature of their business relationships.
External stakeholders			
• Competitors	• Conduct business in accordance with fair and transparent competition principles. • Maintain a policy prohibiting improper solicitation or recruitment of personnel from competitors.	• Strictly comply with the Company's Code of Conduct and commercial agreements. • Adhere to Corporate Governance and Business Ethics principles. • Participate in meetings and cooperate with the Private Hospital Association in accordance with meeting resolutions.	• External Meeting

3.2.3 Double Materiality Assessment

The Company conducts an annual review and analysis of material sustainability issues relevant to its business and stakeholders. This assessment evaluates both the impacts the organization has on external parties and the impacts external factors may have on the organization.

This process follows the Double Materiality Principle in accordance with international sustainability reporting standards and covers the following two dimensions:

1) Impact Materiality: This dimension assesses the impacts of the Company's activities on the economy, society, the environment, and stakeholders (inside-out perspective), including both actual and potential impacts. For example, initiatives to reduce medical waste may contribute to reducing pollution in surrounding communities, generating actual or potential positive impacts on environmental, social, governance, and economic dimensions.

2) Financial Materiality: This dimension considers sustainability-related risks and opportunities arising from external factors that may affect the Company (outside-in perspective). These factors may influence enterprise value, business operations, growth, and financial position. Examples include risks from increased costs due to carbon tax regulations, or opportunities from digital innovation that may enhance revenue generation and strengthen the Company's business performance and financial standing.

Preliminary material issues are presented in a Materiality Matrix, illustrating the relationship between significant impacts across the two dimensions. The assessment results are reviewed by senior executives serving on the Sustainable Development Working Group and the Corporate Governance and Sustainable Committee before being submitted to the Board of Directors for approval.

Sustainability assessment through two key dimensions to identify factors that genuinely impact "corporate value" and "stakeholders."

Materiality Assessment Process

1 Identification	The Company conducts a comprehensive analysis of both internal and external factors, including the following: • Internal factors (Inside-Out): The Company's business strategy and direction across the short, medium, and long term, as well as the identification of impacts that the Company's activities may have on the economy, society, and the environment. • External factors (Outside-In): Expectations of the six key stakeholder groups gathered through surveys and engagement processes, together with monitoring of international regulations

	and standards, such as IFRS S1 and IFRS S2, which may affect sustainability-related financial risks and opportunities. **The outcome** of this process is a consolidated list of all potentially significant sustainability issues (Long List).
2 Prioritization	The Company evaluates the issues identified in Step 1 in accordance with the Double Materiality Principle as follows: ● Impact Materiality: Assess the level of impacts (scale, scope, and irremediable character) that the Company has on external parties across economic, social, environmental, and governance dimensions, with reference to the GRI Standards and GRI Sector Standards. ● Financial Materiality: Assess the level of sustainability-related risks and opportunities arising from external factors that may affect the Company's enterprise value, financial position, and business operations. **The outcome** of this process is a prioritized list of material sustainability issues (Short List).
3 Validation	The Sustainable Development Working Group, together with senior management, conducts a validation of the identified material issues to ensure that they comprehensively reflect the Double Materiality principle, as follows: ● Review the interconnections between internal and external impacts to ensure completeness across both dimensions. ● Present the assessment results to the Corporate Governance and Sustainable Committee for consideration prior to submission to the Board of Directors for approval. **The outcome** of this process is a refined list of material sustainability issues (Short List) that have been filtered and validated across both materiality dimensions.
4 Integration into Strategy, Communication, and Reporting	The approved material sustainability issues are integrated into the Company's enterprise-level management processes as follows: ● Strategy Formulation: Integrate material issues into the strategic planning process in the fourth quarter to define targets, action plans, and resource allocation. ● Management Implementation: Assign clear accountability for each material issue to designated responsible persons to ensure effective and tangible execution. ● Communication and Reporting: Communicate performance outcomes to stakeholders and disclose information transparently in the Form 56-1 One Report and the Sustainability Report.

Material Issues and Impact Boundaries on Stakeholders

Dimensions	Material Issues	Impact Boundaries						SDGs
		Internal	External					
		Employees	Shareholders and Investors	Customers	Suppliers	Communities and Society	Competitors	
Governance and Economic	1. Business Ethics, Integrity and Transparency	✓	✓	✓	✓	✓		
	2. Innovation & Collaboration	✓	✓	✓	✓	✓	✓	
	3. Supply Chain Management	✓		✓	✓	✓		
Social	1. Human Right	✓	✓	✓	✓	✓		
	2. Improve Quality of Life and Community	✓		✓	✓	✓		
	3. Customer Responsibility	✓	✓	✓	✓	✓	✓	
	4. Talent Attraction & Retention	✓	✓	✓	✓		✓	
Environmental	1. Climate change Management	✓	✓	✓	✓	✓	✓	
	2. Energy saving Management.	✓	✓	✓	✓	✓	✓	
	3. Water saving Management.	✓	✓	✓	✓	✓		
	4. Waste Management	✓	✓	✓	✓	✓	✓	

Assessment of Positive and Negative Impacts

Governance and Economic Dimension (G)	Description	Positive Business Impact / Opportunities	Negative Business Impact / Risks	Management Approach
G1 Corporate Governance and Business Ethics SDG 16	A robust corporate governance structure and system reflect effective internal control mechanisms that are transparent and equitable, as well as the Board of Directors' leadership role in setting strategic direction and driving the organization toward sustainable success. This is undertaken with due consideration of maximizing shareholder value alongside responsibility to all stakeholder groups.	- Enhance revenue opportunities by strengthening corporate credibility and building trust among customers, investors, and business partners. - Reinforce transparency and confidence among stakeholders. - Mitigate legal and regulatory compliance risks - Prevent and reduce risks related to fraud, corruption, and misconduct.	- Legal and reputational risks arising from non-compliance with applicable standards. - Increasing complexity and rapid changes in regulatory requirements. - Costs and expenses associated with compliance and audit processes. - Operational delays resulting from regulatory enforcement and compliance procedures.	- Integrate ESG principles and relevant standards, such as Joint Commission International (JCI), into operations, supported by clearly defined policies. - Promote an organizational culture grounded in ethics, good governance, and sound corporate governance practices. - Provide ongoing training and awareness programs on anti-fraud and anti-corruption practices.
G2 Innovation and Collaboration SDG 9	The Company's innovation development reflects its commitment to enhancing business competitiveness amid evolving economic, social, and environmental conditions. This approach aims to respond to stakeholders' expectations while creating value for both the business and society.	- Enhance efficiency and elevate the quality of medical treatment and service delivery. - Strengthen business competitiveness. - Expand revenue opportunities through the application of Artificial Intelligence (AI) and Telemedicine	- Prudently manage costs and expenditures associated with high-level investments in new medical technologies. - Address risks arising from rapid technological changes through continuous adaptation and development.	- Invest in advanced medical equipment and technologies, incorporating AI applications to enhance the quality of treatment. - Advance operations toward becoming a Smart Hospital by building upon the Smart Checkup initiative. - Develop the 9 CARE and 9 CARE Shop platforms to support

Governance and Economic Dimension (G)	Description	Positive Business Impact / Opportunities	Negative Business Impact / Risks	Management Approach
		services for international customers.		comprehensive healthcare services. - Expand collaboration with international medical partners to strengthen treatment capabilities.
G3 **Supply Chain Management** **SDG 16**	Sustainable Supply Chain Management reflects efficiency, transparency, and active engagement with business partners throughout the value chain-from supplier selection and procurement processes to supplier evaluation and ongoing collaboration. This approach also includes encouraging suppliers to align with and adhere to the Company's sustainable business practices and standards.	-Manage procurement processes effectively to reduce costs and enhance operational efficiency. - Promote procurement from environmentally friendly manufacturers and suppliers to support sustainable business practices.	- Risks arising from shortages of medical equipment during crisis situations. - Supply chain uncertainty due to international factors. - Risks associated with increased supplier costs resulting from the enhancement of product and service standards.	- Revise procurement policies to promote the selection of manufacturers and suppliers that comply with ESG standards. - Establish and implement a Supplier Code of Conduct to serve as a framework for transparent and responsible business practices. - Systematically integrate ESG-based supplier evaluation and selection criteria into the procurement process.

Social Dimension (S)	Description	Positive Business Impact / Opportunities	Negative Business Impact / Risks	Management Approach
S1 Respect for Human Rights and Labor Practices **SDG 8**	- The Company's business operations involve a wide range of stakeholder groups whose quality of life and fundamental human rights may be affected. Ensuring fair treatment of stakeholders therefore begins with fostering knowledge, understanding, and a positive mindset toward conducting business in a manner that does not infringe upon human rights, in line with Respect for Human Rights and Labor Practices. - Fair treatment of employees throughout the entire employment lifecycle, from recruitment through employment and separation, demonstrates the Company's care and commitment to strengthening employee engagement. It also contributes to mitigating risks associated with labor disputes.	- Foster an appropriate and equitable working environment that respects employees' rights, in alignment with Respect for Human Rights and Labor Practices. - Mitigate risks related to labor relations and potential labor disputes. - Prevent labor rights violations and unfair treatment. - Promote fairness and equality across the organization.	- Risks of human rights violations within the supply chain, in the context of Respect for Human Rights and Labor Practices. - Limitations and differences in labor laws in certain countries. - Legal risks arising from non-compliance with international labor standards.	- Strictly comply with international labor standards and applicable labor laws in accordance with Respect for Human Rights and Labor Practices. - Establish internal guidelines and manuals on labor law compliance to ensure consistent implementation across the organization. - Provide secure and confidential Whistleblowing Channels for complaints and reporting of concerns. - Monitor and review business partners' operations to ensure alignment with human rights principles.

Social Dimension (S)	Description	Positive Business Impact / Opportunities	Negative Business Impact / Risks	Management Approach
S2 Contributing to Community and Social Well-Being **SDG 3**	Responsibility toward communities and society reflects the Company's commitment to preventing and mitigating potential impacts arising from its business operations. In addition, continuous engagement in community and social development demonstrates its dedication to sustainably enhancing quality of life, consistent with Contributing to Community and Social Well-Being.	- Enhance the quality of life of patients and communities, in alignment with Contributing to Community and Social Well-Being. - Strengthen positive relationships and reinforce the Company's corporate image. - Increase revenue opportunities by attracting customers through Corporate Social Responsibility initiatives. - Enhance long-term corporate credibility and trustworthiness.	- Challenges related to costs and expenditures associated with implementing social initiatives under Contributing to Community and Social Well-Being. - Challenges in effectively reaching target groups and fostering meaningful engagement.	- Organize free community health screening programs to promote access to healthcare services, in alignment with Contributing to Community and Social Well-Being. - Develop and expand Telemedicine services to enhance equitable access to healthcare for patients.

Social Dimension (S)	Description	Positive Business Impact / Opportunities	Negative Business Impact / Risks	Management Approach
S3 Customer Responsibility **SDG 3**	Customer Responsibility reflects the Company's commitment to delivering services that enhance customer satisfaction and strengthen trust among customers.	-Elevate service excellence to attract new patients and expand the international customer base. - Enhance transparency in personal data management to strengthen customer engagement and reinforce a positive corporate image. - Implement rigorous safety management practices in compliance with applicable laws to mitigate litigation risks and potential compensation claims. - Apply information technology securely to enhance the healthcare experience, ensuring convenience and building customer confidence. - Upgrade service quality in alignment with international standards.	- Risks arising from complaints and dissatisfaction with service quality and medical treatment, which may lead to a decline in the number of customers and adversely affect business revenue. - Risks associated with deficiencies in safety standards, potentially resulting in a reduction in customers and revenue. - Risks related to data breaches or unauthorized access to patient information. - Challenges in managing and enhancing patient safety in alignment with international standards.	- Enhance and continuously improve service quality in alignment with Joint Commission International standards. - Continuously strengthen data protection and information system security, including cybersecurity measures. - Establish structured complaint and Whistleblowing Channels, as well as systematic feedback mechanisms. - Apply advanced technologies, including AI and Telemedicine, to enhance treatment effectiveness and service efficiency.

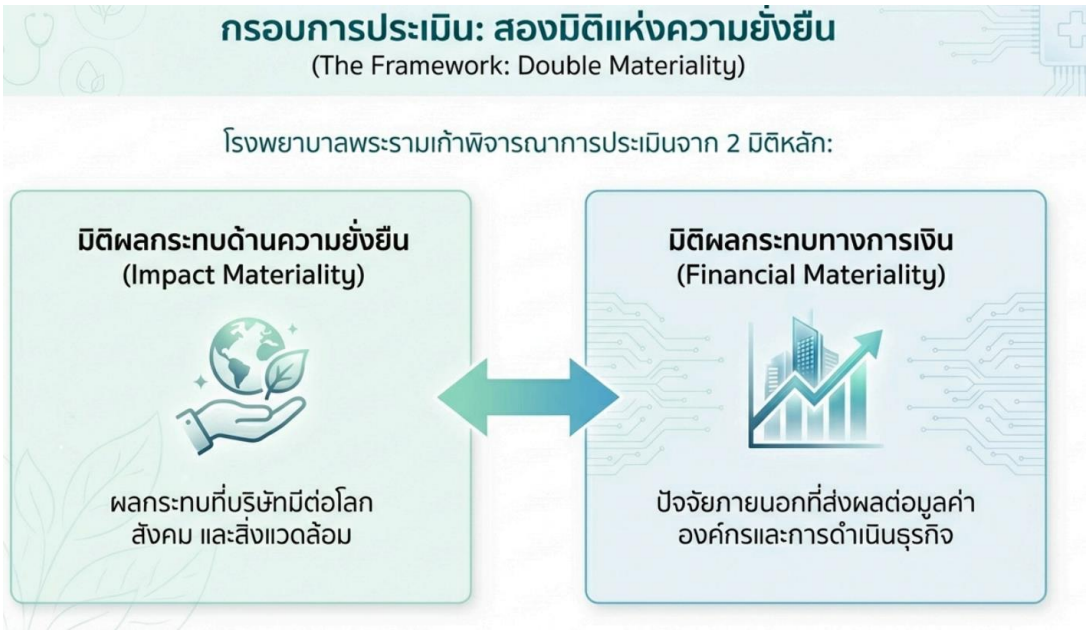
Social Dimension (S)	Description	Positive Business Impact / Opportunities	Negative Business Impact / Risks	Management Approach
		- Promote the adoption of advanced technologies, including AI and Telemedicine, to enhance patient care.		
S4 Talent Attraction and Retention **SDG 8**	The Company places strong emphasis on Talent Attraction and Retention by focusing on enhancing employees' capabilities through continuous development of knowledge and skills across various areas. At the same time, it fosters motivation and organizational engagement to support long-term sustainable growth.	- Increase revenue opportunities by attracting and retaining high-quality personnel, while reducing voluntary turnover. - Enhance operational efficiency and strengthen employee morale. - Develop technological and language skills to elevate workforce capabilities. - Foster employee engagement to support the long-term retention and attraction of talented professionals.	- Challenges related to costs and expenditures associated with investments in employee training, development, and welfare programs under Talent Attraction and Retention. - Challenges in attracting and retaining high-potential personnel.	- Provide continuous training and development programs to enhance employees' skills and overall capabilities. - Offer comprehensive employee welfare programs and establish clear career paths to support professional growth. - Implement structured incentive mechanisms and fair, performance-based remuneration aligned with individual and organizational performance.

Environmental Dimension (E)	Description	Positive Business Impact / Opportunities	Negative Business Impact / Risks	Management Approach
E1 Climate Change Management **SDG 13**	Greenhouse gases are a key contributor to the issue of Climate Change, as they trap heat in the atmosphere and drive shifts in weather patterns. Continuous efforts to control and reduce greenhouse gas emissions under Climate Change Management can help mitigate the severity of climate change and related natural disasters, thereby reducing potential impacts on business operations.	- Strive to become a low-carbon organization and gain recognition for strong ESG performance - Reduce greenhouse gas emissions by promoting the use of clean energy, such as solar energy (Solar Cell). - Continuously improve energy efficiency across operational processes. - Strengthen competitiveness and reinforce the Company's environmentally responsible corporate image.	- Challenges related to initial investment costs for clean energy, such as rooftop solar power system installation (Solar Rooftop). - Risks arising from fluctuations in energy and environmental policies that may affect investment decisions. - Risks associated with the impacts of natural disasters and climate uncertainty. - Potential future cost risks resulting from carbon tax policies.	- Reduce greenhouse gas emissions by promoting the use of clean energy, such as rooftop solar power systems (Solar Rooftop). - Improve energy efficiency by applying an Energy Management System. - Drive the Net Zero Carbon target by establishing greenhouse gas reduction measures within the hospital, while systematically monitoring performance and preparing a GHG Inventory.

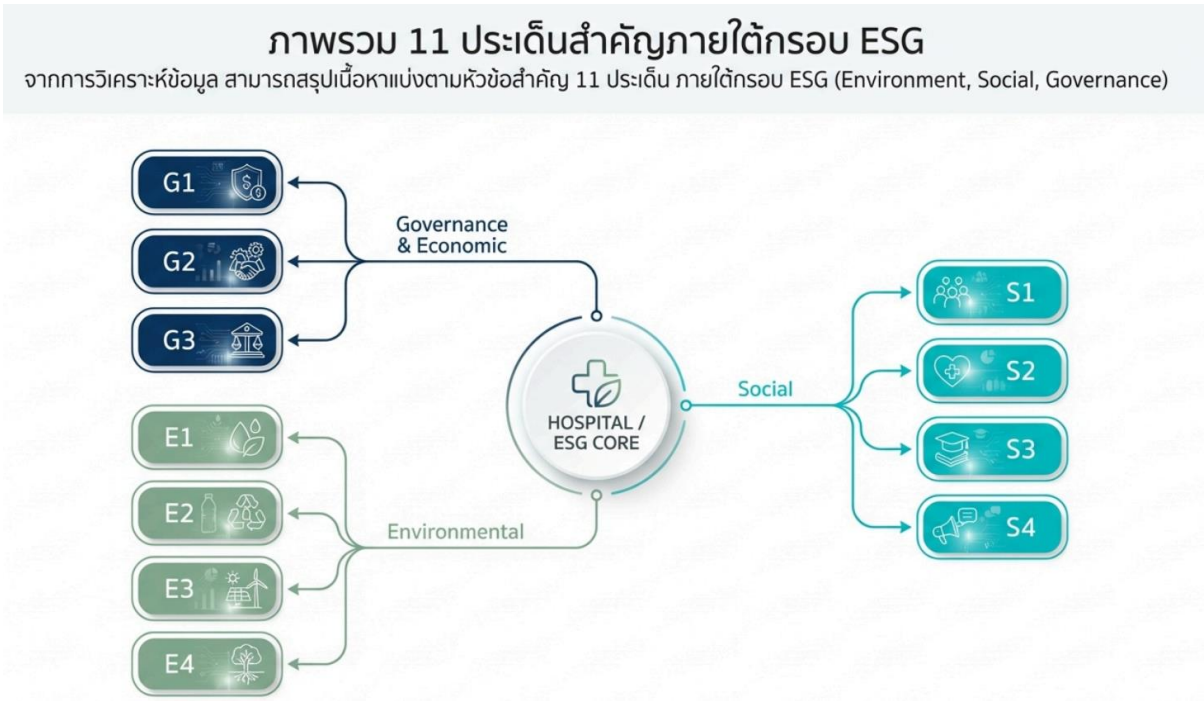
Environmental Dimension (E)	Description	Positive Business Impact / Opportunities	Negative Business Impact / Risks	Management Approach
E2 Energy Saving Management **SDG 7 and SDG 13**	The procurement and efficient utilization of electricity, water, fuel, and other energy sources reflect effective cost management and demonstrate efforts to reduce reliance on non-renewable or exhaustible energy resources.	- Reduce electricity costs and enhance efficient resource utilization. - Strengthen business sustainability. - Support the goal of becoming a Green Hospital. - Create opportunities to expand energy management practices to other buildings in order to improve efficiency and reduce long-term costs.	- Challenges in changing personnel behavior regarding energy consumption. - Limitations of existing equipment with high energy consumption rates. - Risks associated with the need to invest in upgrading or replacing equipment to improve energy efficiency.	- Apply a Smart Energy Management System to control and optimize energy consumption within hospital buildings. - Adjust the operating settings of medical tools and equipment to appropriate energy-saving modes. - Promote the use of renewable energy, such as solar energy (Solar Cell). - Organize campaigns and encourage participation from employees at all levels in continuous energy conservation and efficiency initiatives.
E3 Water Saving Management **SDG 6**	The efficient procurement and utilization of water reflect effective cost management within business processes and reduce the risk of water resource shortages.	- Manage water consumption efficiently to reduce costs and expenses. - Control and systematically monitor water usage. - Promote the reuse of treated water (Water Recycle). - Strengthen long-term water resource security of the organization.	- Challenges related to costs and expenditures in developing and maintaining infrastructure for water recycling and reuse systems. - Risks associated with drought conditions and water scarcity.	- Install and utilize water recycling and reuse systems. - Provide training to promote efficient water usage. - Continuously promote water conservation initiatives within the hospital.

Environmental Dimension (E)	Description	Positive Business Impact / Opportunities	Negative Business Impact / Risks	Management Approach
E4 Waste Management **SDG 12**	Efforts to reduce waste generated from business operations reflect the ability to utilize resources efficiently and minimize negative impacts arising from business processes that may affect communities and society.	- Reduce costs associated with the management and disposal of infectious and general waste. - Minimize environmental impacts arising from waste management processes. - Decrease the volume of infectious and general waste through proper segregation in accordance with academic principles. - Develop systematic and standardized waste segregation and management systems. - Create added value in line with the Circular Economy concept, such as appropriately reusing medical materials that can be safely reused.	- Risks arising from non-compliance with applicable laws and regulations. - Risks associated with improper management of infectious waste, which may cause environmental pollution. - Cost and expense risks related to the management of infectious waste.	- Apply the Circular Economy concept to waste segregation and resource recovery. - Segregate and manage waste by category in an efficient and systematic manner. - Manage infectious waste in accordance with Joint Commission International (JCI) safety standards.

Double Materiality Assessment - Framework



Double Materiality Assessment - 11 Material Issues



Dimension	Material Issues	Impact Materiality	Financial Materiality
Governance & Economic	G1: Corporate Governance and Business Ethics	Operate business transparently, mitigate risks related to fraud and corruption, and promote ethical practices throughout the supply chain.	Mitigate legal risks and attract investment from ESG-focused investors to lower the cost of capital (Low Cost of ESG Capital) by consistently maintaining ESG Ratings at the AAA level, thereby supporting reduced borrowing interest rates and enhancing long-term shareholder value.
	G2: Innovation and Collaboration	Develop social innovations, such as the Eye-Diagnostic system, to enable communities to access services free of charge.	AI reduces production costs by 90 percent and generates new revenue streams through 9CARE and Telemedicine. The Company anticipates increased revenue from digital services while reducing operating costs through innovation.
	G3: Supply Chain Management	Promote environmentally friendly procurement practices and systematically conduct human rights due diligence of suppliers.	Mitigate risks arising from shortages of medical equipment during crisis situations and enhance procurement efficiency to reduce operating costs by selecting sustainable suppliers to minimize supply chain disruptions and improve cost-effectiveness in procurement.
Social	S1: Respect for Human Rights and Labor Practices	Treat employees fairly and uphold a commitment to Zero Human Rights Violations.	Mitigate labor relations and legal dispute risks by reducing potential fines and litigation, while lowering expenses through decreased employee turnover and reduced recruitment costs associated with high replacement costs.
	S2: Contributing to Community and Social Well-Being	Enhance the quality of life of the public through free health screening programs and equitable access to medical services.	Strengthen Long-term Trust to enhance the ability to attract new patients, elevate the corporate image, and generate measurable social returns (SROI > 1.0), thereby supporting revenue growth and reducing long-term marketing costs.
	S3: Customer Responsibility	- Maintaining treatment standards helps safeguard patient safety and prevent risks to patients' lives, while promoting confidence and strengthening the	- Deficiencies in safety standards may result in significant costs from product recalls, as well as loss of organizational revenue. - Non-compliance with quality laws or personal data protection regulations may lead to legal fines and litigation risks. - Data breach incidents or substandard products may undermine investor confidence

		stability of the healthcare system. - Strict protection of personal data reflects respect for fundamental rights and the protection of service users' privacy. - Developing an effective cybersecurity system helps reduce risks of data theft or leakage that may cause harm to individuals and the organization.	and potentially affect the Company's market value. - Failure to maintain customer confidentiality may result in remediation costs and expenses related to restoring business systems.
	S4: Talent Attraction and Retention	Upskilling in AI and technology enhances national workforce productivity and reduces expenses associated with recruiting and training replacement personnel, which involve higher costs.	Reduce the Turnover rate to below 10 percent, resulting in savings on recruitment costs associated with high replacement costs. Enhance workforce productivity through an average of 84.96 training hours per person per year, leading to lower personnel operating costs and improved service efficiency to generate additional revenue.
Environmental	E1: Climate Change Management	Reduce greenhouse gas (GHG) emissions by 9.7 percent in pursuit of Net Zero Carbon.	- Prepare for the anticipated implementation of a Carbon Tax in the future, estimated at approximately Baht 200–500 per ton of carbon, thereby reducing long-term cost risks. - Create opportunities to generate additional revenue in the future through the sale of carbon credits.
	E2: Energy Saving Management	Smart Energy Management System and the use of renewable energy.	The installation of a solar rooftop system reduces electricity expenses by 367 percent and significantly lowers operating costs.
	E3: Water Saving Management	Treat and reuse water (Water Recycle) to reduce resource consumption.	Reduce water utility expenses and mitigate the risk of future water shortages by reusing more than 1,007 cubic meters of water per year. This results in water cost savings of

			more than 5 percent and reduces financial risks from drought situations, which could otherwise increase costs by 10–20 percent.
	E4: Waste Management	Manage infectious waste in compliance with standards and recycle 4,479 kilograms of waste for beneficial reuse.	Create added value in line with the circular economy concept by repurposing dialysis solution gallons into plastic bags. This helps reduce the cost of purchasing new materials, lower expenses for infectious waste disposal, which are 3–5 times higher than general waste, reduce the risk of legal fines of up to 2 million Baht, and prevent reputational risks to the organization.

Based on Financial Materiality and Impact Materiality, the prioritization is as follows:

S3 Customer Responsibility

Reason: This is the highest priority issue for the hospital business, as deficiencies in Patient Safety or violations of Data Privacy may result in litigation costs, compensation expenses, and significant impacts on corporate reputation and revenue.

E1 Climate Change Management

Reason: There is direct cost risk from future Carbon Tax measures. At the same time, it presents opportunities to access Green Finance with lower financial costs than the general market.

E2 Energy Saving Management

Reason: This has a direct impact on costs and delivers the most tangible results, such as Solar Rooftop installation, which can significantly reduce hospital operating costs.

G1 Corporate Governance and Business Ethics

Reason: This serves as a fundamental mechanism for managing legal and governance risks and supports access to ESG-focused investment to achieve a Low Cost of ESG Capital.

G2 Innovation and Collaboration

Reason: This is a key driver for generating new revenue streams (New S-Curve), such as the 9CARE platform and Telemedicine services, while enhancing efficiency and reducing medical service costs through AI application.

S4 Talent Attraction and Retention

Reason: Employee retention and skills development, particularly in technology and AI, help reduce high replacement costs associated with recruitment and training, while enhancing productivity and organizational competitiveness.

G3 Supply Chain Management and S1 Respect for Human Rights and Labor Practices

Reason: Risks arising from labor rights violations among suppliers or shortages of medical equipment during crises may significantly affect business continuity. Effective management reduces operating costs, minimizes legal disputes, and strengthens supply chain stability.

E4 Waste Management

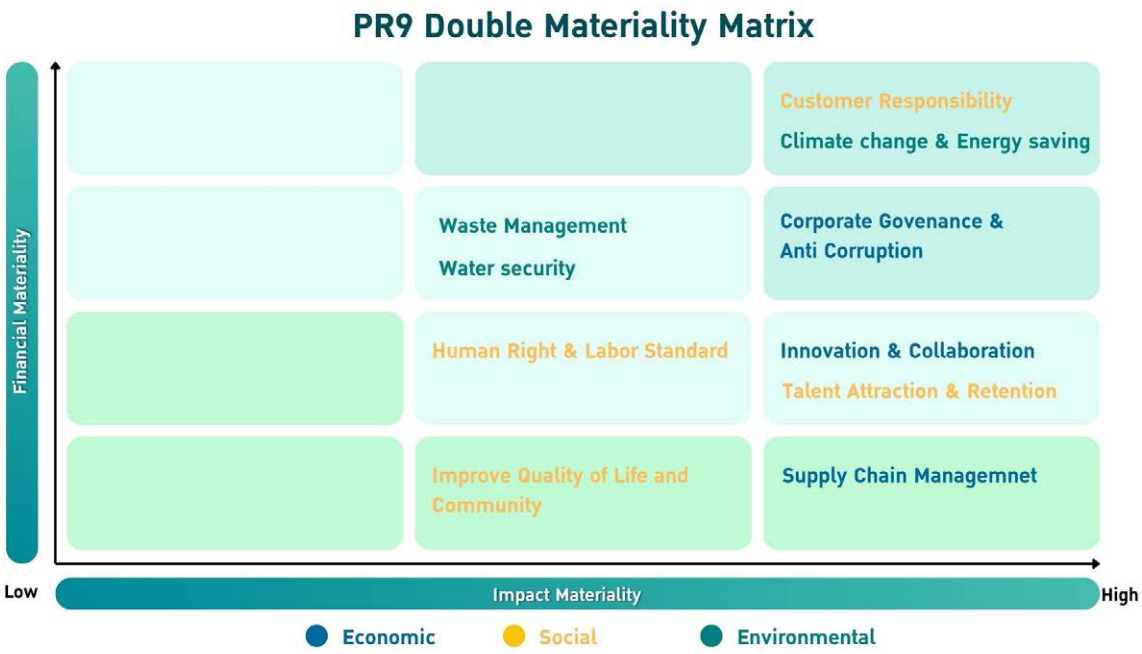
Reason: Effective infectious waste management and material reuse create added value in line with the Circular Economy concept and reduce waste disposal costs.

E3 Water Saving Management

Reason: Water treatment and reuse (Water Recycle) reduce water utility expenses and mitigate the risk of future water resource shortages.

S2 Contributing to Community and Social Well-Being

Reason: Social initiatives enhance corporate image and Long-term Trust, supporting service user expansion and sustainable growth.



Pillar	Topic	Impact Materiality	Financial Materiality
Governance & Economic	G1: Corporate Governance and Business Ethics G2: Innovation and Collaboration G3: Supply Chain Management	- Conduct business with transparency, reduce corruption, and promote ethical practices across the supply chain. - Foster social innovation to enable communities to access free healthcare services. - Implement environmentally friendly procurement and monitor suppliers' human rights practices.	- Mitigate legal risks, strengthen investor confidence, and reduce the cost of capital. - AI technologies help reduce production costs by 90% and create new revenue streams through 9Care and Telemedicine. - Reduce the risk of equipment shortages during crises while improving efficiency and lowering costs.

Social	S1: Respect for Human Rights and Labor Practices S2: Contributing to Community and Social Well-Being S3: Customer Responsibility S4: Talent Attraction and Retention	- Ensure fair treatment of employees and prevent labor rights violations. - Enhance quality of life through free health check-up programs and equitable access to medical treatment. - Reduce medical errors and ensure compliance with personal data protection (PDPA). - Upskill employees in AI and digital technologies to improve national workforce productivity.	- Strengthen brand reputation and trust to attract new patients. - Reduce operational costs while increasing customer loyalty. - Lower employee turnover and reduce recruitment expenses.
Environmental	E1: Climate Change Management E2: Energy Saving Management E3: Water Saving Management E4: Waste Management	- Reduce greenhouse gas emissions and move toward Net Zero. - Lower energy consumption through Smart Energy systems and renewable energy. - Treat and reuse water to reduce resource consumption. - Properly manage infectious waste and promote recycling to reduce community pollution.	- Prepare for carbon taxation and expand access to Green Finance. - Reduce electricity costs through Solar Rooftop installation. - Lower water expenses and mitigate future water scarcity risks. - Reduce waste management costs, create value through the Circular Economy, and minimize regulatory risks.

Partnerships for the goals

The Company recognizes the importance of continuously strengthening collaborative networks with stakeholders across all sectors, including government agencies, private sector organizations, communities, and business partners. Such collaboration serves as a key mechanism in driving and achieving sustainability goals in a concrete manner, particularly in enhancing quality of life and maintaining environmental balance. In recent years, the Company has engaged in collaborations with key stakeholder groups. The significant outcomes of these initiatives can be summarized as follows:

Collaboration Mechanism	Activities	Outcomes
Government and Academic Institution Partners	Medical and public health innovation enhancement projects for public hospitals, including knowledge transfer and training for medical personnel. These initiatives include the delivery of a mobile mammography unit to Tha Wung Hospital in Lopburi Province and collaboration with Tha Wung Hospital to provide breast cancer screening services to people in the local area and nearby communities. The objective is to increase access to early-stage medical services, reduce the risk of breast cancer, and support timely detection and treatment of abnormalities.	Increase access to medical services.
Collaboration with communities.	Health screening and health education programs for nearby communities, such as the activity “Proper Toothbrushing with Rama 9 Hospital,” aimed at raising awareness and providing correct toothbrushing knowledge to children and parents in communities surrounding the hospital, as well as interested members of the public. This initiative helps prevent the burden of dental caries.	Promote community well-being by providing knowledge and proper toothbrushing skills.
Private Sector Partners	The Rehabilitation Medicine Center of Rama 9 Hospital, in collaboration with the Orthopedic Division and the Department of Rehabilitation Medicine of Phramongkutklao Hospital, organized the academic conference “Update in Common Neck Pain 2025” to disseminate and exchange comprehensive knowledge on the diagnosis, treatment, and rehabilitation of neck pain across multiple dimensions. The event was honored by the presence of Lt. Gen. Dr. Wilai Chinsakul and Lt. Col. Dr. Chalermpong Cheevachutirungreung as facilitators, along with distinguished commentators from both institutions who participated in the academic discussions. The conference featured lectures delivered by medical specialists from Rama 9 Hospital, Phramongkutklao Hospital, and Siriraj Hospital. Topics covered included systematic clinical assessment, evidence-based treatment approaches, and rehabilitation strategies. The program also included exercise	Deliver medical academic lectures for application in the care and rehabilitation of neck pain, a health issue that affects people’s daily lives. In addition, collect 4,479 kilograms of used dialysis solution gallons for processing and repurposing into plastic bags, thereby reducing the cost of procuring new plastic bags for use within the hospital.

	demonstrations and physical therapy techniques conducted by physiotherapists to enhance knowledge on the care and prevention of neck pain, a common health issue among the working-age population. Rama 9 Hospital remains committed to continuously advancing knowledge and innovation in rehabilitation medicine in order to elevate treatment standards and sustainably improve patients' quality of life.	
Suppliers	Collaboration on environmentally and socially responsible procurement (Sustainable Procurement), with a Supplier Code of Conduct established under the procurement policy. Suppliers are encouraged to obtain environmental certifications or adopt policies that demonstrate good corporate governance. In addition, supplier selection includes assessments covering social and environmental practices.	Mitigate supply chain risks related to non-compliance with applicable laws, such as human rights, infectious waste disposal, and environmental regulations. Enhance the capability to procure medical supplies that meet quality standards, while operating in alignment with sustainable development principles.

3.3 Governance and Economic Dimension

3.3.1 Corporate Governance and Business Ethics

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การกำกับดูแลกิจการฉบับเต็ม

Corporate Governance Policy

As an organization dedicated to promoting health and human well-being, the Company recognizes that Good Corporate Governance and adherence to Business Ethics form a non-negotiable foundation for conducting business sustainably.

Our Mission is to provide healthcare solutions for prevention and treatment that are best-in-class and value for money by professional team and advanced technology. Achieving this Mission with quality and long-term sustainability requires a strong and transparent governance structure. The Company has therefore established Corporate Governance and Business Ethics policies in alignment with the Corporate Governance Code (CG Code 2017) issued by The Securities and Exchange Commission (SEC). These policies have been approved by the Board of Directors and are reviewed at least annually to ensure consistency with applicable regulations and international standards.

The Company has designed its organizational structure and governance mechanisms in accordance with Good Corporate Governance principles, with a clear allocation of roles and responsibilities between the Board of Directors and management. The roles of Chairman of the Board and Chief Executive Officer are held by separate individuals to ensure an appropriate balance of authority and effective checks and balances.

In addition, the Company upholds three key principles to promote governance excellence that is directly aligned with its Mission:

- Medical Ethics Above Commercial Interests: All medical decisions must be based on providing the “best-in-class and value-for-money” options for patients, free from conflicts of interest, in order to uphold the professional standards and integrity of our professional team.
- Transparency in Investment: The allocation of resources and investments in advanced technology must be conducted in a transparent and auditable manner to ensure that every investment maximizes treatment quality and patient safety.
- Protection of Trust: The Company places the highest importance on the strict management of sensitive patient health data in compliance with the Personal Data Protection Act, B.E. 2562 (PDPA), and continuously elevates cybersecurity standards to a high level. We believe that credibility built upon strong Good Corporate Governance is fundamental to leadership in the healthcare industry.

Operational Targets

- Maintain a 5-star (“Excellent”) rating in the Corporate Governance Report (CGR).
- Achieve 100% acknowledgment of the Business Ethics policy by executives.

Performance in 2025

- The Company received a 5-star (“Excellent”) rating in the Corporate Governance Report (CGR 2025) for the seventh consecutive year and was ranked in the Top Quartile among companies with a market capitalization of THB 10,001–50,000 million.
- Achieve 100% acknowledgment of the Business Ethics policy by executives.

For further details on Good Corporate Governance and the promotion of compliance with Business Ethics, please refer to the section “Corporate Governance Policy.”

Anti-Corruption

The Company operates in an industry that directly impacts human life and safety. Maintaining high operational standards therefore requires the utmost trust and confidence from patients and all stakeholders. Accordingly, anti-corruption is regarded as a non-negotiable foundation and a core element of Business Ethics in organizational management. This is particularly critical in decisions related to patient health. All actions must therefore be conducted with transparency and be free from conflicts of interest under all circumstances.

To reinforce its commitment to building an honest and transparent organization on a sustainable basis, the Company has established a clear and comprehensive Anti-Corruption Policy, supported by key mechanisms that strengthen stakeholder confidence as follows:

- **Code of Conduct:** The Board of Directors has approved the Anti-Corruption Policy, which strictly prohibits directors, executives, and employees from engaging in any form of corruption, whether directly or indirectly. This includes offering or accepting bribes, engaging in conduct that violates applicable laws or professional standards, or undertaking any action that breaches the Anti-Corruption Policy or Business Ethics. The Company publicly discloses this policy on its website and communicates it to all business partners, requiring their acknowledgment and compliance.

In 2025, two key suppliers announced their intention to join the Collective Action Coalition Against Corruption (CAC)

- **Knowledge and Awareness Enhancement:** The Company places strong emphasis on raising awareness by providing ongoing training for directors, executives, and employees on the Anti-Corruption Policy through various formats, including hybrid classroom learning and e-learning programs. In 2025, 100% of directors, executives, and employees participated in the training programs.
- **Internal Control and Audit:** The Company maintains a robust and effective internal control system in accordance with the latest Global Internal Audit Standards, which became effective on January 9, 2025. Particular emphasis is placed on high-risk processes, such as the procurement of pharmaceuticals, medical supplies, and medical equipment, to prevent resource leakage and corruption. In addition, management is required to report a summary of whistleblowing cases relating to violations of Business Ethics and corruption to the Audit Committee on a quarterly basis, prior to reporting to the Board of Directors accordingly.

The assessment of the adequacy of the internal control system was approved at the Board of Directors' Meeting No. 2/2025 held on February 18, 2025.

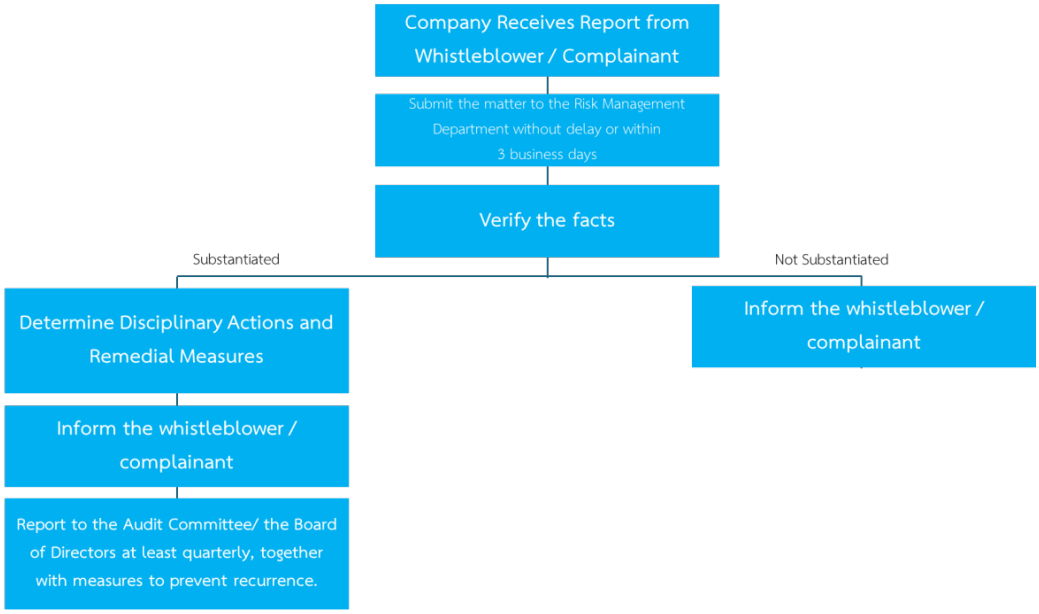
- **Systematic Risk Assessment:** The Company conducts an annual corruption risk assessment on a regular basis, covering all high-risk core business processes. The assessment results lead to the enhancement of internal control measures and the development of mitigation plans to address identified risks.

Scan the QR Code to learn more about the anti-corruption risk assessment.

- **Whistleblowing Channels:** The Company provides secure and confidential whistleblowing and complaint channels, together with full protection for whistleblowers against retaliation or intimidation arising from reports made in good faith. This serves as a key mechanism for Good Corporate Governance and helps strengthen confidence in the integrity of internal processes.

Whistleblowing / Complaint Handling Process

The Company has established a whistleblowing and complaint handling process to ensure transparent and fair investigation and fact-finding. Details are provided under Section 8.1, Summary of the Board of Directors' Performance in the Past Year, under the subsection "Whistleblowing."



Operational Targets

- Maintain certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) on a continuous basis.
- Ensure that at least two business partners declare their intention to join CAC by 2025.
- Achieve 100% training completion and acknowledgment of the Anti-Corruption Policy among directors, executives, and employees.

Performance in 2025

- In the fourth quarter of 2024, the Company successfully completed its first CAC recertification. CAC certification is renewed every three years, with the next recertification due in 2027.
- In 2025, ANC International (Thailand) Co., Ltd. and Master Laundry Co., Ltd., both business partners of the Company, formally declared their intention to join CAC.
- Directors, executives, and employees are trained and informed about the anti-corruption policy through internal communication channels within the organization.

3.3.2 Supply Chain Management

Supply Chain Management is a critical driver of treatment quality and service efficiency. The Company is committed to transparent, ethical, and responsible management practices, covering the procurement of pharmaceuticals, medical supplies, and medical equipment, as well as supporting services throughout the entire product life cycle. This approach ensures that all items used in patient care meet the highest quality standards and are sourced responsibly and sustainably.

Scan the QR Code to access the full Procurement Policy and Procedures.

Operational Targets

- 100 percent of Critical Tier 1 suppliers acknowledge and sign the Supplier Code of Conduct.
- 100 percent of Critical Tier 1 and Critical Non-Tier 1 suppliers complete a sustainability self-assessment covering environmental, social, and Corporate Governance (ESG) dimensions.
- Zero product quality incidents attributable to suppliers.

Performance in 2025

Achieved all established targets in full.

Sustainable Supply Chain Management Strategy

To uphold its commitment to strong Good Corporate Governance and align with international sustainability standards, the Company has established five key strategies for Supply Chain Management as follows:

1. Commitment and Ethical Standards: The Company demonstrates its commitment to Supply Chain Management in accordance with Good Corporate Governance by requiring all key suppliers to acknowledge and sign the Supplier Code of Conduct, which covers human rights, labor practices, environmental responsibility, and anti-corruption. In addition, the Company encourages suppliers to become members of the Thai Private Sector Collective Action Against Corruption (CAC) to promote shared ethical standards. In 2025, 100 percent of Critical Tier 1 suppliers acknowledged and signed the Supplier Code of Conduct.

   Scan the QR Code to access additional assessment results.

   In addition, the Company has established a Sustainable Procurement Policy, which requires supplier selection to take ESG (Environmental, Social, and Governance) factors into consideration alongside quality and price. The key considerations include:

   - Environmental : energy efficiency, waste and pollution management, water stewardship, and greenhouse gas emission reduction.
   - Social : human rights, labor practices, fair employment, and the health and safety of workers and communities.
   - Governance : anti-corruption, prevention of conflicts of interest, and protection of personal medical data.

   The Supplier Code of Conduct is communicated not only through publication on the Company's website for suppliers and the public, but also through training programs for all employees responsible for procurement.
2. Supplier Evaluation and Development: The Company conducts annual supplier evaluations covering quality, service performance, and operational effectiveness in alignment with ESG principles. A Self-Assessment Checklist is used to ensure that suppliers possess the capabilities and standards consistent with the Company's requirements and sustainability policies.
   - Self-Assessment: In 2025, 100 percent of the Company's Critical Suppliers completed the annual sustainability self-assessment and achieved a 100 percent pass rate. No suppliers were found to be non-

compliant with the Company's Supplier Code of Conduct. All evaluation results were rated at Level A across both the pharmaceutical and medical supplies category and the general supplies category.

- Capability Development: The Company continuously provides training programs to enhance the capabilities of suppliers and outsourced personnel. In 2025, training sessions covered Emergency Code and safety management, Facility Management and Safety (FMS), Infection Control practices, chemical and mercury management, proper handling and storage of bodily fluids, appropriate use of cleaning agents, and fall prevention. In 2025, 88 percent of the Company's housekeeping staff and 90 percent of outsourced housekeeping personnel participated in these training programs.นIn addition to training for supplier and contractor employees, the Company also emphasizes strengthening supplier and contractor capabilities in the social and environmental dimensions. This includes promoting knowledge and awareness of human rights, fair labor practices, employee health and safety, and environmental management. These initiatives enable suppliers to enhance their operations in alignment with international sustainability standards and help mitigate potential risks within the supply chain.

3. Joint Product Quality Assurance: The Company plans and works closely with suppliers to ensure the quality of pharmaceuticals and medical supplies throughout the supply chain, from manufacturing sources to points of service, to ensure maximum patient safety. In 2025, no product quality incidents attributable to suppliers were identified.
4. Systematic ESG Risk Assessment and Due Diligence: The Company places strong emphasis on comprehensive ESG risk assessments across all supplier tiers to ensure that every level of the supply chain aligns with the Company's sustainability policies and standards.
    1. New Supplier Due Diligence: Due diligence is conducted for all new suppliers prior to entering the selection process. This includes screening their track record in labor law compliance (including human rights and labor practices), business ethics, and environmental performance in accordance with ESG principles at the upstream level before onboarding into the supply chain. This process helps prevent and mitigate potential adverse social and environmental impacts. In 2025, 100 percent of new suppliers successfully passed ESG due diligence prior to registration.
    2. Evaluation of Existing Suppliers: The Company establishes criteria to identify key suppliers that present high risks or have a significant impact on the Company's operations. Supplier classification is based on procurement value, the criticality of goods and services, and quality, environmental, and social risk factors. Suppliers are categorized into two groups as follows:
        - ***Critical Tier 1 :*** Key suppliers that conduct business directly with the Company and represent the highest procurement value or hold strategic importance, with a direct impact on the quality and safety of core services (e.g., pharmaceuticals and medical supplies). A total of 30 suppliers were classified in this group (15 general procurement suppliers/ 15 pharmaceutical and medical suppliers), accounting for 53.79 percent and 40.83 percent of total procurement value, respectively. 100 percent of these suppliers underwent risk assessment.
        - ***Critical Non-Tier 1 :*** Key suppliers that do not conduct business directly with the Company but provide goods or services to Critical Tier 1 suppliers in support of operations. This group comprised 30 suppliers (15 general procurement suppliers/ 15 pharmaceutical and medical suppliers), with 100 percent undergoing risk assessment. ESG risks are evaluated through a Self-Assessment process and

monitored via the Grievance Mechanism, which allows suppliers, communities, or third parties to report concerns through the 1270 hotline, the Company's website, or email at procurement@praram9.com. These measures help mitigate potential adverse impacts on environmental, social, and governance dimensions.

3. Follow-up on 2025 Risk Assessment Results: The Company places strong emphasis on selecting and developing capable suppliers, while conducting regular monitoring and evaluations to ensure that all suppliers operate in accordance with established standards. This oversight covers product and service quality, safety, and social and environmental responsibility in particular.

Performance in 2025

- 100% of suppliers in the Critical Tier 1 and Critical Non-Tier 1 groups underwent ESG risk assessments. Based on the assessment results and follow-up monitoring, no significant ESG risks were identified, and no non-compliance with applicable standards or the Supplier Code of Conduct was found.

Onsite Audit

In 2025, the Company conducted onsite audits of two key suppliers, Thai Otsuka Pharmaceutical Company Limited and Master Laundry Company Limited. The audits were carried out through physical inspection visits to closely assess their operational capabilities.

The audit criteria covered three key areas as follows:

1. Legal Compliance
   - Validity and currency of business operating licenses
   - Validity and currency of relevant certifications
   - Prohibition of illegal labor and child labor
2. Standards by Product and Service Category
   - Appropriate access restrictions to storage areas
   - Temperature and humidity control (for controlled products, where applicable)
   - Cleanliness of storage areas
   - Accuracy of import registration and documentation
   - Availability of Certificates of Analysis (COA) (for pharmaceutical products)
   - Continuous improvement of products and services
3. Environmental and Occupational Health
   - Hygiene and cleanliness of on-duty personnel
   - Internal waste and waste disposal management
   - Pollution management and control measures

The onsite audits of both suppliers yielded the following results:

- **Thai Otsuka Pharmaceutical Company Limited** met all evaluation criteria. The company maintains quality control systems in accordance with international standards, ensures appropriate storage of raw materials and finished products, and demonstrates excellent environmental and safety management practices.
- **Master Laundry Company Limited** met all evaluation criteria. The company operates standardized service processes, maintains proper hygiene practices among its personnel, and implements appropriate waste and wastewater management procedures for its laundry operations.

The onsite supplier audits reflect the Company's strong commitment to transparent and responsible Supply Chain Management. They reinforce confidence among patients and service recipients that the Company selects products and services from qualified suppliers that operate in accordance with recognized standards, conduct business ethically, and demonstrate responsibility toward society and the environment.

5. Transparency and Accountability: The Company discloses procurement information and supply chain management processes in a transparent manner. It also provides a Whistleblowing Channel for all stakeholder groups, including suppliers and communities, enabling them to submit complaints or report concerns through the Company's designated communication channels.

The Company believes that implementing these five strategic pillars will help mitigate ethical, quality, and operational risks, while fostering sustainability and creating shared value throughout its supply chain in a stable and sustainable manner.

Identification of Critical Suppliers

The Company establishes criteria to identify Critical Suppliers to conduct analysis, develop appropriate strategies, and perform risk assessments to enhance procurement effectiveness, as follows:

1. Critical Tier 1 Suppliers are identified based on product and service categories that are essential to the Company's operations:

- General goods and services: 15 suppliers selected from those with the highest annual procurement volume.
- Pharmaceuticals and medical supplies: 15 suppliers selected from those with the highest annual procurement volume.

Criteria for Identifying Critical Suppliers

1.1 Suppliers that continuously provide pharmaceuticals, medical supplies, goods, or services to the Company.

1.2 Suppliers with high procurement value or volume.

1.3 Suppliers operating in limited markets whose goods or services are difficult to substitute.

2. Critical Non-Tier 1 Suppliers are identified from those that provide goods and services to Critical Tier 1 suppliers in support of the Company's operations.

Supplier Management

The Company places strong emphasis on supplier development to ensure alignment in legal compliance and the advancement of sustainable business practices. Critical Suppliers and all other suppliers are evaluated at least once annually in accordance with supplier development and performance enhancement plans. This approach contributes to risk reduction while creating opportunities for sustainable competitive advantage.

Performance in 2025

Supplier Screening	Unit	General Procurement	Pharmaceutical and Medical Supplies
Total number of suppliers	Suppliers	398	527
Critical Tier 1 suppliers	Suppliers	15	15
Total procurement value	Million Baht	921.51	673.3
Procurement value of Critical Tier 1 suppliers	Million Baht	495.71	274.8
Percentage of procurement value from Critical Tier 1 suppliers	%	53.79	40.83
Total number of suppliers not directly conducting business with the company	Suppliers	45	45
Critical Non-Tier 1 suppliers (indirect suppliers)	Suppliers	15	15

Acknowledgment and Signing of the Supplier Code of Conduct	Unit	General Procurement	Pharmaceutical and Medical Supplies
Total number of suppliers covered and notified of the Supplier Code of Conduct	Suppliers	15	10
Total number of suppliers signing the Supplier Code of Conduct	Suppliers	15	10
Percentage of suppliers signing the Supplier Code of Conduct	%	100	100

Responsibility Toward Suppliers

In addition to maintaining a transparent and fair supplier selection process, the Company places strong emphasis on fair trade credit practices. Clear standard payment terms are established to enhance suppliers' liquidity and financial stability. A payment verification system is in place to ensure that payments are processed completely, accurately, and on a timely basis. In 2025, the average credit term was 30 days.

Grievance Mechanism

Suppliers, employees, or external parties may submit supply chain–related complaints through the Company's designated channels: procurement@praram9.com, the 1270 hotline, or an online submission form. All complaints are acknowledged within five business days and investigated within a defined timeframe, with results communicated within 30 days. If additional time is required, the complainant will be informed of the reason and the revised timeline.

Corrective Action & Consequence Management

The Company has established clear procedures in cases where a supplier fails to meet ESG risk assessment standards or is found to be non-compliant with the Supplier Code of Conduct. The process is as follows:

1. **Notification and Corrective Action Plan:** The Company formally notifies the supplier of the assessment results and requires the supplier to submit a corrective action plan outlining specific remediation measures and a clear implementation timeline within a defined period (e.g., 30–60 days).
2. **Monitoring and Follow-up:** The Company monitors progress until the issue is fully resolved and may conduct an on-site audit to verify corrective actions.
3. **Consequence Management:** In cases of serious violations, repeated non-compliance, lack of cooperation, failure to implement corrective actions within the agreed timeframe, or severe misconduct (such as illegal labor practices, serious human rights violations, or corruption), the Company may impose measures including temporary suspension of orders, reduction of procurement volume, suspension of new contracts, or

immediate contract termination. These actions are intended to prevent adverse impacts on the supply chain and uphold the Company's sustainability standards.

In 2025, no significant ESG risks were identified.

Collaborative Sustainability Development Program with Suppliers

1. Project: Electronic Waste (E-Waste) Management through the "Dispose E-Waste Properly" Campaign
    - **Collaborating Partner**: Advanced Info Service Public Company Limited (AIS)
    - **The Company's Role**: Serving as an electronic waste collection point for employees, patients, and the general public.
    - **Implementation Period**: From 2024 to present.
    - **Performance in 2025:**
        - Quantity Collected: 156 electronic waste items
        - Total Weight: 77.90 kilograms
    - **Value Delivered:**
        - The 77.90 kilograms of collected e-waste were converted into 77.90 GB of educational internet access for students in remote areas.
    - **Objective:** To reduce pollution from hazardous substances (such as mercury and lead) while simultaneously supporting education and promoting sustainable environmental stewardship.

2. Project: Upcycling Used Dialysis Solution Containers into Recycled Plastic Bags
    - **Collaborating Partner:** SCG Chemicals Public Company Limited (SCGC)
    - **Process:** Used dialysis solution containers are collected and processed through a closed-loop recycling system to produce high-quality recycled plastic resin (SCGC Green Polymer™). The resin is subsequently converted into plastic bags containing 30 percent recycled content.
    - **Performance in 2025**: Reduced plastic waste by 4,479 kilograms.
    - **Value Delivered:** Reduced consumption of virgin materials, lowered greenhouse gas emissions, supported the circular economy, and contributed to the transition toward a low-carbon society
    - **Future Plan:** Expand the use of recycled plastic materials to manufacture additional products for internal use within the Company.

3. Project: Development of Keychains from Recycled Plastic Bottles (RPET)
    - **Collaborating Partner:** Admire Tomorrow (Thailand) Co., Ltd., a manufacturing supplier certified under the Global Recycled Standard (GRS)
    - **Process:** Three used 600-ml PET plastic bottles are upcycled into RPET fibers, which are then fabricated into doll-shaped keychains embroidered with the Company's logo.
    - **Performance in 2025**: Reduced plastic waste and promoted the use of recycled materials.
    - **Value Delivered:** Created meaningful souvenirs with an environmental story to communicate sustainability concepts to stakeholders and supported suppliers that operate with environmental responsibility.

4. **Project: Aluminum Blister Pack Foil Donation and Recycling Initiative**

    The Company recognized that aluminum foil from used pharmaceutical blister packs is a recyclable material that can be reprocessed and reused. However, when disposed of with general waste, it contributes to residual waste and inefficient resource use. The Company therefore launched an aluminum blister pack foil donation initiative to promote proper waste segregation and maximize resource recovery.

Role and Collaboration Model:

- The Company serves as a collection point for aluminum blister pack foil donated by employees, staff, patients, and members of the public who wish to contribute recyclable household materials. The collected materials are consolidated and regularly forwarded to the project partner for further processing.

Collaborating Partner:

- Bangkok Mass Transit System Public Company Limited (BTS). The collected aluminum foil is recycled and transformed into value-added products such as construction blocks, tables, chairs, and paving blocks, thereby creating a tangible circular resource loop.

Performance in 2025:

- On December 29, 2025, the Company delivered a total of 52 kilograms of aluminum blister pack foil to BTS, resulting in the following impacts:

- Reduced hazardous waste and general waste requiring landfill or incineration, avoiding approximately 104 kilograms of carbon dioxide equivalent ($kgCO_2e$) emissions (equivalent to planting approximately 5 trees)
- Added value to post-consumer materials by transforming them into useful new products, such as construction blocks
- Promoted efficient resource utilization in line with circular economy principles

Value Delivered:

- This initiative reflects cross-organizational collaboration in promoting responsible resource utilization, reducing environmental impacts from improper waste management, and supporting sustainable development. The Company remains committed to expanding the initiative to further enhance environmental and social impact in the future.

Personal Data Protection and Information Security

As an organization advancing toward becoming an AI-Driven Hospital, the Company places strong emphasis on leveraging data and artificial intelligence to enhance healthcare services. This is undertaken in parallel with robust risk management measures addressing cybersecurity threats and the protection of sensitive personal data, particularly health information, which is subject to stringent legal requirements.

Effective governance in this area remains a critical priority in maintaining the trust and confidence of patients and all stakeholder groups.

Operational Targets

- 100 percent of relevant personnel complete training on compliance with the Personal Data Protection Act B.E. 2562 (PDPA) and cybersecurity practices at least once per year
- Zero data breach incidents impacting patients and stakeholders

Performance in 2025

- 100 percent of relevant personnel completed training on personal data protection and cybersecurity
- Zero Data Breach Incidents recorded throughout 2025

Policy and Governance Framework

1. Compliance with Laws and Internationally Recognized Standards
    - Personal Data Protection Act B.E. 2562 (2019) (PDPA). The Company has established a Personal Data Protection Policy in strict compliance with the PDPA, particularly in relation to the management of sensitive personal data, including health information, which requires data subject consent and enhanced security measures.
    - Information Technology and Cybersecurity Policy. The Company has established an Information Technology and Cybersecurity Policy. Further details are available in the Form 56-1 One Report, Topic IT SECURITY
    - International and Healthcare Standards. The Company complies with internationally recognized information security standards and healthcare accreditation frameworks, including the National Institute of Standards and Technology (NIST) Cybersecurity Framework, Information Security Management System (ISMS) standards, Joint Commission International (JCI) standards, and relevant public health regulatory guidelines.
    - Governance Structure. The Company has appointed an Information Management Committee to oversee compliance with applicable laws and to conduct Data Protection Impact Assessments (DPIA) for new systems and innovations, such as the 9 SMART Platform, prior to implementation. Further details are available in the Form 56-1 One Report, Topic IT SECURITY

2. Security Practices and Measures

2.1 Cybersecurity Defense
    - Cyber Security Operations Center (CSOC): The Company operates a Cyber Security Operations Center (CSOC) to continuously monitor, detect, and manage cybersecurity incidents on a 24-hour basis.
    - Awareness and Personnel Development: Mandatory training on PDPA compliance and cybersecurity is provided to new employees during orientation and designated as an annual training course for all employees. Post-training assessments are conducted, and phishing email simulations are performed.
    - Technical Safeguards: The Company implements advanced technical measures to prevent cyberattacks and unauthorized access to data, including Advanced Threat Protection systems, data encryption, and Multi-Factor Authentication (MFA).
    - Access Control Management: Access to patient data is granted based on the “Need-to-Know” principle and restricted to personnel directly involved in patient care.
    - Vulnerability Assessment and Penetration Testing: Vulnerability Assessments and Penetration Tests are conducted at least twice per year.
    - Cybersecurity Risk Assessment: Cybersecurity risk assessments are conducted regularly.

Further details are available in the Form 56-1 One Report Topic IT SECURITY

2.2 Risk Management and Incident Response
    - Vendor Risk Management: Vendors involved in data processing are required to undergo a rigorous information security risk assessment prior to contract execution.
    - Incident Response: The Company has established a Cybersecurity and Personal Data Breach Response Plan. Regular drills are conducted to ensure timely system recovery and effective damage control in the event of an incident.
    - Security Culture Development: Regular training is provided to all personnel on PDPA compliance, data ethics, and emerging cybersecurity threats to strengthen awareness and enhance their role as the first line of defense in data protection.

Contact Channels for Inquiries or Complaints Related to Personal Data Protection
Address: Praram 9 Hospital Public Company Limited
99 Bangkapi Subdistrict, Huai Khwang District, Bangkok 10310, Thailand
Email: Info@praram9.com
Telephone: 1270

3.3.3 Innovation and Collaboration Through Technology

The Company is committed to becoming a modern and most trusted healthcare hub, recognizing the importance of Balanced and Sustainable Development through the continuous integration of advanced technologies with the capabilities and expertise of its medical professionals.

Innovation serves as a key mechanism in achieving sustainability, particularly in the healthcare industry, where innovation is not merely an option but a critical enabler for improving patients' quality of life, reducing inequality in access to healthcare services, and strengthening long-term competitive advantage. The Company therefore dedicates significant resources and expertise to drive its vision of becoming an "Artificial Intelligence–Driven Hospital" (AI-Driven Hospital) by integrating digital technologies and Artificial Intelligence (AI) across all aspects of its operations. This transformation is implemented under a robust data governance framework with strong consideration for ethics, enabling professional healthcare personnel to provide the most appropriate and cost-effective treatment options for patients with the highest level of accuracy and efficiency. The Company's innovation initiatives are aligned with the United Nations Sustainable Development Goals (SDGs), particularly SDG 3: Good Health and Well-Being and SDG 9: Industry, Innovation and Infrastructure.

The Company has established Technology Governance and Data Privacy practices to ensure that the adoption of technology is secure and responsibly managed. Strict oversight measures are implemented in relation to Data Privacy and Ethics, integrating three key dimensions: People, Process, and Technology.

Over the past year, the Company has continuously advanced digital innovations with the objective of enhancing Access to Healthcare, reducing inequality, and improving patients' quality of life. These efforts are guided by the concept of "bringing the hospital to the home" (Decentralized Healthcare). Key initiatives undertaken by the Company include the following:

1. Smart Hospital (9SMART Platform)

The Company has established a strong foundation for service enhancement by redesigning its service processes (Service Design) to better align with the needs of customers, while also developing robust Digital Infrastructure to support future digital services. These initiatives aim to transform the hospital into a Digital Hospital through the full implementation of Digital Transformation.

As part of this transformation, the Company has strengthened three key organizational components as follows:

People

- Skills Development: Enhancing Digital Skills among personnel at all levels to ensure readiness for digital transformation.
- Organizational Culture: Fostering the "C.A.T Culture" (Collaboration, Agility, Trust) to promote cross-functional collaboration and reduce silo-based operations. This approach is guided by the concept of "Move Fast, Fail Fast, No Blame," which encourages experimentation with new ideas and constructive learning from mistakes.
- Lean Project Initiative: Implementing the Lean Project concept across the organization, enabling personnel from all functions to participate in analyzing and developing improvement initiatives within their respective departments. This approach aims to reduce redundancy and enhance operational efficiency, with close support and active participation from senior management.

Process

- Process Redesign: Redesigning workflows to facilitate collaboration and participatory decision-making, with a patient-centric approach (Patient-Centric) that places customers at the center of service delivery.
- Organizational Efficiency: Reducing silo-based operations and redundant tasks while establishing shared rules and performance indicators to enhance overall organizational efficiency.

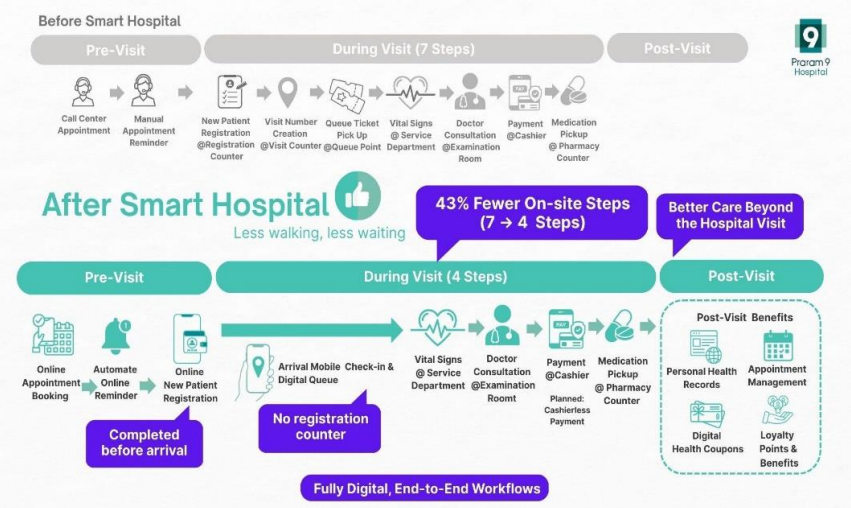
Technology

- Digital Support: Leveraging digital technologies to reduce manual processes (such as repetitive data entry and paper-based documentation) while enabling real-time data connectivity across systems, including medical records, appointment scheduling, and queue management systems.
- Scaling and Expansion: Initiated with the Smart Check-up pilot project at the Health Check-up Center, which significantly reduced waiting times and service congestion and gained recognition within the healthcare industry. The initiative has subsequently been expanded to cover outpatient department (OPD) services across all departments under the Smart Hospital Project.

The 9SMART Platform, developed on the LINE Official Account (@Praram9hospital), has been designed to seamlessly connect every stage of the care journey—from before arriving at the hospital, during the service experience, and after returning home. The platform is guided by three key principles:

1. **Decentralize** (Service Decentralization): Expanding service options that allow customers to complete certain procedures digitally instead of entirely at service counters, thereby reducing waiting times and congestion.
2. **Personalized Care** Delivering services and communications tailored to the specific information and needs of each customer.
3. **Seamless Integration** Connecting online processes with in-hospital services into a single continuous workflow. Information is automatically transferred across systems, reducing errors and eliminating redundant processes.

Service Process (Patient Journey) under the "9SMART" Platform

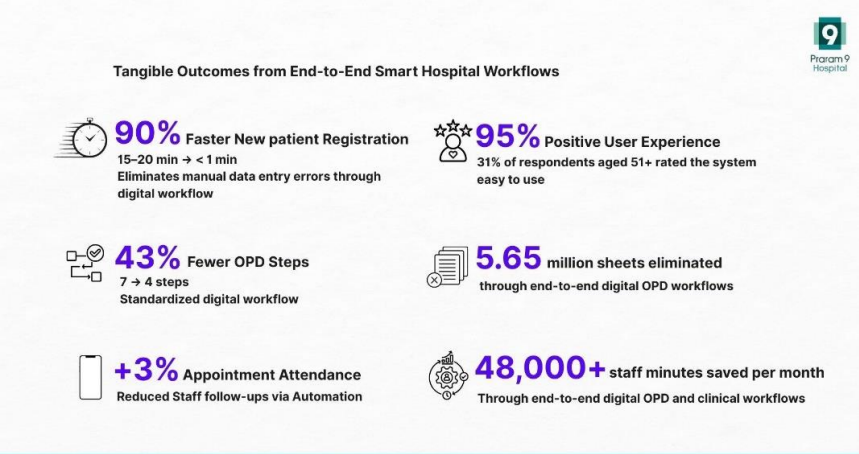


- **Before Receiving Services**
  - **Online Pre-Registration**: New customers without prior medical records can complete registration through Face Scan technology and Two-Factor Authentication (2FA) to ensure personal data protection in accordance with the Personal Data Protection Act. The information is transmitted directly to the Hospital Information System (HIS), reducing registration time at the counter from 15–20 minutes to less than one minute, representing approximately a 90% improvement in processing speed.
  - **Real-Time Appointment Booking and Reminder**: Customers can schedule or reschedule appointments online at any time without contacting the hospital by phone. The system provides automated reminders via the LINE Official Account, increasing the appointment attendance rate from 83% to 86%. This also reduces communication errors and lessens the workload of staff who previously needed to make individual reminder calls.

- During Service
    - **Streamlined Outpatient Process**: When customers complete online registration and appointment scheduling in advance, the outpatient department (OPD) service process is reduced from seven steps to four steps, representing a 43% reduction in service steps.
    - **Mobile Auto Check-in:** Customers can check in via their mobile phones upon arrival at the hospital and receive their queue number through the 9SMART Platform, allowing them to proceed directly to the relevant service department without first visiting the registration counter.
    - **Real-Time Status Tracking:** Customers can monitor each stage of the service process through their mobile devices throughout the entire journey, including
      Check-in ⟶ physician consultation ⟶ Lab/X-ray ⟶ follow-up consultation for results ⟶ payment ⟶ medication dispensing. This functionality reduces the need to inquire with staff across seven service points and helps minimize communication errors.
    - **Station-Based Queuing:** The queue management system directs customers to available service stations in real time. The queue sequence continues seamlessly throughout the service journey without requiring a new queue number at each point, even when services involve different departments or service areas, such as examination rooms and laboratories. Customers can monitor their status continuously, enabling a smooth and efficient service experience.
- After Receiving Services:
    - **Personal Health Records: PHR:** Customers can access their medical examination results, laboratory and X-ray reports, diagnoses, and prescribed medications through their mobile devices. This enables them to review medical information at any time, reducing concerns related to forgetting post-consultation instructions and supporting continuous adherence to medical advice at home.
    - **Digital Health Coupons:** Customers can purchase health packages online and securely transfer entitlements to family members or friends through the 9SMART Platform. Recipients can independently receive services without requiring the purchaser to be present at the hospital. The system ensures complete data connectivity, making it easier for customers to support the health and well-being of their loved ones.

Performance in 2025

- The outpatient department (OPD) service process was reduced from seven steps to four steps, representing a 43 percent reduction in service procedures.
- The registration time for new patients decreased from 15–20 minutes to less than one minute, representing an approximately 90 percent improvement in processing speed.
- The Show-up Rate increased from 83 percent to 86 percent, reflecting improved appointment adherence.
- 95 percent of users reported satisfaction with the system. The most frequently used functions include doctor appointment booking, access to medical test results, and Mobile Check-in via mobile devices.
- Users aged 51 years and above accounted for 31 percent of total users, reflecting the system's user-friendly design and accessibility for older adults.
- The digital transformation of the OPD process and the elimination of paper-based documentation reduced paper consumption by more than 5.65 million sheets over a three-year period, contributing to a reduction in greenhouse gas emissions.
- The reduction of manual task transfers and redundant processes improved workforce efficiency, enabling personnel to focus more on providing care and services to customers.



2. Development of the 9 CARE Platform by the Online Hospital Center (Praram9V)

The Online Hospital Center (Praram9V) has continuously developed and delivered the 9 CARE Platform to support the Digital Hospital policy and the Decentralized Healthcare concept ("bringing the hospital to the home") of Praram 9 Hospital Public Company Limited. The initiative focuses on enhancing customers' access to healthcare services through advanced and standardized digital technologies.

Capability of the 9 CARE Platform

The 9 CARE Platform is a comprehensive application designed to support both Telemedicine and Medical Internet of Things (Medical IoT) services. The platform is available on iOS and Android systems and is supported by the Online Hospital Center (Praram9V), which comprises professional nurses and a dedicated support team responsible for closely monitoring and following up on patients' conditions.

The key features of the platform include the following:

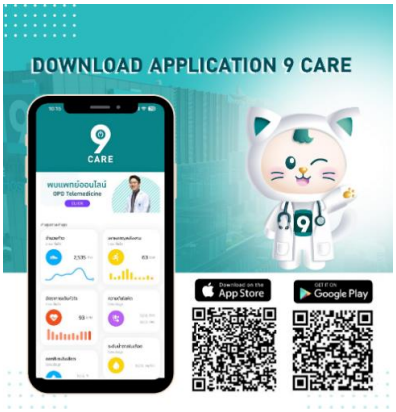
1. **24-Hour Telemedicine Services**
   The platform enables medical consultations through video calls anytime and from anywhere, without time zone limitations. The service supports patients both domestically and internationally, allowing timely access to diagnosis and treatment from specialist physicians. This service reduces time and travel expenses while improving convenience and safety for patients, particularly those living in remote areas or in non-critical emergency situations requiring urgent medical consultation.
2. **Personalized Healthcare Management through Personal Care Plans and Medical IoT**
   The platform enables connectivity with Medical IoT devices, integrating health monitoring equipment such as blood pressure monitors, blood glucose meters, pulse oximeters, body temperature thermometers, weight scales, and smartwatches with the application. This integration allows physicians and nurses to monitor patients' health conditions in real time through Telemedicine and provide timely medical guidance. Physicians collaborate with patients to develop Personal Care Plans, while professional nurses from the Online Hospital Center (Praram9V) provide continuous monitoring and follow-up care. This approach helps reduce health risks and disease severity. In addition, health data can be connected and shared with patients' family members through real-time notifications, enhancing confidence in continuous patient care and support.
1. **Electronic Medical Certificate System (Electronic Medical Certificate)**
   This system enables patients using Telemedicine services to obtain electronic medical certificates that meet internationally recognized standards for security and reliability. The service supports patients who require medical certificates urgently but are unable to travel to the hospital, thereby enhancing convenience and improving access to healthcare services.
2. **9CARE Shop and Official Stores on E-Commerce Platforms**

The Company has expanded access to health programs and hospital services through 9CARE Shop and official online stores available on the hospital's website as well as leading partner e-commerce platforms such as Shopee and Lazada. These channels enable customers to conveniently browse and purchase health packages online, providing faster and more flexible access that aligns with modern digital lifestyles.

3. **LINE Official Account Services of Praram9V**

The Praram9V LINE Official Account serves as a convenient and responsive communication channel for customers, available 24 hours a day. Through this platform, customers can schedule Telemedicine appointments, inquire about health-related concerns, and receive guidance from professional nurses at the Online Hospital Center (Praram9V).

In addition, the platform is used to regularly disseminate health knowledge through articles prepared by physicians, helping promote public awareness and encouraging proper health management among the general public.



3. Empowering People with Technology

The Company believes that people are the core driving force of the organization. Therefore, the adoption of technology focuses on augmentation, enabling personnel to perform higher value-added work while allowing them to spend more time providing attentive care to patients.

Over the past year, the Company enhanced its brand communication by integrating sustainability principles and promoting Blended Engagement. This initiative included the release of the video "REAL-LIFE INSPIRED STORY," which utilized Artificial Intelligence (AI) Generation throughout the entire production process. The video conveys the emotional significance of "moments of life-saving care" while providing an opportunity for personnel to experiment with emerging technologies and develop creative capabilities in collaboration with AI.

The project reflects the Company's balanced hospital development approach across three key dimensions: People, Process, and Technology, and communicates these principles to the hospital's customers.

The initiative began with the use of internal hospital data as a learning foundation for AI under stringent data security and personal data protection measures. This technological capability was integrated with the creativity of human teams responsible for ideation, storyboarding, and content direction, followed by academic and medical accuracy verification conducted by specialist physicians.

This process not only improved communication effectiveness and significantly reduced the time and cost associated with media production but also created opportunities for personnel to develop essential Future Skills, including Artificial Intelligence skills, Digital Literacy, and Creative Thinking. In total, two personnel participated in the video production process and received training in these future skills, while the initiative reduced production costs by approximately 90 percent compared with traditional video production methods.

The core principle of the initiative lies in establishing an integrated balance between technology and people development. Technology is regarded as a tool that enhances capabilities, while people remain the central force that drives and gives meaning to technology. This approach clearly aligns with the Company's organizational vision of continuously advancing both innovation and human capability development to ensure that personnel are well

prepared for changes in the digital era. Such efforts represent a fundamental pillar supporting the Company's long-term sustainable business growth. Since the launch of the "REAL-LIFE INSPIRED STORY" video, the content has generated more than 2,000,000 views across all digital platforms.

At present, the hospital is also implementing initiatives to integrate Artificial Intelligence (AI) technologies into various service processes, covering both clinical and operational areas. Examples include Medical AI, which enhances diagnostic accuracy and supports personalized care, and Service-Support AI, which improves internal operational efficiency and enhances convenience across service touchpoints. These initiatives serve as a key foundation enabling the hospital to continuously advance toward becoming a Digital Hospital.

3.4 Management of environmental sustainability

3.4.1 Environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines :	Yes
Environmental guidelines :	Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management, Noise pollution management,

"Healing People, Healing the Planet: Our Roadmap to Net Zero"

The Company recognizes that climate change is a systemic risk that may significantly affect business continuity, financial stability, and the long-term ability to deliver high-quality medical services.

Climate Risk

The Company categorizes climate-related risks into two key dimensions in order to develop appropriate response strategies:

1. Physical Risks: These refer to natural disasters that are increasing in both frequency and severity, such as flooding and heatwaves, which may directly affect hospital buildings, engineering systems, and the safety of patients and personnel. This also includes changes in disease epidemiology associated with climate conditions, which may affect the hospital's capacity to accommodate patients.
2. Transition Risks: These refer to impacts arising from policy and regulatory changes aimed at transitioning toward a low-carbon society, such as carbon taxation measures, greenhouse gas emission controls for large buildings, and the expectations of stakeholders for environmentally responsible business practices.

Climate-Related Opportunities and Adaptation

Amid these challenges, the Company recognizes opportunities to elevate healthcare standards through the development of a "Smart and Green Hospital", aiming to become a healthcare institution that promotes both quality of life and environmental sustainability.

1. Healthcare Innovation: Integrating holistic wellness services that address both physical and mental health with hospital design that supports a healing environment, including the use of environmentally friendly materials and the reduction of pollutant emissions.
2. Resource Efficiency: Enhancing building energy management systems to maximize efficiency, while managing medical waste and wastewater using modern technologies in order to reduce the organization's carbon footprint.
3. Supply Chain Collaboration: Supporting and collaborating with suppliers across the value chain to procure environmentally friendly products and services through green procurement, thereby reducing indirect greenhouse gas emissions (Scope 3).

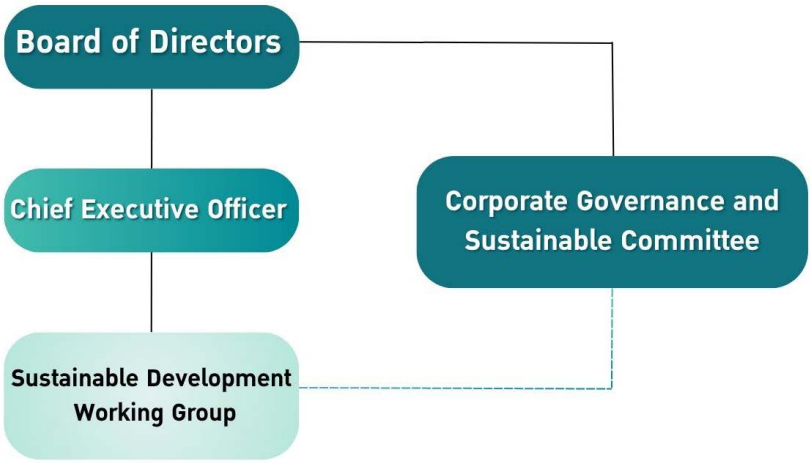
The Company has designated responsible parties to manage both the impacts of climate change and environmental factors on the Company's operations (Outside-in)such as risks related to energy, infrastructure, service continuity, and carbon-related regulatory costsand the impacts of the Company's operations on climate change and the environment (Inside-out). This includes systematic management of greenhouse gas emissions across Scope 1, Scope 2, and Scope 3 throughout the value chain.

The Company believes that public health begins with a sustainable ecosystem and environment. Therefore, the concept of “Low Carbon Healthcare” has been integrated into the organization’s DNA. Climate change management is not viewed merely as an ESG responsibility, but rather as a strategic mission directly linked to societal sustainability, health security, and the quality of life of both present and future generations.

The Company is committed to becoming a hospital that grows alongside climate responsibility and contributes to advancing Thailand’s healthcare system toward a low-carbon future. To achieve this, the Company has adopted the frameworks of the Task Force on Climate-related Financial Disclosures (TCFD) and IFRS S2 Climate-related Disclosures in conducting scenario analysis, risk and opportunity assessment, strategy development, and transparent climate-related disclosures. These efforts link environmental impacts with financial dimensions in a tangible manner and support climate governance in line with international standards.

1. **Climate and Environmental Governance Structure**

The Company recognizes the importance of sustainability governance as a key organizational priority. A clear governance structure has therefore been established, defining roles and responsibilities to ensure effective oversight. The Board of Directors and senior management are responsible for overseeing climate-related policies, targets, and performance indicators, while integrating these issues into the Company’s Enterprise Risk Management (ERM) framework. This approach ensures that business operations maintain organizational resilience, enabling the Company to respond to long-term changes and create sustainable value for all stakeholders.



Governance Body	Roles and Responsibilities
Board of Directors (2 meetings per year)	● Approves the environmental policy, which covers climate change management and other material issues relevant to the Company, as well as strategies for sustainable business development. ● Allocates resources to support the effective implementation of strategic initiatives and ensure that targets are achieved. ● Monitors performance under the policy and provides recommendations.
Corporate Governance and Sustainable Committee (2 meetings per year)	● Establishes guidelines and frameworks for climate change and environmental management in alignment with the Company's policies, strategies, and business operations. ● Oversees the integration of climate and environmental considerations into risk management processes, business planning, and strategic decision-making. ● Reviews and provides recommendations on targets, action plans, and performance indicators related to greenhouse gas management, resource utilization, and environmental impacts. ● Monitors and evaluates the impacts of climate change on the Company's operations, including environmental risks and opportunities (Outside-in). ● Oversees the systematic management of environmental and climate impacts arising from the Company's operations (Inside-out). ● Monitors progress, performance outcomes, and the effectiveness of climate and environmental initiatives, and provides recommendations to management.
Chief Executive Officer (4 meetings per year)	● Oversee and monitor the performance of the Sustainable Development Working Group, including the integration of ESG-related risks and opportunities, as well as climate change considerations, into the Enterprise Risk Management (ERM) framework on a quarterly basis. ● Review and approve the allocation of appropriate budgets and resources to support sustainability initiatives, including energy efficiency improvement projects and climate impact reduction programs. ● Communicate sustainability policies and objectives to employees and stakeholders.
Sustainable Development Working Group (6 meetings per year)	● Implements activities in accordance with the established policies. ● Coordinates with relevant departments to ensure cooperation in implementing policies and management practices, including organizing training programs or activities to raise awareness among employees. ● Reports policy implementation results to senior management. ● Provides recommendations regarding the establishment or review of environmental policies, performance indicators, improvement measures, and related actions for consideration by senior management.

Climate governance is overseen by the Board of Directors and the Corporate Governance and Sustainable Committee to drive the organization toward tangible outcomes. The Company has incorporated progress in greenhouse gas reduction into its key performance indicators (KPIs), which are linked to the performance evaluation system and variable compensation of senior executives. This reflects the commitment to advancing and achieving its sustainability agenda.

2. Climate Strategy

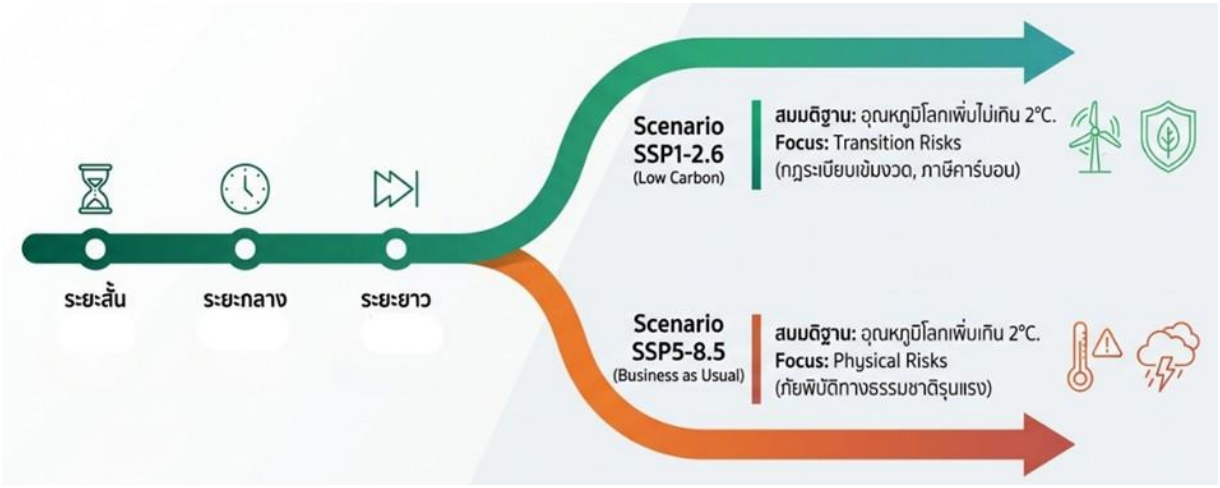
2.1 Scope of Climate Risk and Opportunity Assessment

The Company has conducted an assessment of climate-related risks and opportunities in accordance with the frameworks of the Task Force on Climate-related Financial Disclosures (TCFD) and IFRS S2 Climate-related Disclosures, with reference to the IPCC Shared Socioeconomic Pathways (SSPs). The assessment considers potential impacts on the Company's business operations and financial position, covering all medical services and supporting operational activities. The assessment timeframe is defined across three time horizons: short-term, medium-term, and long-term.

Time Horizon	Year Range (B.E. / C.E.)	Description
Short-term	2568–2570 (2025–2027)	Annual year-on-year assessment to monitor progress and adjust operational plans in line with current conditions.
Medium-term	By 2570 (2027)	Aligned with the medium-term greenhouse gas reduction target compared with the base year 2565 (2022), covering a five-year period.
Long-term	By 2608 (2065)	Aligned with the Company's Net Zero target and long-term climate change commitments.

2.2 Climate Scenario Analysis

The Company conducted a climate scenario analysis covering both physical risks and transition risks under two key scenarios, with reference to the frameworks of the Task Force on Climate-related Financial Disclosures (TCFD) and IFRS S2 Climate-related Disclosures. This analysis aims to assess the potential impacts of climate-related risks and opportunities on the Company's business operations, strategy, and financial planning, as outlined below.



1. SSP1-2.6 Scenario (Low-Carbon Scenario) This scenario assumes that global temperature rise is limited to below 2 degrees Celsius, in line with international climate commitments. It primarily focuses on transition risks, particularly those arising from low-carbon policies and regulatory measures.

Key Characteristics	Business Impacts	Company Response
● Stricter low-carbon policies are implemented, such as carbon taxation and energy efficiency measures. ● Consumers and investors place greater importance on organizations that operate in a sustainable manner. ● Clean technologies become more affordable and accessible as costs decline.	● Operating costs may increase due to carbon taxes and regulatory compliance requirements. For example, if a carbon tax of Baht 450 per tCO_2e is imposed, the Company could incur additional costs of approximately Baht 5.8 million per year, based on an emissions baseline of 12,889 tCO_2e in 2025, representing around 0.5% of 2025 EBITDA, if emission reductions cannot be achieved. ● Demand for environmentally friendly healthcare services may increase, creating new business opportunities for the Company. ● Financing costs may decrease if the Company is able to access green finance. It is estimated that financing costs could be reduced by approximately 0.5–1.0% per year, equivalent to about Baht 2–4 million annually.	● Accelerate the implementation of the Decarbonization Roadmap to reduce greenhouse gas emissions. ● Develop Telemedicine and Digital Health services to meet the needs of modern consumers. ● Pursue Green Building certification and promote Green Procurement practices.

2. SSP5-8.5 Scenario (Business as Usual - BAU): A high greenhouse gas emission scenario leading to a temperature increase exceeding 2 degrees Celsius, emphasizing severe physical risks.

Key Characteristics	Business Impacts	Company Response
● Natural disasters occur more frequently and with greater severity (e.g., floods, heatwaves, droughts). ● An increase in epidemics and climate-related diseases. ● Natural resources (water and energy) become more volatile and scarce.	● Potential asset damage and repair costs under a Maximum Loss Scenario, with estimated damages ranging from Baht 50–150 million. ● Business disruption caused by disaster events and potential patient evacuation, resulting in revenue losses of approximately Baht 10–15 million per day. ● Rising energy and water costs due to higher demand and resource scarcity. Electricity and water tariffs are projected to increase by 5–10% per year, potentially increasing total operating costs by Baht 3–6 million.	● An increase in patient volume due to climate-related illnesses (e.g., respiratory diseases and vector-borne diseases). ● Invest in climate-resilient infrastructure, such as flood protection systems and backup power systems. ● Develop a Business Continuity Plan (BCP) that addresses climate disruption scenarios and conduct regular drills to ensure preparedness. ● Obtain insurance coverage for climate-related damages. ● Prepare healthcare capacity to accommodate the growing number of patients affected by climate-related diseases.

2.3 Corporate Strategy The Company has established four strategic pillars (4 Pillars Strategy) to strengthen the organization's long-term resilience in addressing climate-related risks and opportunities under the climate scenarios described above. The details are as follows:

Strategy	Implementation Approach
1. Decarbonization Strategy: Aims to reduce greenhouse gas emissions from both direct and indirect activities of the Company, covering emissions across Scope 1, Scope 2, and Scope 3.	● Continuously expand the installation of solar rooftop power generation systems. ● Replace medical equipment and devices with high energy-efficiency alternatives. ● Establish an internal carbon price at Baht 450 per tCO_2e to support decision-making in evaluating new investment projects. ● Promote the development of a low-carbon supply chain, starting with key suppliers.
2. Adaptation and Resilience Strategy: Strengthen preparedness to address physical risks from climate change in order to ensure the continuity of medical services.	● Develop infrastructure capable of withstanding climate risks, such as flood protection systems. ● Install high-reliability backup power generators to support emergency situations. ● Develop and regularly test the Business Continuity Plan (BCP) through annual scenario-based drills. ● Consider obtaining insurance coverage for climate-related risks.
3. Sustainable Healthcare and Innovation Strategy: Develop healthcare services and treatment processes that incorporate sustainability considerations, aiming to reduce environmental impacts while enhancing the quality of patient care.	● Develop Telemedicine services and at-home care services to reduce travel. ● Apply digital technologies and artificial intelligence (AI) to improve resource efficiency. ● Promote digital health systems and electronic documentation to reduce paper usage. ● Design healing environments using environmentally friendly materials.
4. Engagement and Governance Strategy: Foster an organizational culture that prioritizes environmental responsibility while encouraging participation from employees, suppliers, and stakeholders.	● Implement a Green Procurement Policy. ● Drive employee engagement initiatives such as PR9 GO Green and Care the Bear programs. ● Disclose climate-related information in accordance with international reporting frameworks such as TCFD and GRI. ● Establish environmental KPIs and link them to executive remuneration.

The strategies outlined above not only address transition risks in line with the TCFD framework, but also create opportunities to enhance operational efficiency and strengthen confidence among patients and investors that the Company is a leading healthcare provider committed to growing alongside sustainable environmental stewardship.

1. Climate-Related Risk and Opportunity Management

The Company has integrated climate-related risks into its Enterprise Risk Management (ERM) process through the following steps:

1. Risk Identification

The Risk Management Working Group, together with the Sustainable Business Development Working Group, identifies potential risks arising from climate-related factors, covering both physical risks and transition risks.

2. Risk Assessment

Risks are evaluated based on their likelihood of occurrence and the severity of potential impacts on the business and financial position, with consideration given to different time horizons (short-, medium-, and long-term).

3. Risk Prioritization

Identified risks are prioritized according to their level of severity in order to determine appropriate management approaches.

4. Risk Mitigation

Risk management measures are established for material risks, including the designation of responsible parties and relevant performance indicators.

5. Monitoring and Reporting

Risk status and the effectiveness of mitigation measures are monitored regularly and reported to the Risk Management Committee and subsequently to the Board of Directors.

Assessment of Climate-Related Risks and Opportunities in accordance with TCFD and IFRS S2

Risk Category	Risk Issue	Details and Factors Affecting the Business	Financial Impact	Management Strategy
Physical Risk	Physical Risk High Risk	• Floods and storms: May affect infrastructure, building engineering systems, and the safety of patient transportation and transfers. • Heatwaves: Increase the load on cooling systems and pose risks to vulnerable patient groups. • Drought and air pollution.	• Asset damage: Repair costs for buildings and medical equipment, as well as potential damage to reserved medical supplies, which may amount to Baht 50–150 million. • Business disruption: Revenue losses from appointment cancellations or postponed surgeries of approximately Baht 10–15 million per day. • Insurance expenses: Property insurance premiums are likely to increase. • Higher operating costs: Electricity and water costs may increase in line with higher demand by 5–10% per year, potentially raising total operating expenses by Baht 3–6 million.	**Mitigation Strategy** • Decarbonization Roadmap: Focus on reducing greenhouse gas emissions across all three scopes by establishing clear performance indicators to achieve the Net Zero target. • Energy Efficiency: Improve energy efficiency within buildings to reduce operating costs and lower carbon emissions from operations. **Adaptation Strategy** • Resilient Infrastructure: Invest in disaster-resilient infrastructure, such as proactive flood protection system design and the installation of high-reliability backup power generators. • Emergency Readiness: Develop a Mass Casualty Incident Plan and a Business Continuity Plan (BCP), with regular simulation drills conducted with

Risk Category	Risk Issue	Details and Factors Affecting the Business	Financial Impact	Management Strategy
	Chronic Risk High Risk	● Rising temperatures: May affect long-term energy costs and the control of pharmaceutical storage conditions. ● Drought conditions: May impact the availability of clean water used in sterilization processes and general consumption. ● Air pollution (PM2.5): May affect staff health and the building's air filtration systems.	● Rising temperatures: May affect long-term energy costs and the control of pharmaceutical storage conditions. ● Drought conditions: May impact the availability of clean water used in sterilization processes and general consumption. ● Air pollution (PM2.5): May affect staff health and the building's air filtration systems.	personnel in accordance with policy requirements. ● Climate Risk Insurance: Manage financial risks through appropriate insurance coverage for climate-related damages.

Risk Category	Risk Issue	Details and Factors Affecting the Business	Financial Impact	Management Strategy
Transition Risk	Policy and Legal - Carbon tax and energy regulation High Risk	Stricter environmental regulations, such as carbon taxes and energy efficiency requirements for controlled buildings.	● Regulatory compliance costs – Expenses associated with upgrading pollution control systems and fulfilling reporting requirements. ● Carbon tax – If implemented through an internal carbon price, the Company may incur additional costs of approximately Baht 5.8 million per year if greenhouse gas emissions cannot be reduced.	● Decarbonization Roadmap – Focus on reducing greenhouse gas emissions across all three scopes. ● Energy Efficiency – Improve energy efficiency to reduce costs and lower carbon emissions. ● Green Procurement – Promote environmentally responsible procurement practices. ● Monitoring – Closely monitor changes in government policies and environmental standards. ● Innovation Development – Invest in green technologies and develop environmentally friendly healthcare services (eco-friendly healthcare). ● Stakeholder Engagement – Foster collaboration with communities and suppliers, and disclose
	Market and Consumer Behavior Low Risk	Customers increasingly prioritize hospitals with environmentally responsible policies (Green Hospitals) and prefer environmentally friendly healthcare services.	Loss of market opportunities – Risk of losing customers if the organization's sustainability image is not clearly communicated.	
	Economy and Energy High Risk	Volatility in clean energy prices and fuel prices in the global market.	Cost volatility – Rising electricity prices and higher transportation costs for medical supplies.	

Risk Category	Risk Issue	Details and Factors Affecting the Business	Financial Impact	Management Strategy
	Technology High Risk	Need for investment in new medical innovations and AI to improve energy efficiency.	Access to financing – Lending conditions from financial institutions that emphasize ESG criteria (Green Loans).	information in accordance with TCFD standards to enhance transparency.

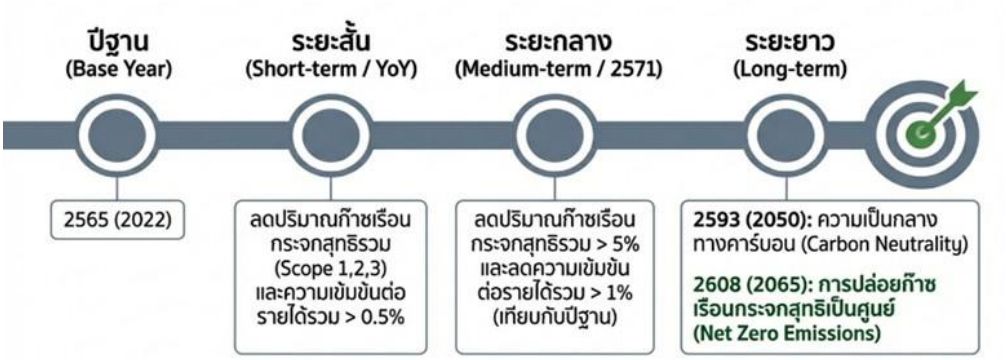
Assessment of Climate-Related Opportunities in accordance with TCFD and IFRS S2

Opportunity Category	Description	Details and Approaches to Seize Opportunities	Financial Impact
Development of service innovations aligned with evolving customer trends while reducing greenhouse gas emissions. High Opportunity	Adoption of modern medical technologies and service models that reduce resource consumption and travel, addressing the expectations of health- and environmentally conscious consumers.	● Enhancement of Telemedicine and At-home Care services to reduce patient travel, thereby lowering greenhouse gas emissions from transportation. ● Implementation of Digital Health and paperless systems for customer data management to reduce waste and paper consumption.	● Revenue base expansion: Attract target customers with strong purchasing power who prefer healthcare providers that reflect sustainability values. ● Cost efficiency improvement: Reduce long-term expenses related to document management, storage space, and consumable materials.
Access to Sustainable Finance Medium Opportunity	Improved access to green finance, including loans, debt instruments, and bond issuances from banks and capital markets, helping reduce the Company's financing costs.	Advancing toward becoming an AI-driven hospital by fully leveraging artificial intelligence technologies, while emphasizing sustainability and strengthening preparedness to address climate change.	● Lower Cost of Capital: Access to preferential financing terms, including interest rate discounts through environmental project financing such as Green Loans or Sustainability Bonds. ● Diversified Funding Sources: Expands future fundraising options and enables access to institutional investors with an ESG investment focus, thereby broadening the company's capital base. ● Valuation and Market Capitalization: Enhances corporate value and strengthens investor confidence.

All the above risks and opportunities have been analyzed across the short-, medium-, and long-term horizons, in accordance with the scope and timeframes defined earlier.

1. Metrics and Targets

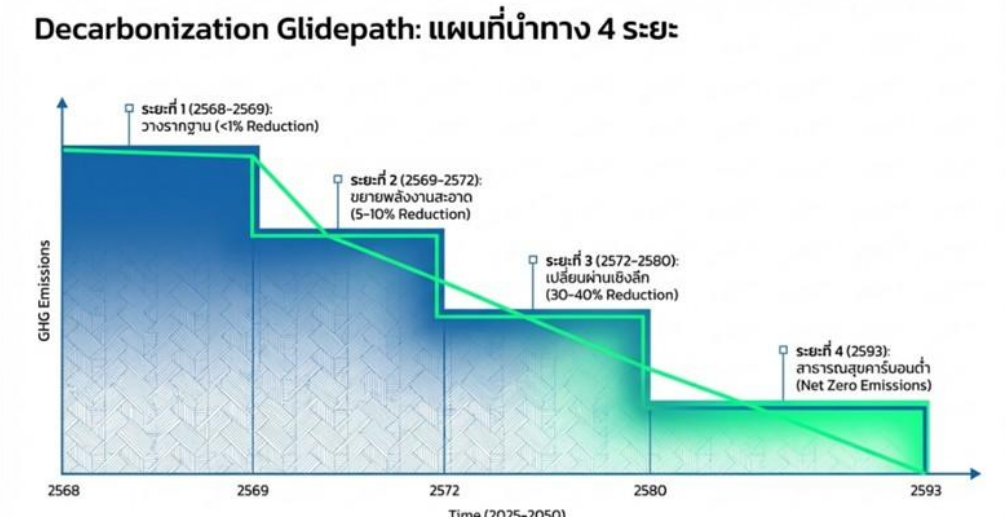
The Company is committed to advancing its climate sustainability goals by designating 2022 as the base year for calculating and monitoring performance. The data is externally verified to enhance credibility, and targets have been established across different time horizons. The Company has strengthened its commitment by accelerating its Net Zero greenhouse gas emissions target by 15 years, aiming to achieve Net Zero by 2050 (B.E. 2593). The Company also plans to submit its targets for validation by the Science Based Targets initiative (SBTi) in the fourth quarter of 2026, while its carbon footprint data has been externally verified by the Thailand Greenhouse Gas Management Organization (TGO) for the fourth consecutive year.



The revised target is aligned with national commitments and international frameworks, including:

- Thailand's Nationally Determined Contribution (NDC) under the Paris Agreement
- Thailand's national roadmap to achieve Net Zero emissions by 2050 (B.E. 2593)
- Global efforts under the Paris Agreement to limit the increase in global temperature to 1.5 degrees Celsius

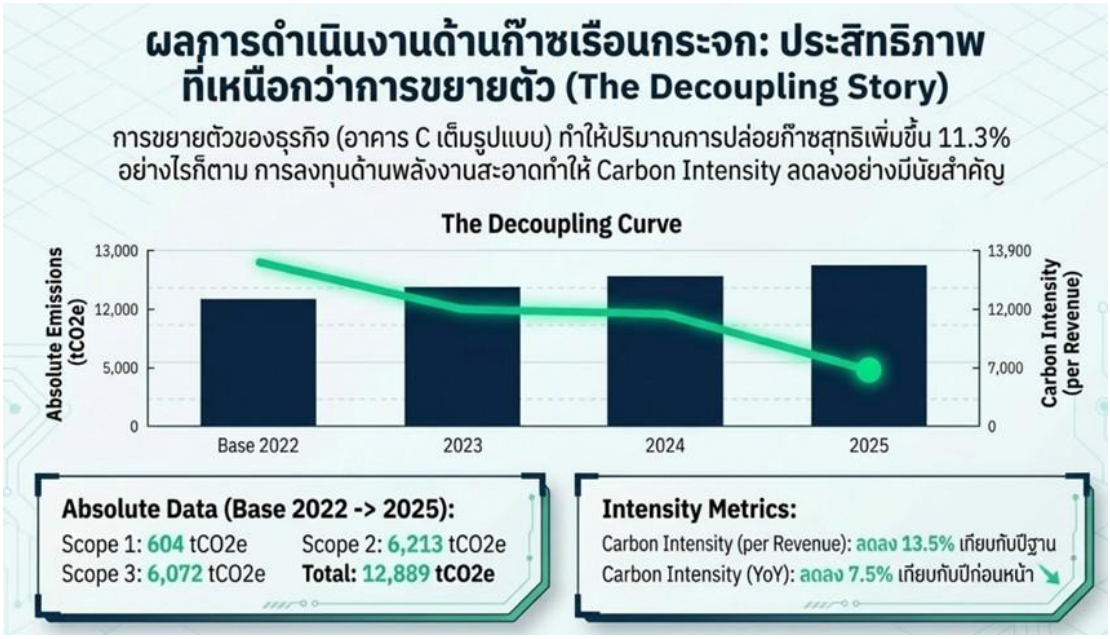
To support this commitment, the Company will develop a Decarbonization Roadmap outlining clear strategies and measures to systematically reduce greenhouse gas emissions, ensuring effective progress toward the stated targets.



Performance Results

The Company has designated 2022 as the base year for tracking climate-related performance. The assessment covers three operational buildings: Building A, Building B, and the Office Building.

- Short-term performance (Year-on-Year compared with 2024): Carbon intensity by revenue decreased by 7.5%, exceeding the Company's short-term target.
- Medium-term performance (compared with the 2022 base year): Carbon intensity by revenue decreased by 13.5%, reflecting the effectiveness of the Company's ongoing energy efficiency initiatives.



Assurance The Company places importance on the credibility of disclosed data and undertakes the following:

- Greenhouse Gas Data: Certified by the Thailand Greenhouse Gas Management Organization (Public Organization) for the fourth consecutive year (since 2022).
- Water Quality Data: Wastewater and drinking water analyses are conducted by ALS Laboratory Group (Thailand) Co., Ltd., an accredited laboratory.

Environmental Policy and Climate Change Management

The Company's environmental policy is committed to minimizing negative environmental impacts. The policy has been approved by the Board of Directors and is reviewed at least annually. It covers strict compliance with environmental laws and regulations throughout the value chain, including the management of climate change.

The policy also defines the roles and responsibilities of the Board of Directors, management, the Sustainable Development Working Committee, and the Energy Management Committee Chair to oversee implementation in alignment with the Company's business plan and budget. Performance is monitored and measured in accordance with international standards to ensure transparency and build confidence among partners, employees, and all stakeholders.

In 2025, the Company recorded no environmental disputes or complaints from surrounding communities.

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The policy focuses on managing environmental impacts and pollution through innovation and technology, covering four key areas:

1. Climate change management
2. Energy conservation
3. Water management and conservation
4. Waste management

Performance indicators are established and benchmarked against total patient days and hospital revenue. The Company also promotes environmental awareness and training among employees. Environmental performance and

complaints are continuously monitored with the goal of maintaining zero complaints, while buildings and environmental conditions are inspected to ensure 100% compliance with safety standards. These efforts lay the foundation for efficient resource management and support the future development of Smart Building initiatives.

Metrics and Targets

Key Focus Areas	Short-term Targets	Medium-term Goals	Long-term Targets
Climate Change Management	**Greenhouse Gas Emissions Reduction**Absolute Emissions Reduction ● Scope 1+2+3: >0.5% reduction compared with the previous year ● Scope 1+2: >0.5% reduction compared with the previous year Carbon Intensity ● GHG emissions per patient day reduced by >0.5% YoY ● GHG emissions per total revenue reduced by >0.5% YoY	**Greenhouse Gas Emissions Reduction**Absolute Emissions Reduction ● Scope 1+2+3: >5% reduction by 2027 compared with the 2022 base year ● Scope 1+2: >5% reduction by 2027 compared with the 2022 base year Carbon Intensity ● GHG emissions per patient day reduced by >1% by 2027 compared with the 2022 base year ● GHG emissions per total revenue reduced by >1% by 2027 compared with the 2022 base year	● Carbon Neutrality by 2050 ● Net Zero Emissions by 2065 ● Scope 1, 2 and 3 emissions reduced by more than 5% by 2028 compared with the 2022 base year
Energy Conservation	**Reduce energy consumption** ● Total energy consumption reduced by >0.5% compared with the previous year ● Energy consumption per patient day reduced by >0.5% YoY ● Energy consumption per total revenue reduced by >0.5% YoY	**Reduce energy consumption** ● Total energy consumption reduced by >0.5% ● Energy consumption per patient day reduced by >0.5% ● Energy consumption per total revenue reduced by >0.5%	

Water Management and Conservation	**Reduce water consumption** ● Total water consumption reduced by >0.5% compared with the previous year ● Water consumption per patient day reduced by >0.5% YoY ● Water consumption per total revenue reduced by >0.5% YoY	**Reduce water consumption** ● Total water consumption reduced by >0.5% ● Water consumption per patient day reduced by >0.5% ● Water consumption per total revenue reduced by >0.5%	
Waste Management	**Reduce waste volume** ● Total waste generation reduced by >0.5% compared with the previous year ● Waste generation per patient day reduced by >0.5% YoY ● Waste generation per total revenue reduced by >0.5% YoY	**Reduce waste generation** ● Total waste generation reduced by >2% by 2028 compared with the 2022 base year ● Waste generation per patient day reduced by >2% by 2028 compared with the 2022 base year ● Waste generation per total revenue reduced by >2% by 2028 compared with the 2022 base year	

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year :	No
Changes in environmental policies, guidelines, and/or goals :	Electricity management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management, Noise pollution management,

3.4.2 Environmental operating results

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy Management

The use of fossil fuels for electricity generation has caused significant environmental pollution, particularly air pollution. At the same time, the Company's energy demand continues to increase in line with economic growth. These factors may lead to potential energy shortages and affect the quality of life of people in society. To address these challenges, the Company focuses on renewable energy management and the development of clean technologies across its business value chain. These approaches serve as key tools for reducing greenhouse gas emissions and promoting efficient energy use. The initiatives are also aligned with the United Nations Sustainable Development Goals (SDGs), Goal 13: Climate Action. These actions reflect the Company's commitment to balancing business growth with environmental responsibility in order to move toward a truly sustainable future.

Establishing Policies, Targets, and Continuous Monitoring for Energy Conservation

The company has established an energy management policy as a framework to foster operational participation in energy conservation and apply management systems in accordance with Thailand's Energy Conservation Promotion Act B.E. 2535 (1992) and JCI Standard Edition 8 (Global Health Impact Chapter). Additionally, it systematically compiles environmental and energy databases throughout the business's value chain. In the past year, the company assessed energy consumption proportions, energy management status, analyzed energy conservation potential, defined measures, monitored and evaluated energy conservation results, and continuously presented these to the executive board to sustainably reduce risks and negative impacts on the environment and society.

Assess energy consumption proportion.

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Reference link for company's energy management plan : https://investor.praram9.com/storage/sustainability-management/pdf/20240517-pr9-environmental-policy.pdf

Page number of the reference link : 6

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2022 : purchased electricity for consumption 10,842,692.00 Kilowatt-hour	2028 : Reduced by 0.5% or 54,213.00 Kilowatt-hour
Reduction of electricity purchased for consumption	2022 : purchased electricity for consumption 10,842,692.00 Kilowatt-hour	2028 : Reduced by 0.5% or 54,213.00 Kilowatt-hour

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Solar Cell Installation Project for Wastewater Treatment System, Building A

The wastewater treatment system in Building A operates using the Activated Sludge (AS) process, which relies primarily on aeration pumps and water pumps. As a result, the system requires relatively high electricity consumption. To address this, the Company implemented a Solar Cell installation project to supply renewable electricity for the wastewater treatment system. The solar panels were installed on the roof area above the walkway behind the building, with a total installed capacity of 20.74 kW.

Performance Results (February 1 – December 31, 2025)

- The system generated 15,944 kWh of solar electricity to replace electricity from the main grid.
- The estimated full-year performance is expected to reach approximately 17,393 kWh per year.

Solar Rooftop Installation Project, Building C

The Company renovated the 7th floor of Building C to be used as office space. During the renovation, a solar rooftop system was installed on the building's rooftop to generate electricity for use within the office, such as for the air-conditioning system and office equipment. The project installed 144 solar panels with a total installed capacity of 80 kW.

Performance Results (July 1 – December 31, 2025)

- The system generated 55,204 kWh of electricity, replacing electricity from the main grid
- The estimated full-year performance is expected to reach approximately 110,408 kWh per year.

VRV Air Conditioner Installation Project to Replace the Split-Type System

This project is part of the Company's energy conservation initiatives implemented alongside the renovation of Building C. Previously, the building used split-type air conditioning systems, which consumed relatively high levels of electricity and required frequent maintenance. During the renovation of the 7th floor of Building C for office use, the Company installed a VRV (Variable Refrigerant Volume) air conditioning system, which is better suited to the operational layout and offers higher energy efficiency than the previous system.

Performance Results (July 1 – December 31, 2025)

- Based on actual energy consumption measurements within the operational area, the VRV air-conditioning system reduced electricity consumption by 25,934 kWh compared with the previous split-type system.
- The estimated full-year performance is expected to achieve electricity savings of approximately 51,867 kWh per year.

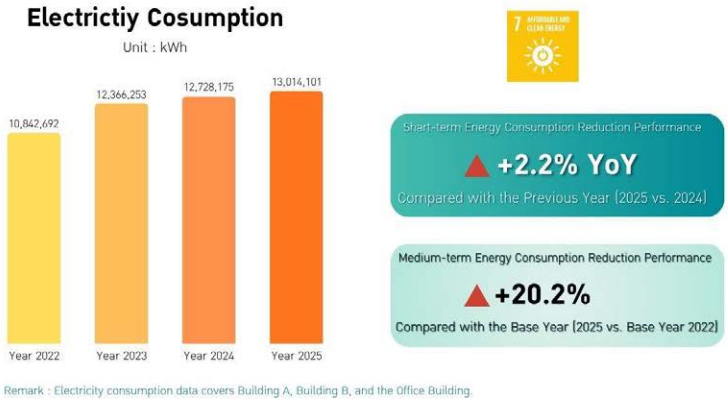
Project to Replace Split-Type Air Conditioners with a Chilled Water System (Chiller Water System) – Building B

The B2 floor of Building B is generally used as a parking area and engineering service rooms; however, some areas are designated as functional rooms equipped with air-conditioning units. Previously, the chilled water piping system from the chiller plant was not installed on this floor, resulting in all air-conditioning units being split-type systems. As the operational areas expanded and additional air-conditioning units were required, extending the chilled water piping to the B2 floor and replacing the split-type units with a chilled water air-conditioning system became a more cost-effective solution and provided greater energy efficiency compared with the split-type system.

Performance Results (March 1 – December 31, 2025)

- Following the installation of chilled water piping and the replacement of split-type air conditioners with a chilled water system, a comparison of electricity consumption before and after implementation showed energy savings of 19,451 kWh.
- The estimated full-year performance is expected to achieve electricity savings of approximately 24,066 kWh per year.

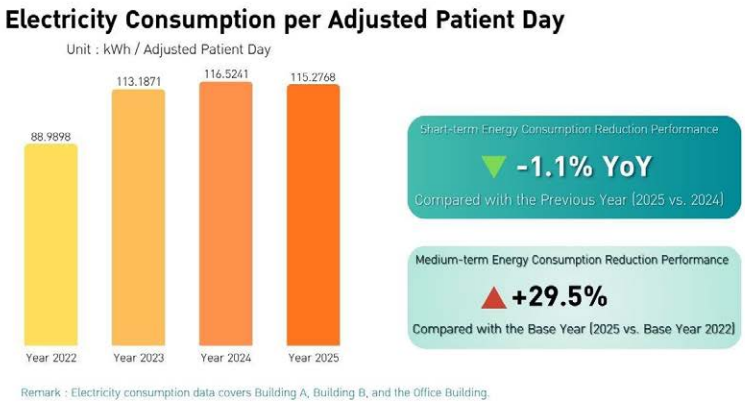
Energy Management Performance

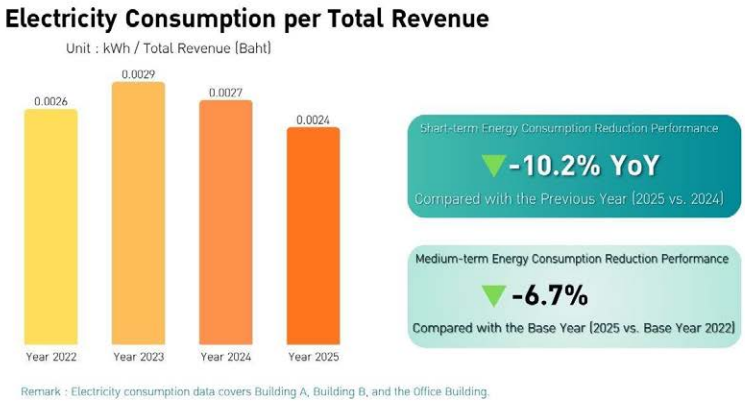


Energy Consumption by Type

Type	Year 2022	Year 2023	Year 2024	Year 2025
Non-renewable Fuel Consumption				
Oil used in operations (liters)	76,731.16	69,393.91	76,343.67	73,440.67
Coal (kilograms)	0	0	0	0
Natural Gas (KgCH4)	643.86	613.20	624.00	372.00
Electric Energy Consumption				
Electrical energy (kWh)	10,842,692	12,366,253	12,728,175	13,014,101

The Company has designated 2022 as the base year for calculating and monitoring energy consumption, covering three operational buildings: Building A, Building B, and the Office Building. Energy performance is reported in terms of total energy consumption using the absolute approach, as well as energy consumption per patient bed day using the economic intensity approach. In addition, the Company has introduced the disclosure of energy consumption per revenue, in order to align with GRI disclosure standards, consistent with other sustainability reporting topics of the Company.





In 2025 compared with 2024, total energy consumption increased by 2.2 percent. However, energy consumption per adjusted patient day decreased by 1.1 percent, and energy consumption per total revenue decreased by 10.2 percent.

In 2025 compared with the base year 2022, total energy consumption increased by 20.0 percent, and energy consumption per adjusted patient day increased by 29.5 percent, mainly due to business expansion and the full operation of Building C. Nevertheless, energy efficiency has continued to improve, as reflected by energy intensity per total revenue, which decreased by 6.7 percent, and in 2025 alone decreased by 10.2 percent. In addition, the use of renewable energy increased by 4.5 times, reflecting the Company's commitment to increasing the share of clean energy.

The Company promotes sustainable energy conservation, considering it a key responsibility for all departments to implement concrete actions. Operational plans and energy conservation measures have been established across the business value chain to enhance resource efficiency and maximize the value of energy use.

Energy development and management guidelines

1. Improve energy efficiency through a variety of measures
2. Promote the use of environmentally friendly renewable energy across the value chain
3. Encourage and support energy conservation and energy reduction activities 4. Control the operation of large-scale air-conditioning systems 5. Promote the use of technology in medical services 6. Develop personnel and stakeholders in energy conservation throughout the business value chain

Energy management: Fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	62,647.32	71,902.17	71,310.76
Gasoline (Litres)	14,083.82	19,268.58	20,097.81
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	61,624.00	61,392.00	59,856.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Energy management: Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	12,366,253.00	12,741,967.70	13,075,068.42
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	12,366,253.00	12,728,175.00	13,014,101.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	13,792.70	60,967.42

Information on water management

Water management plan

The Company's water management plan : Yes

Water Management

Water resources are one of the essential operational factors for hospitals, including maintaining cleanliness, sterilization, performing medical procedures, and ensuring a safe environment for patients and personnel. The Company recognizes the importance of effective water management within its business operations and has therefore established

a water management policy that covers the entire water use cycle, from water withdrawal and treatment to reuse and the discharge of wastewater into the public drainage system in accordance with legal standards. This approach is aligned with the United Nations Sustainable Development Goals (SDGs), particularly Goal 6: Clean Water and Sanitation and Goal 13: Climate Action. The Company integrates water management into its ESG governance framework, with the Board of Directors and the Corporate Governance and Sustainable Business Development Committee overseeing the policy, while the Sustainable Business Development Working Group is responsible for implementation and reporting. This structure aims to ensure balanced and sustainable water resource management in the long term.

Water Stress Assessment

Indicator Score Table WRI Aqueduct 4.0 (Huai Khwang District, Bangkok)

Indicator	Score	Level	Implications for the Hospital
Physical Quantity			
Baseline Water Stress (ratio of water withdrawals to available supply in the basin)	2.6	Medium -High	Bangkok withdraws a high proportion of water from the Chao Phraya River basin, particularly during the dry season (Jan–Apr). Water supply in the municipal system may decline and water pressure may be reduced.
Seasonal Variability	3.5	High	During the monsoon season (May–Oct), excess water increases flood risk; during the dry season (Jan–Apr), water availability decreases and quality may decline, affecting water costs and supply reliability.
Interannually Variability	3.1	High	In years (e.g., 2019, 2024), water levels in upstream reservoirs may fall significantly below normal, while La years may bring severe flooding. Preparedness for both scenarios is required.
Groundwater Table Decline	2.9	Medium -High	Bangkok faces land subsidence of approximately 1–2 cm per year due to groundwater extraction. The hospital uses MEA (Metropolitan Electricity Authority) water supply entirely and therefore does not contribute to this issue, but may still be affected by land subsidence in the surrounding area.
Physical Quality			
Coastal Eutrophication Potential	2.2	Medium -High	Wastewater in the Huai Khwang area contains relatively high levels of nitrogen and phosphorus, affecting the quality of water in nearby canals. The hospital treats wastewater to meet regulatory standards before discharge
Natural Hazard			
Riverine Flood Risk (highest indicator)	3.8	High	The Huai Khwang district was directly affected by the 2011 flood. The area is approximately 1–2 meters above sea level and connected to several canal networks. This represents a key risk to hospital assets and service continuity
Drought Risk	2.0	Low -Medium	Bangkok's well-developed municipal water infrastructure helps reduce drought risk; however, during severe drought years, upstream reservoirs such as Bhumibol and Sirikit dams may experience low water levels.
Summary: Overall Water Risk = 2.8/5.0, Medium -High level (Sector weighting: Services/Healthcare WRI Aqueduct 4.0 Baseline Annual 1979–2019)			

Key Risks Identified in Huai Khwang–Rama IX District There are 3 aspects:

- Baseline Water Stress - Medium-High level (2.6/5.0). Bangkok withdraws a high proportion of water from the Chao Phraya River basin, particularly during the dry season (January–April) when upstream water availability decreases while water demand remains high.
- Seasonal Variability - High level (3.5/5.0). Significant differences between the monsoon season (May–October) and the dry season affect the seasonal reliability of water resources.
- Riverine Flood Risk - High level (3.8/5.0). This is the highest indicator, reflecting the historical and potential flood risks in Bangkok, particularly the 2011 flood, which directly affected the Huai Khwang district. This represents a key risk to the hospital's assets and service continuity.

Projections from the CMIP6 climate model used in WRI Aqueduct 4.0 indicate that the Baseline Water Stress level in the area is expected to increase from 2.6 at present to 3.1 (High level) by 2050 under the Business-as-Usual scenario (SSP3–RCP7.0). The Company therefore plans to review the Water Stress Assessment every three years to ensure that mitigation measures remain aligned with evolving water-related conditions in the area.

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water consumption	2022 : Water consumption 145,742.00 Cubic meters	2028 : Reduced by 0.5% or 729.00 Cubic meters

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Water Management Project 2025

Project to Reduce the Automatic Flushing Function of Urinals in Public Male Restrooms

The Company implemented a project to reduce the operation of the automatic flushing system of urinals in public male restrooms starting in 2024, by canceling the setting for automatic flushing every two hours. This adjustment was made because the area is used continuously and flushing already occurs during actual usage; therefore, additional automatic flushing cycles were unnecessary.

This measure enables the Company to manage water consumption more efficiently by reducing unnecessary water use, lowering water utility costs, and promoting responsible water resource utilization without affecting hygiene and cleanliness standards in the area. The project forms part of the Company's sustainability initiatives, which focus on improving resource efficiency and reducing environmental impacts.

Performance Results

- Project resulted in a reduction of 388,800 liters of water per year
- Generating approximately 10,498 Baht in annual water cost savings, equivalent to an average reduction of about 1,065 liters per day or 32,400 liters per month.

In 2025, the project resulted in a reduction of 388,800 liters of water per year, generating approximately 10,498 Baht in annual water cost savings, equivalent to an average reduction of about 1,065 liters per day or 32,400 liters per month. In addition, considering the cumulative results from continuous implementation since 2024, the Company has achieved total water savings of approximately 777,600 liters (or 777.6 cubic meters) and cumulative water cost savings of approximately 20,996 Baht.

Spray Pipe Installation Project for Floating Sludge Removal in the Wastewater Treatment Pond – Building B

The wastewater treatment system in Building B operates using the Activated Sludge (AS) process. During the sedimentation stage, some sludge may float to the surface. To prevent this sludge from mixing with the clarified water, water spraying is required to break up and reduce the floating sludge.

Previously, the Company used a 1.5-inch hose to spray water twice daily for approximately five minutes per cycle, resulting in relatively high water consumption. To improve efficiency, the Company upgraded the system by installing spray pipes that disperse water evenly throughout the treatment pond. This method uses a smaller volume of water while providing better distribution compared with the previous large-hose spraying method, thereby effectively reducing water consumption in this process.

Performance Results (May 1 – December 31, 2025)

- Based on measurements of pipe size and daily water usage duration, the spray system reduced water consumption by 141 cubic meters.
- The estimated full-year performance is expected to achieve water savings of approximately 241 cubic meters per year.

Hose-Based Sludge Spraying

Spray-Based Sludge Spraying

Project to Reuse Treated Wastewater for Landscape Irrigation (Recycle)

The Company implements effective wastewater management measures by reusing water that has been treated to meet legal standards, thereby reducing the use of municipal water. The treated water is primarily reused for irrigating plants within the hospital premises.

This project has been implemented continuously, including the installation of a recycle water filtration system to improve the efficiency of water reuse. However, in early 2025, the volume of recycled water used for plant irrigation decreased due to the accumulation of sediments mixed in the wastewater, which caused blockages in the pipeline system and reduced the amount of water available for reuse.

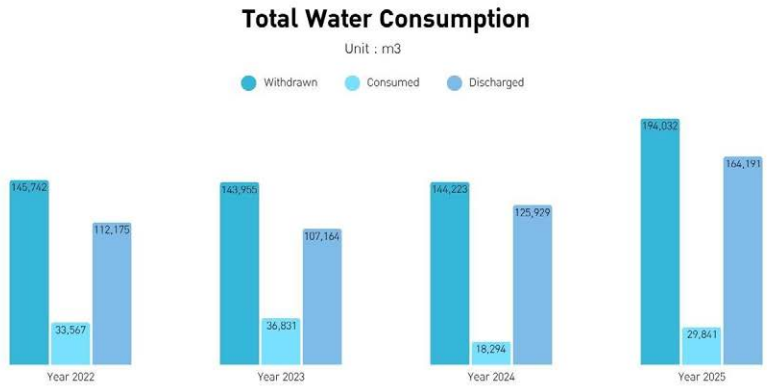
Based on an annual water usage assessment, only approximately 650 cubic meters of water per year could be reused, representing a decrease of 357 cubic meters per year compared with the previous level. To address this issue, the Company installed an additional wastewater filtration unit to capture sediments and contaminants before entering the pipeline system, thereby improving water flow efficiency.

Performance Results (March 1 – December 31, 2025)

- The project increased the volume of recycled water used for irrigation by 281 cubic meters.
- The estimated full-year performance is expected to reach approximately 1,007 cubic meters of recycled water per year, significantly reducing the consumption of municipal water.

Water Consumption Data

Praram 9 Hospital uses 100 percent municipal water supplied by the Metropolitan Waterworks Authority (MWA), covering Building A, Building B, and the Office Building, with 2022 designated as the base year.



Total Water Consumption	2022 (Baseline Year)	2023	2024	2025
Total Water Withdrawn	145,742	143,955	144,223	194,032
Water Consumed	33,567	36,831	18,294	29,841
Water Discharged	112,175	107,164	125,929	164,191

Remark : Total water consumption data includes Building A, Building B, and the Office Building.

Wastewater discharge data and water quality monitoring.

	Year 2022 (Baseline Year)	Year 2023	Year 2024	Year 2025
Wastewater Treated	112,175	107,164	125,929	164,191
Discharged into public drainage system.	112,175	107,164	125,929	164,191

Remark : *colspan=4: 100 percent compliant with the effluent standards set by the Ministry of Natural Resources and Environment every year.

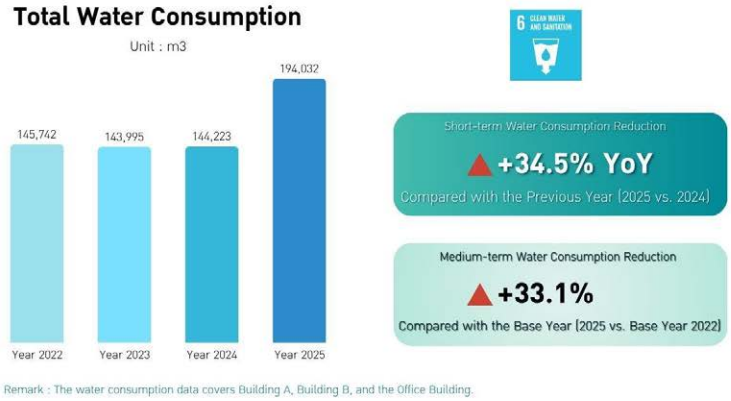
**Effluent quality analysis is conducted quarterly by ALS Laboratory Group (Thailand) Co., Ltd., an accredited laboratory.

Wastewater Recycling Data

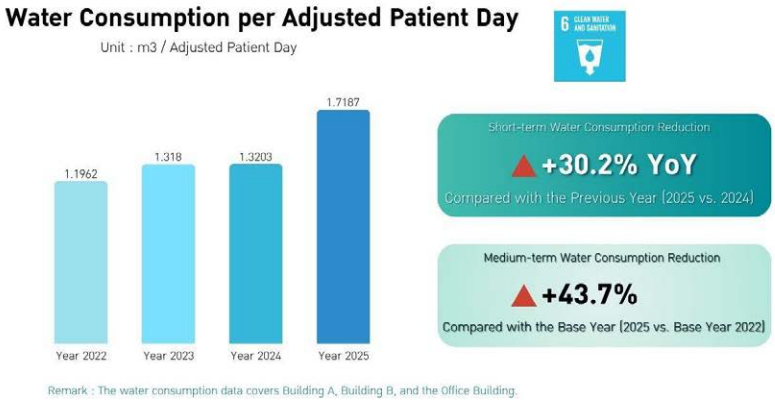
Project	2022	2023	2024	2025
Wastewater management by reusing treated water for plant irrigation (Unit: cubic meters).	540	540	1007	917
Water Recycling Rate (%)	0.48%	0.50%	0.80%	0.56%

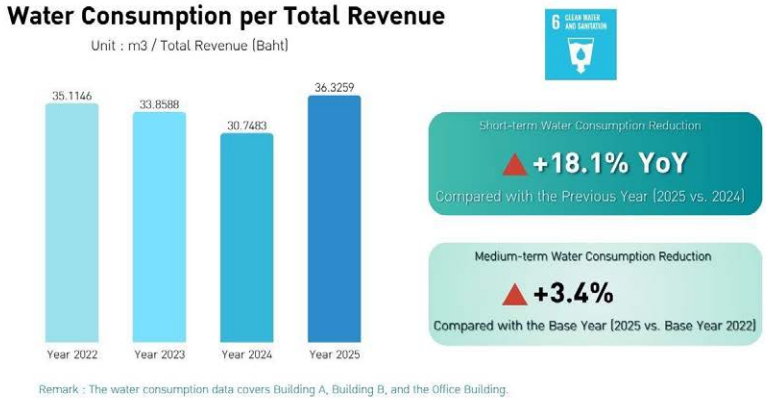
Water Management and Conservation Targets and Performance

The Company has established water management targets aligned with the Medium–High Water Stress level of the area in which the hospital is located, ensuring that the measures implemented are appropriate to the site-specific water risk context, as follows:



The Company has designated 2022 as the base year for calculating and monitoring energy consumption, covering three operational buildings: Building A, Building B, and the Office Building. In addition, the Company reports water-related data, including total water consumption, water discharge, water withdrawal, and water consumption per total revenue, in accordance with GRI disclosure standards.





In 2025, compared with 2024, total water consumption increased by 34.5 percent. Water consumption per Adjusted Patient Day increased by 30.2 percent, and water consumption per total revenue increased by 18.1 percent. Compared with the base year 2022, total water consumption increased by 33.1 percent. Water consumption per Adjusted Patient Day increased by 43.7 percent, and water consumption per total revenue increased by 3.4 percent. All water used by the hospital is freshwater supplied by the public water utility. The increase was mainly due to the full operation of Building C, the expansion of green spaces, and increased medical activities requiring higher water use.

Water Management and Development Approaches

1. Use water responsibly, including monitoring water consumption and recycling water.

2. Promote and support water conservation activities.
3. Encourage the use of technology to improve water resource conservation efficiency.
4. Systematically monitor water-related risks, particularly risks that may affect the Company. .

Governance and Business Continuity Plan (BCP - Water Risk)

Due to the hospital's location being exposed to flood risk, the Company has established a Business Continuity Plan (BCP) covering both flood and drought scenarios. The plan includes:

- Backup power generators available 24/7 to ensure that water supply and wastewater treatment systems continue to operate during flood situations.
- Water storage reserves prepared for emergency situations.
- Daily inspection of the wastewater treatment system by the engineering team in accordance with JCI standards.
- Coordination plan with the Metropolitan Waterworks Authority (MEA) in case of water supply disruption.
- Annual BCP testing and reporting of the results.

Water management: Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	143,995.00	144,223.00	194,032.00
Water withdrawal by third-party water (cubic meters)	143,995.00	144,223.00	194,032.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00

Water management: Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	74.42	87.32	84.62
Total wastewater discharge (cubic meters)	107,164.00	125,929.00	164,191.00
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	107,164.00	125,929.00	164,191.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water management: Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	36,831.00	18,294.00	29,841.00

Water management: Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	540.00	1,007.00	917.00

Information on waste management

Waste management plan

The company's waste management plan : Yes

Waste Management

The management of hazardous waste and non-hazardous waste is a key challenge in mitigating climate change impacts. These types of waste may serve as breeding grounds for pathogens, generate unpleasant odors, and disrupt ecological balance. If disposed of in landfills without proper management, they may also generate methane gas, a significant contributor to global warming.

To address these issues, the Company has implemented a systematic waste management policy that covers the entire business value chain. The approach focuses on waste reduction, waste segregation, and proper disposal in order to minimize greenhouse gas emissions and reduce environmental impacts.

This approach is aligned with the United Nations Sustainable Development Goals (SDGs), Goal 12: Responsible Consumption and Production, which emphasizes efficient resource utilization, waste reduction, and the promotion of sustainable development practices.

The Company is currently reviewing the declaration of a target to achieve Zero Waste to Landfill by 2032, through increasing recycling rates, promoting reuse, and converting waste into energy. These measures represent key approaches to reducing environmental impacts and supporting the Company's transition toward a Circular Economy.

Establish policies, targets, and waste reduction measures, and continuously monitor the implementation.

The Company places importance on systematic waste management alongside the assessment of risks related to potential impacts on business operations. The 1A3R principles (Avoid, Reduce, Reuse, Recycle) are applied in operational processes to minimize waste generation at the source and reduce environmental impacts. The Company applies the 1A3R principles (Avoid, Reduce, Reuse, Recycle) in its operations to reduce waste generation at the source and minimize environmental impacts:

- Avoid: Avoid the use of materials that generate waste.
- Reduce: Reduce the use of single-use materials.
- Reuse: Reuse resources where possible.
- Recycle: Segregate waste to enable it to be processed and converted into usable products again.

The Company promotes proper waste segregation at the source and places emphasis on avoiding materials that generate waste (Avoid) and reducing single-use materials (Reduce), particularly foam and plastics. Campaigns are conducted to encourage personnel to use personal lunch boxes, water bottles, or cups, and to promote the use of cloth bags or reusable bags.

In addition, the Company supports resource reuse (Reuse), such as double-sided paper usage, in order to reduce resource consumption and decrease the volume of waste generated within the organization. Waste is also managed appropriately according to its type, including hazardous waste.

This operational approach helps reduce the volume of waste sent to landfills, minimize hazardous waste, and lower greenhouse gas emissions. It also reinforces the Company's commitment to conducting business in parallel with environmental responsibility and sustainable development.

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	2022 : non-hazardous waste and hazardous waste 310,156.00 Kilograms	2028 : Reduced by 2% or 6,203.00 Kilograms	• Reuse • Recycle

Performance and outcomes of waste management

Performance and outcomes of waste management : Yes

Reusable Medicine Bag Project

In 2025, the Company continued to implement environmental initiatives under the concept of efficient resource utilization and reducing environmental impacts. One such initiative is the Reusable Medicine Bag Project, which encourages the reuse of existing medicine bags to avoid the use of new bags and reduce packaging waste.

The Company encourages service recipients to decline receiving a medicine bag when it is not necessary and provides an opportunity for customers to donate unused medicine bags so that they can be reused in social and environmental activities. This initiative has contributed to reducing the use of plastic bags.

In addition, the Company has expanded the project by changing the packaging format for medicines that require cold temperature control, replacing foam boxes with temperature-controlled medicine bags. This change has resulted in a 100 percent reduction in the use of foam boxes, helping to reduce non-biodegradable waste and minimize long-term environmental impacts.

Performance Result

- 100 percent reduction in the use of foam boxes
- Reduction of 10,006 small medicine bags
- Reduction of 1,866 large medicine bags

This project reflects the Company's commitment to conducting business responsibly toward society and the environment, while supporting sustainable development practices and encouraging service recipients to participate in reducing environmental impacts in a tangible manner.

Reusable Zip Lock Bag Project

The Company has applied the concept of efficient resource utilization and waste reduction in accordance with the 1A3R principles (Reuse and Reduce) to the medication packaging process for inpatients (IPD). Under this initiative, outer Zip Lock bags used for medication packaging are appropriately reused under hygiene and safety standards.

Performance Result

- Reduced the procurement of new Zip Lock bags by more than 3,731 kilograms per year
- Reduced expenses by more than 400,000 Baht per year
- Reduced plastic waste and environmental impacts in a tangible manner

This project reflects the Company's commitment to improving resource efficiency while managing costs responsibly and supporting sustainable business operations in the long term.

"Used Blister Packs Have Value – Don't Throw Them Away" Project

The Company, in collaboration with Bangkok Mass Transit System Public Company Limited (BTS), has implemented the "Used Blister Packs Have Value – Don't Throw Them Away" project. Previously, used medicine blister packs from

the hospital were disposed of together with general waste. This project was therefore initiated to help reduce plastic waste, mitigate environmental impacts in a tangible manner, and create added value from used materials. The collected blister packs are sent for recycling and further processed into useful products for communities, such as concrete blocks, benches, and paving blocks. The project was initiated during the year.

Performance Result (Jul-Dec 2025)

- Reduced 52 kilograms of general waste generated from used blister packs
- Reduced plastic waste and environmental impacts in a tangible manner

This project reflects the Company's commitment to improving resource efficiency while managing costs responsibly and supporting sustainable business operations in the long term.

Other Ongoing Initiatives

The Company has continuously implemented projects to reduce resource consumption, particularly waste management. These initiatives have been carried out continuously for 2–3 years and remain ongoing. The projects include initiatives that directly reduce resource use, promote reuse, encourage proper waste segregation, and involve collaboration with business partners and large corporations to reduce environmental impacts.

Plastic Bag Upcycling for Reuse as Garbage Bags Project

The Company has collaborated with Siam Cement Public Company Limited (SCG) to manage used plastics generated within the hospital under the Circular Economy concept through a Closed Loop Program, with the objective of promoting efficient resource utilization, reducing waste generation, and minimizing environmental impacts. This initiative aligns with the United Nations Sustainable Development Goals (SDGs), particularly SDG 12: Responsible Consumption and Production, under which the Company promotes proper waste segregation and ensures that used plastics are systematically returned to recycling and upcycling processes. In 2025, a total of 4,479 kilograms of used dialysis gallons were sent to the upcycling process, helping reduce the amount of waste requiring disposal and increasing the value of resources through reuse. The initiative also supports SDG 13: Climate Action, as reducing plastic waste and reusing materials helps decrease the demand for new resources and reduce greenhouse gas emissions throughout the production value chain. This enables the Company to contribute to climate change mitigation and support carbon dioxide emission reduction goals. These initiatives reflect the Company's commitment to conducting business alongside environmental responsibility and supporting sustainable development in the long term.

E-Waste Management Project

Praram 9 Hospital has continuously operated an electronic waste (E-Waste) collection point since 2024 to the present. The initiative is carried out in collaboration with Advanced Info Service Public Company Limited (AIS) to promote environmental awareness through the “Dispose of E-Waste Properly” campaign. The project invites employees, staff, patients, and visitors to bring electronic waste, such as mobile phones, tablets, accessories, computer components, and other electronic devices, to designated collection points prepared by the hospital. The collected items are then sent to proper management and recycling processes in accordance with relevant standards. This initiative aims to reduce the amount of electronic waste that may cause environmental pollution and to mitigate risks from hazardous substances such as mercury, lead, and other heavy metals, which may contaminate soil and water sources and pose risks to public health. In particular, lead exposure may cause toxicity affecting the nervous system, circulatory system, and kidney function. The implementation of this project not only helps reduce the volume of E-Waste in Thailand but also reflects the Company’s commitment to responsible waste management and long-term environmental sustainability.

Objective

- To reduce the volume of hazardous waste in the form of electronic waste (E-waste) compared with the base year 2024.
- To promote and encourage personnel to properly dispose of E-waste and participate in environmental conservation.

Targets and Performance

In 2024, a total of 569 pieces of E-waste were collected, with a combined weight of 487 kilograms. In 2025, the amount of E-waste decreased to 156 pieces, with a total weight of 77.90 kilograms. Compared with the base year, the results show that:

- The number of items decreased by approximately 72.58 percent.
- The total weight decreased by approximately 83.99 percent.

In addition, the collected 156 pieces of E-waste (77.90 kilograms) were also used to support social initiatives by being converted into 77.90 GB of internet data, which was provided to children and youth in remote areas through a program.

Plastic Bag Reduction Project

The Company has continuously implemented campaigns to reduce, avoid, and phase out the use of plastic bags. As part of this initiative, plastic bags originally used for linen packaging are reused for collecting recyclable waste, instead of requesting new plastic bags. This approach promotes responsible resource utilization and maximizes the value of existing materials.

Performance Result

- Reduced the use of new plastic bags by an average of 140 bags per day, or approximately 51,100 bags per year.
- Reduced costs by approximately Baht 175,000 per year.

This initiative reflects the Company's commitment to efficient resource management under the Reduce and Reuse principles, while conducting business with responsibility toward society and the environment in pursuit of long-term sustainability.

Care the Bear Project

The Company participates in the Care the Bear project in collaboration with the Stock Exchange of Thailand to promote greenhouse gas emission reduction through a monitoring system that measures emissions generated from various activities within the organization. The initiative aims to encourage more efficient consumption behaviors in line with the Circular Economy approach. This project aligns with the Company's climate change management and waste management policies. It also enhances employee learning and engagement within the organization, helping raise environmental awareness and encouraging sustainable behaviors in daily operations. In addition, internal competitions are organized to encourage all departments to contribute creative ideas for reducing paper consumption and greenhouse gas emissions. The initiative is supported by the Company's management through the provision of incentive rewards for participating teams.

PR9 GO GREEN Project

In late 2025, the Company initiated the PR9 GO GREEN Project, providing an opportunity for all departments to participate. Each department will develop activities and present them to management in 2026.

Objective

1. **Promote personnel participation**: To raise environmental awareness among employees at all levels through campaigns and training activities, enabling personnel to be part of driving the organization toward sustainability.
2. **Reduce resource consumption within the organization**:Implement energy-saving measures, promote efficient water use, and reduce the use of consumable resources such as paper and plastic in order to reduce operating costs and environmental impacts.
3. **Promote proper waste segregation and waste management**: Encourage waste segregation at the source according to the 1A3R principle (Avoid, Reduce, Reuse, Recycle) in order to increase recyclable waste and reduce waste sent to landfill.
4. **Support the use of clean and renewable energy**: Promote the use of renewable energy such as solar rooftop systems to reduce reliance on fossil fuels and reduce greenhouse gas emissions.
5. **Create a Green Culture within the organization**: Encourage environmentally friendly behaviors to become part of the daily routine of all personnel.
6. **Support the organization's Net Zero goal**: Drive operations in alignment with short-, medium-, and long-term goals to reduce greenhouse gas emissions and achieve Net Zero by 2050.

Care the Whale Project

The Company participates in the Care the Whale project under the concept of "Invisible Waste," which focuses on reducing greenhouse gas emissions through effective waste management. The key objective of the project is to reduce and eliminate waste generation at the source while promoting the efficient use of resources. The project applies the Circular Economy concept in waste management to address waste issues that contribute to global warming, while also encouraging responsible and efficient resource utilization for long-term sustainability.

CARE THE WHALE

The Company has implemented waste management development initiatives through campaigns and awareness activities that promote proper waste segregation by category. These initiatives focus on enhancing knowledge and fostering environmental awareness among employees, while also creating motivation for waste segregation before disposal in order to strengthen understanding and promote sustainable waste management practices in the long term.

In addition, the Company promotes the concept of efficient resource utilization by providing birthday gifts to all employees in the form of the “Cat9” mascot keychain, which represents the Company under the Cat Couture concept. The keychain is produced from recycled materials made from plastic fibers derived from used drinking water bottles, reflecting the reuse of materials through recycling and environmentally friendly product design.

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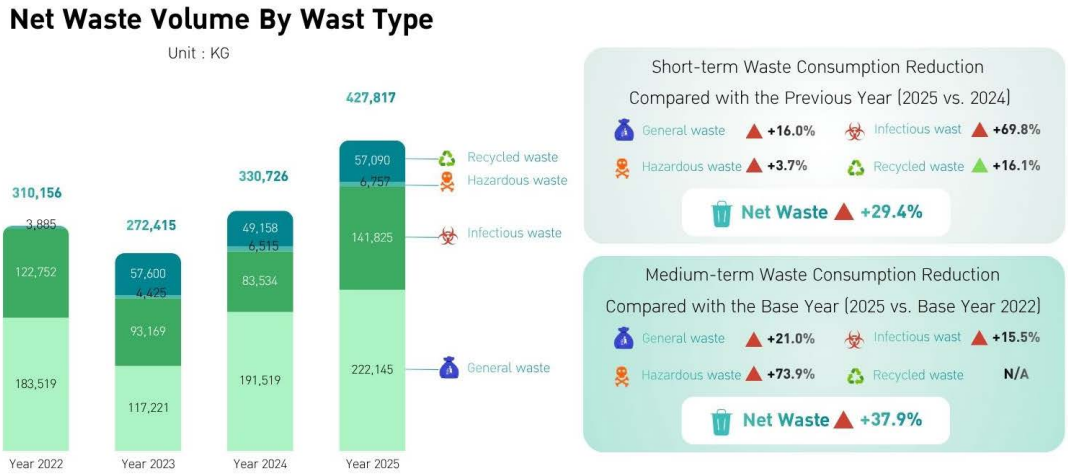
เพื่อสื่อถึง CAT culture

The participation in the Care the Whale project reflects the Company’s commitment to reducing environmental impacts, lowering greenhouse gas emissions, and promoting business operations in line with sustainable development principles.

Waste Management Performance

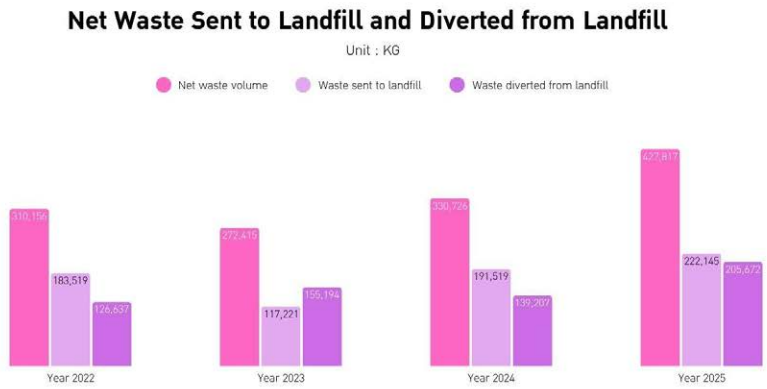


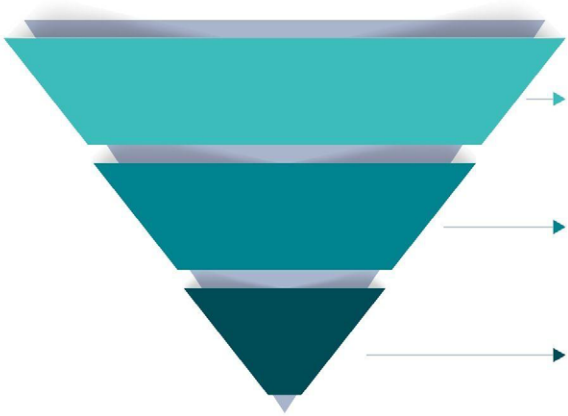
Remark : Waste volume data for Building A, Building B, and the Office Building

Waste volume by type

Item (Unit : Kilogram)	Year 2022 (Baseline Year)	Year 2023	Year 2024	Year 2025
Net waste volume	310,156	272,415	330,726	427,969
Waste sent to landfill				
General waste	183,519	117,221	191,519	222,145
Infectious waste	0	0	0	0
Hazardous waste	0	0	0	0
Recyclable waste	0	0	0	0
Net waste sent to landfill	**183,519**	**117,221**	**191,519**	**222,145**
Waste not sent to landfill				
General waste	0	0	0	0
Infectious waste	122,752	93,169	83,534	141,825
Hazardous waste	3,885	4,425	6,515	6,757
Recyclable waste	0	57,600	49,158	57,242
Net waste not sent to landfill	**126,637**	**155,194**	**139,207**	**205,824**

The net waste volume increased by 37.9 percent compared with the base year, in line with business expansion and the growing number of patients. In particular, infectious waste increased in accordance with the higher number of inpatient (IPD) cases. Nevertheless, the Company was able to increase recycled waste to 57,242 kilograms in 2025, driven by several waste management initiatives that have helped reduce environmental impacts in a tangible manner.

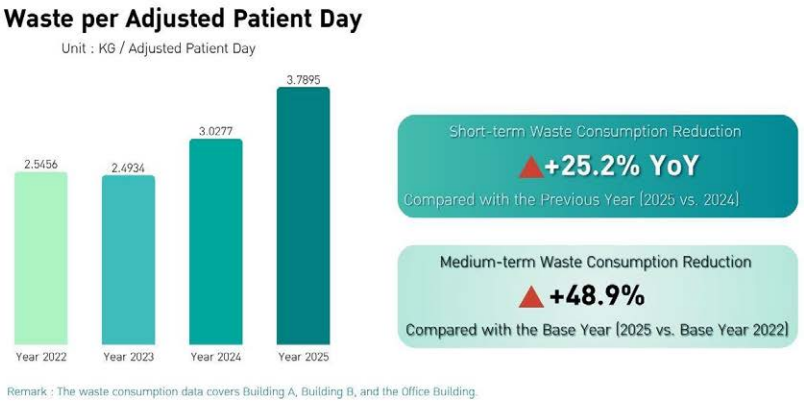




Total waste volume 427,969 KG
(Increase due to the growing number of patients)

48% (205,824 KG)
Waste diverted from landfill
thoruh recycling and other waste management methods

Strive to Zero Waste to Landfill
by 2032 / Recycled waste in 2025 : 57,242 KG



In 2025, compared with 2024, the total waste volume increased by 29.4 percent, waste intensity per total patient day increased by 25.2 percent, and waste intensity per total revenue increased by 13.6 percent.In 2025, compared with the base year 2022, the total waste volume increased by 37.9 percent, waste intensity per total patient day increased by 48.9 percent, and waste intensity per total revenue increased by 7.2 percent. The Company implements systematic waste management to reduce negative environmental impacts, reduce waste generation and greenhouse gas emissions, while promoting sustainable business operations alongside social and environmental responsibility

Waste disposal process by waste type

1. General waste: Managed by the Waste and Sewage Management Office and transported to the landfill in Prawet District.
2. Recyclable waste: Sent to Chaiyacharn Plastic and Recycle Co., Ltd.
3. Infectious waste: Collected and treated by Krungthep Thanakom Co., Ltd. using temperature-controlled four-wheel trucks and disposed of according to infectious waste treatment standards and procedures.

4. Hazardous waste: Collected and treated by Akkhi Prakan Co., Ltd. using four-wheel trucks and disposed of according to hazardous waste treatment standards and procedures.

Waste development and management approaches

1. Increase the value of waste through recycling.
2. Enhance waste management toward Zero Waste to Landfill.
3. Promote waste management based on the 1A3R concept: Avoid, Reduce, Reuse, and Recycle.

Waste development and management approaches

The Company has established a waste management strategy as an important mechanism to enhance operational efficiency and support sustainable development under the ESG framework. The Company aims to achieve "Zero Waste to Landfill" while increasing the value of waste in line with the Circular Economy concept under the 1A3R framework (Avoid, Reduce, Reuse, Recycle).

Key strategies include:

- End-to-End Waste Management covering waste control at the source, effective segregation, standardized collection and transportation, and proper utilization or disposal in accordance with environmental principles.
- Continuous monitoring and analysis of waste management data (Data-Driven Management) to support decision-making and improve operational efficiency.
- Increasing the proportion of recycling and waste utilization to reduce the amount of waste requiring disposal and reduce waste management costs.
- Linking waste management with the reduction of the organization's carbon footprint to support environmental targets under the ESG framework.

These actions are expected to help reduce waste management costs in the long term, improve resource efficiency, strengthen the Company's green corporate image, and create strategic advantages as an organization operating in line with sustainable business principles.

Engagement & Awareness

The Company promotes the participation of employees and all stakeholders in environmental stewardship through various activities and projects on a continuous basis.

Activities	Description	Performance
Old Desk Calendar Donation Project	The Company collected used desk calendars from employees for donation to the Thailand Association of the Blind, where they are repurposed into Braille learning materials for visually impaired students. This initiative helps reduce waste, promotes the efficient reuse of materials, and enhances the Company's corporate image as a contributor to social good.	Promotes efficient resource utilization and creates educational opportunities for visually impaired individuals.
Environmental Training	Training sessions are provided for employees at all levels on waste segregation, energy conservation, and water conservation.	Conducted continuously every year
Plastic Reduction Campaign	The Company promotes the use of lunch boxes, personal cups, and cloth bags in the food center and other areas of the hospital. Personnel are encouraged to use the lunch boxes and cups provided by the Company instead of foam or plastic food containers. This supports the Company's development approach and promotes waste management based on the 1A3R concept: Avoid, Reduce, Reuse, and Recycle, which helps reduce waste and supports long-term environmental conservation.	Employee participation has continued to increase

Based on the above performance, in 2025 the Company had no environmental disputes or complaints related to its business operations. The Company is committed to developing the organization toward becoming a "Green Hospital", with a target to achieve Net Zero by 2050 in alignment with international approaches and standards. Despite pressure from business expansion, the Company has been able to maintain a continuous trend of reducing greenhouse gas emission intensity per revenue (Carbon Intensity per Revenue), reflecting operational efficiency and efficient resource utilization. Going forward, the Company will continue to drive its sustainability strategy under the four key pillars, while expanding collaboration with business partners and stakeholders across all sectors to create a balance between business growth and long-term environmental responsibility.

Waste management: Waste Generation

	2023	2024	2025
Total waste generated (Kilograms)	214,815.00	281,568.00	370,727.00
Total non-hazardous waste (kilograms)	210,390.00	275,053.00	363,970.00
Non-hazardous waste - Landfilling (Kilograms)	117,221.00	191,519.00	222,145.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	93,169.00	83,534.00	141,825.00
Non-hazardous waste – Others (kilograms)	0.00	0.00	0.00
Total hazardous waste (kilograms)	4,425.00	6,515.00	6,757.00
Hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	4,425.00	6,515.00	6,757.00
Hazardous waste – Others (kilograms)	0.00	0.00	0.00

Waste management: Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	57,600.00	49,158.00	57,090.00
Reused/Recycled non-hazardous waste (Kilograms)	57,600.00	49,158.00	57,090.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	57,600.00	49,158.00	57,090.00
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00

Information on greenhouse gas management

Greenhouse gas management plan

The company’s greenhouse gas management plan : Yes

Greenhouse Gas and Environmental Management Guidelines

The company recognizes the role of healthcare facilities in addressing the climate crisis, in line with the resolutions of COP28 and the Paris Agreement, which aim to limit global temperature increase to no more than 1.5 degrees Celsius. Therefore, the company is committed to developing into a "Green Hospital" with 6 aspects of greenhouse gas and environmental management guidelines, as follows:

1. Environmental Impact Assessment and Risk Management. Analyzing and controlling risks from the company's operations that may affect the environment and surrounding communities, including preparing for natural disasters caused by climate change, to continuously maintain patient care safety standards.
2. Environmental-friendly process and operational management, focusing on managing wastewater treatment systems to high standards and managing various types of waste, especially "infectious waste management" in a sanitary manner, to prevent the spread of pathogens and reduce impacts on the ecosystem.
3. Efficient energy consumption. As hospital businesses require 24-hour energy use, the company focuses on installing energy-saving technologies such as high-efficiency air conditioning systems (Chiller plant), switching to LED lighting throughout the building, and considering the use of clean energy such as Solar Rooftop to reduce greenhouse gas emissions from electricity consumption.
4. Promotion of circular economy, managing resources according to circular economy principles by reducing the use of single-use plastics in food courts and pharmacies, as well as selecting suppliers who prioritize environmentally friendly products and services.
5. Awareness Building and Participation. Promoting a green organizational culture, instilling in personnel at all levels an awareness of proper waste segregation and efficient use of water and paper resources, to foster participation in reducing the organization's carbon footprint.

6. Monitoring and Reporting. Preparing the organization's greenhouse gas inventory (Carbon Footprint for Organization) to systematically assess greenhouse gas emissions and transparently disclose information in annual reports, demonstrating a commitment to sustainable global responsibility.

Reference link for company's greenhouse gas management plan : https://investor.praram9.com/storage/sustainability-management/pdf/20240517-pr9-environmental-policy.pdf

Page number of the reference link : 6

Compliance with principles and standards for greenhouse gas or climate change management

Principles and standards for greenhouse gas or climate change management : Thailand Greenhouse Gas Management Organization (TGO)

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets, Setting other greenhouse gas reduction targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2022 : Greenhouse gas emissions 6,351.00 tCO_2e	2023 : Reduced by 0.5% in comparison to the base year	2065 : Reduced by 100% in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-2	2022 : Greenhouse gas emissions 6,351.00 tCO_2e	2050 : Reduced by 50%	None

Setting other greenhouse gas reduction targets

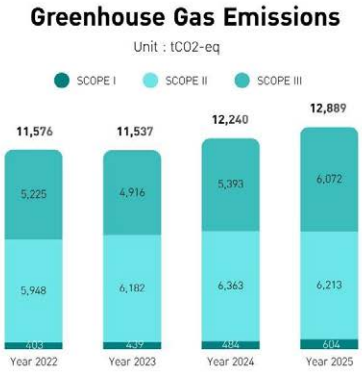
Details of setting other greenhouse gas reduction targets

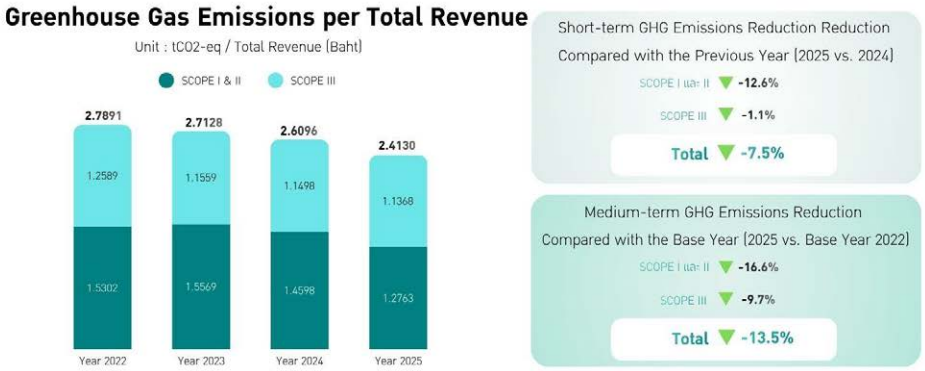
Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-2	2022 : Greenhouse gas emissions 6,351.00 tCO_2e	2023 : Reduced by 0.5% in comparison to the base year	2028 : Reduced by 5% in comparison to the base year
Scope 1-3	2022 : Greenhouse gas emissions 11,576.00 tCO_2e	2023 : Reduced by 0.5% in comparison to the base year	2028 : Reduced by 5% in comparison to the base year

Performance and outcomes of greenhouse gas management

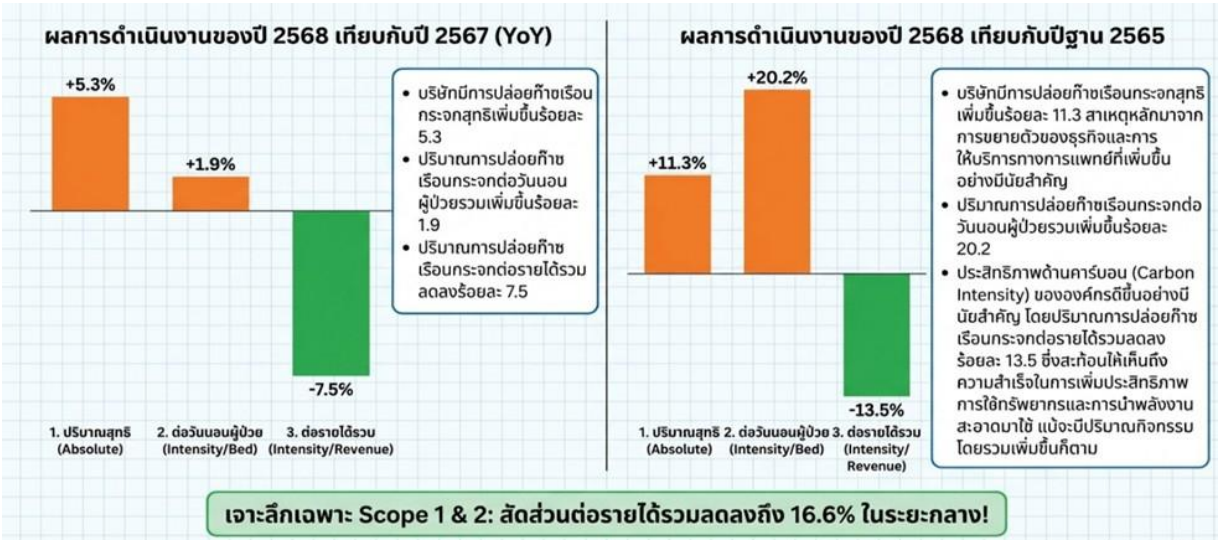
Performance and outcomes of greenhouse gas management : Yes

Performance in reducing greenhouse gas emissions





In measuring greenhouse gas (GHG) emissions, the Company has designated 2022 as the base year for the calculation and disclosure of GHG emissions, covering three operational buildings: Building A, Building B, and the Office Building. Emissions are calculated using three approaches: Absolute Emissions, GHG emissions per patient day based on the Economic Intensity Approach, and, newly introduced this year, GHG emissions per total revenue as an additional disclosure metric to further align with international standards such as the Global Reporting Initiative (GRI). The Company's GHG emissions calculations have been verified by the Thailand Greenhouse Gas Management Organization (Public Organization) for the fourth consecutive year (since 2022). The Company has established both short- and long-term targets through climate change strategies aligned with the Task Force on Climate-related Financial Disclosures (TCFD), integrating the results of climate-related risk and opportunity assessments into governance, strategic planning, and climate action plans to enable timely adaptation and support long-term sustainability.



Carbon Intensity per Patient Bed Day

The indicator of greenhouse gas (GHG) emissions per patient bed day reflects the energy intensity directly associated with the provision of medical services. This includes hospital operations such as air-conditioning systems, air quality control systems, medical equipment, operating rooms, intensive care units (ICU), and other medical support systems.

Performance in 2025

In 2025, GHG emissions per patient bed day increased by 1.9 percent compared with 2024 and by 20.2 percent compared with the 2022 base year. The increase was primarily attributable to the hospital's continued development and enhancement of medical capabilities to support more complex treatments, including:

- the use of advanced medical technologies
- the expansion of specialized medical services
- the implementation of high-standard environmental control systems within hospital facilities

These factors have resulted in higher energy consumption per service unit, which is typical for hospitals undergoing continuous advancement in medical capabilities. Nevertheless, the increase in this indicator reflects improvements in the quality of medical treatment and healthcare services rather than inefficient resource utilization.

Carbon Intensity per Revenue

Performance in 2025 shows that GHG emissions per total revenue decreased significantly, declining by 7.5 percent compared with 2024 and 13.5 percent compared with the 2022 base year. This indicates that the organization was able to generate revenue at a rate higher than the increase in greenhouse gas emissions.

This trend reflects

- improved energy and resource efficiency
- the adoption of medical technologies and innovations to enhance operational processes
- the development of high-value healthcare services

The results demonstrate the organization's success in improving operational efficiency and signal a positive trend toward decoupling, where economic growth is increasingly separated from resource consumption and greenhouse gas emissions. This is considered one of the key indicators for assessing environmental performance under international standards.

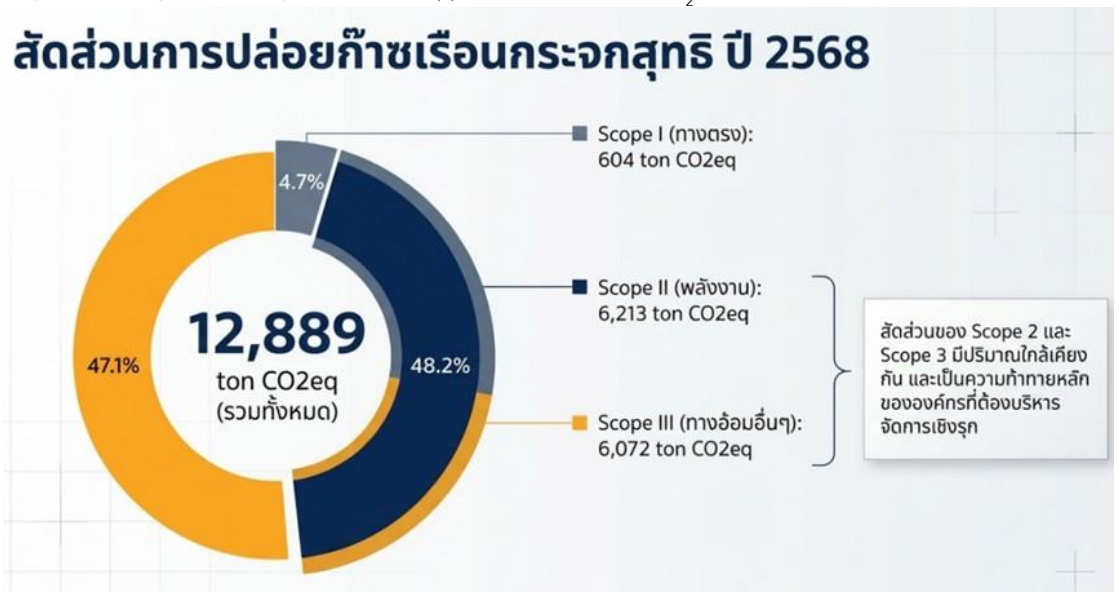
The Company's Greenhouse Gas Emissions Structure

In 2025, the company's greenhouse gas emissions were categorized as follows:

- Scope 1 (Direct emissions from organizational activities): 604 tCO_2e

- Scope 2 (Indirect emissions from purchased electricity): 6,213 tCO_2e
- Scope 3 (Other indirect emissions across the value chain): 6,072 tCO_2e

Total organizational greenhouse gas emissions: approximately 12,889 tCO_2e



This emissions structure reflects the nature of hospital operations, which require a high level of electricity consumption to support medical systems and building infrastructure on a 24-hour basis. The Company therefore places strong emphasis on improving energy efficiency, adopting energy-efficient medical technologies, and continuously implementing measures to reduce greenhouse gas emissions.

Scope 3 Greenhouse Gas Emissions by Category (tCO_2-eq)

Category		Year 2022 (Base Year)	Year 2023	Year 2024	Year 2025
1.	Purchase of goods and services	1,035.42	1,030.91	1,036.05	1,090.76
2.	Capital goods	Not significant	Not significant	Not significant	Not significant
3.	Fuel and energy-related activities	1,197.33	1,243.89	1,284.00	1,089.75
4.	Upstream transportation and distribution	Not significant	Not significant	Not significant	Not significant
5.	Waste generated from operations	717.43	272.79	643.58	623.33
6.	Business travel	Not significant	Not significant	Not significant	Not significant
7.	Employee commuting	Not significant	Not significant	Not significant	Not significant
8.	Upstream leased assets	Not significant	Not significant	Not significant	Not significant
9.	Downstream transportation and distribution	2,261.94	2,325.94	2,417.73	3,256.93
10.	Processing of sold products	Not applicable	Not applicable	Not applicable	Not applicable
11.	Use of sold products	Not significant	Not significant	Not significant	Not significant
12.	End-of-life treatment of sold products	12.13	42.23	10.87	10.62
13.	Downstream leased assets	Not significant	Not significant	Not significant	Not significant
14.	Franchises	Not applicable	Not applicable	Not applicable	Not applicable
15.	Investments	Not significant	Not significant	Not significant	Not significant

Remark : The Company conducted a materiality assessment and determined that the items indicated as “Not Material” in the table fall outside the scope of core operational activities or represent an insignificant proportion of the Company’s overall business impact. The reporting boundary is reviewed annually to ensure that the disclosed information accurately reflects international standards and the Company’s evolving operational context.

The Company recognizes the challenge posed by the increase in Scope 3 greenhouse gas emissions, particularly in the category of Downstream Transportation and Distribution (Category 9), which increased by 44.0 percent in 2025 compared with the base year.

The increase was primarily driven by the expansion of the hospital's medical services, resulting in higher volumes of transportation of pharmaceuticals, medical equipment, and healthcare products to end patients. In addition, the increase in the number of international patients has contributed to greater logistics and transportation activities in line with business growth. To address this challenge, the Company plans to initiate a Low-Carbon Supply Chain project in collaboration with its Tier-1 suppliers starting from 2026 onward. The project aims to establish joint approaches to reducing greenhouse gas emissions across the supply chain, as well as to promote Green Procurement practices. In terms of supplier management, the Company has established quantitative indicators under its Green Procurement Policy. In 2025, the Company set a target for Tier-1 suppliers to undergo ESG assessments in order to promote environmental, social, and governance standards across the supply chain. This approach reflects the Company's commitment to expanding carbon management from internal operations to value chain decarbonization, which is a key pathway for reducing greenhouse gas emissions in line with

Air Pollutant Type (Unit: Kilograms)	Year 2022	Year 2023	Year 2024	Year 2025
Nitrogen Oxides (NOx)	250	300	275	825
Sulfur Oxides (SOx)	0	0	0	0
Volatile Organic Compounds (VOCs)	0	0	0	0

The Company conducted the assessment in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (TGO), and the data was verified by NPC Safety and Environmental Service Co., Ltd.

In addition, the Company has begun studying the implementation of Internal Carbon Pricing, set at Baht 450 per ton of carbon dioxide equivalent (tCO_2e), as a tool to evaluate the economic feasibility of energy investments and greenhouse gas emissions reduction projects, as well as to support risk analysis under the TCFD framework. The reference price is based on the average trading price in Thailand's voluntary carbon credit market (T-VER) in 2024, which

has increased in response to growing private sector demand for achieving carbon neutrality targets. In 2024, the price range was Baht 400–600 per tCO_2e. This mechanism will serve as one of the approaches for assessing the viability of investments in green technologies and preparing for potential future carbon tax policies.

The Company is also studying the procurement of carbon credits to offset greenhouse gas emissions that cannot currently be reduced through existing technologies (residual emissions). However, the Company continues to prioritize direct emissions reduction at the source as its primary approach.

As a result of implementing these approaches, the Company had no environmental disputes or complaints in the past year. **Projects Supporting the Net Zero Goal** The Company and Siam Commercial Bank have announced an important collaboration to develop financial products that support businesses focused on sustainability. Praram 9 Hospital is the first private hospital to participate in the "Sustainability Deposit" program, which aligns with business practices that emphasize Environmental, Social, and Governance (ESG) principles. This collaboration is consistent with the Company's sustainable business policy framework, which emphasizes social and environmental responsibility alongside the continuous enhancement of high-quality and efficient medical services. The Company remains committed to creating value for all stakeholders while playing an important role in driving positive change for society and the environment in the future.

Greenhouse gas management : Corporate greenhouse gas emission

	2023	2024	2025
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	11,537.00	12,240.00	12,889.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	439.00	484.00	604.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	6,182.00	6,363.00	6,213.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	4,916.00	5,393.00	6,072.00

Greenhouse gas management: Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : NPC Safety and Environmental Service Company Limited

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Pollution Management

Currently, PM2.5 fine particulate matter remains a significant environmental issue affecting public health. The Company recognizes the importance of this issue and has therefore continuously implemented pollution reduction

measures, including the development of various initiatives to improve indoor air quality. The Company has upgraded its ventilation system by installing Pre Air Units (PAU), which reduce humidity and filter dust particles before air enters the building. The system is equipped with high-efficiency air filters capable of effectively removing PM2.5 particulate matter, and the system is regularly maintained. In addition, when renovating existing areas or buildings, the Company places particular emphasis on design and preventive measures to control PM2.5 dust pollution, in order to create a safe environment for patients, personnel, and visitors.

Promotion of Sustainable Resource Utilization

The Company has established policies, targets, and measures for pollution reduction, while continuously monitoring performance to ensure effective environmental resource management. In addition, the Company promotes sustainable resource use by setting a short-term target to implement at least one clean energy or renewable energy project per year. These initiatives cover renewable energy use, reduction of resource consumption, and improvement of resource efficiency to maximize benefits. All projects are proposed to management for consideration and approval prior to implementation in order to enhance energy efficiency, reduce environmental impacts, and support the organization's sustainable development.

Renewable Energy Projects

The Company has continuously installed solar power generation systems (Solar Cell), with installation capacity expanded each year to promote the use of clean energy and support environmental conservation. This initiative forms part of the Company's approach to promoting sustainable resource use and is aligned with the Company's pollution management policy, with the aim of reducing environmental impacts and strengthening long-term energy balance.

Installed Capacity of Solar Power Generation Systems (Solar Cell) within Hospital Buildings

Solar Cell (Unit: Kilowatt)	Year 2022	Year 2023	Year 2024	Year 2025
Office Building (Office)	0.80	9.00	34.80	-
Building A Parking Area	-	-	14.60	-
Wastewater Treatment Pond	-	-	-	20.74
Building C	-	-	-	80 .00

Remark: The symbol "–" in the table indicates that the system had not yet been installed in that particular year.

Renewable Energy Consumption from Solar Power

In 2025, the Company utilized a total of 64,416.76 kilowatt-hours (kWh) of renewable energy generated from solar power systems. This increased from 13,792.70 kilowatt-hours (kWh) in 2024, representing an increase of 367 percent, and accounted for 0.49 percent of the hospital's total electricity consumption. This reflects the Company's commitment to increasing the share of clean energy and reducing reliance on fossil fuel-based energy within the hospital. The Company has therefore set a target to further expand the installation of renewable energy systems in order to increase the share of clean energy to more than 1 percent of total electricity consumption within the healthcare facility by 2028. This initiative is aligned with the Company's Facility Management and Safety (FMS) plan to systematically reduce greenhouse gas emissions and strengthen energy sustainability in accordance with JCI standards, particularly in relation to environmental management within the constraints of installation space within the hospital.

This approach forms part of the Company's strategy for effective energy management and greenhouse gas emission reduction, which is aligned with the Company's sustainable business development goals toward becoming a Low-Carbon Healthcare Organization and systematically reducing environmental impacts.

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact ((cases))	0	0	0

3.5 Social sustainability management

3.5.1 Social policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee rights, Migrant/foreign labor, Child labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

Commitment and Management Approach

The Company is committed to conducting its business in a manner that creates positive change for society. The Company aims to promote sustainable well-being in a balanced manner across all contexts, which represents a core mission of the organization in delivering healthcare services and genuinely improving people's quality of life. The Company conveys this commitment through four material issues: 1) Respect for Human Rights and Labor Practices 2) Talent Attraction and Retention 3) Customer Responsibility 4) Contributing to Community and Social Well-Being

In addition, the Company places importance on promoting Inside-Out Value Creation, beginning with strengthening employee capabilities through the development of knowledge and skills, together with fostering a culture of safety and employee health and well-being. The Company also promotes career development pathways and strengthens employee engagement in order to support the delivery of Service Excellence, both through the development of specialized medical centers and the expansion of access to Digital Health services. At the same time, the Company aims to extend its impact to society by improving the quality of life of vulnerable groups, developing healthcare service innovations, and sharing knowledge to promote the well-being of people in society. These efforts contribute to the creation of Shared Value between the organization and stakeholders across all sectors, thereby supporting sustainable growth. To achieve this mission, the Company has conducted an assessment of business risks and opportunities, taking into consideration the operational context and strategic direction of the Company, as well as the expectations of stakeholders, the public, and surrounding communities.

Scan the QR Code to access the full Human Rights policy.

Social Strategies (4 Aspects)	Associated Risks and Opportunities (The "Why")	Strategic Approach (The "How")	Examples of Implemented Activities (Strategic Responses)
1. Respect for Human Rights and Labor Practices	Risk: Violations of rights and lack of transparency in the medical supply chain Opportunity: Establishing governance standards recognized at the international level	Emphasizing the principle of Zero Discrimination and providing safe grievance mechanisms	● Business Code of Conduct and Supplier Code of Conduct: Establishment and implementation of the Business Code of Conduct and Supplier Code of Conduct to promote cooperation and strict adherence to ethical practices, along with annual human rights assessments of suppliers. ● Fair Recruitment and Promotion Policy Safe Grievance Mechanism: Establishment of a Whistleblowing channel with whistleblower protection processes in accordance with international standards.
2. Talent Attraction and Retention	Risk: Shortage of specialized personnel Opportunity: Becoming an "Employer of Choice"	Developing employee skills, fostering a culture of safety, supporting career growth, and strengthening employee engagement	● Praram 9 Academy: A simulation-based training center designed to enhance specialized skills. ● Holistic Employee Well-Being Program: Provision of annual in-depth health check-ups and mental health promotion activities to help reduce work-related stress.
3. Customer Responsibility	Risk: Patient safety and cybersecurity threats Opportunity: Healthcare service innovation and Digital Health	Developing specialized medical centers and enhancing services through digital technologies and Artificial Intelligence (AI)	● Integrated Digital Hospital: Development of an application to enable a seamless healthcare journey, from appointment scheduling to accessing health check-up results. ● Centers of Medical Excellence: Development of a Comprehensive Kidney Center and other specialized disease centers accredited to international standards to ensure the safest treatment outcomes.

4. Contributing to Community and Social Well-Being	Risk: Inequality in access to the healthcare system Opportunity: Creating Shared Value and strengthening the Company's corporate image	Expanding access to public healthcare services for all groups of people in Thailand	• Health Literacy Programs: Online seminars delivered by specialist physicians via Facebook Live to provide knowledge on complex diseases to the public free of charge. • Neighborhood Wellness Program: Community health promotion through proactive health screening services and the establishment of first aid units at community events in the Huai Khwang and Rama 9 areas.

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, The OECD Guidelines for Multinational Enterprises, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year : No

Changes in social and human rights policies, guidelines, and/or goals : Employee rights, Migrant/foreign labor, Child labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

None

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

Human Rights Due Diligence (HRDD) and Safety Risk Assessment

The Company conducts Human Rights Due Diligence (HRDD), covering 100 percent of its business activities, stakeholder groups, and key suppliers. The process provides opportunities for participation from personnel at all levels, ranging from executives to operational employees, as well as vulnerable groups such as women and persons with disabilities to share their perspectives. Through this due diligence process, the Company identifies potential human rights risks and establishes appropriate mitigation measures. The scope of assessment is also extended to key business partners, including Critical Tier 1 and Critical Non-Tier 1 suppliers, in order to identify and manage potential risks that may affect the health and well-being of employees and service recipients. These efforts are implemented alongside

systematic occupational health, safety, and working environment management to prevent potential impacts on employees, service recipients, and stakeholders throughout the business value chain. The assessment covers personnel at all levels, from executives to operational staff, including vulnerable groups such as women and persons with disabilities. The Company also implements appropriate mitigation measures and extends the HRDD process to key suppliers in the Critical Tier 1 and Critical Non-Tier 1 groups to identify and manage potential human rights risks. This process helps ensure that the Company's business operations comply with ethical principles and promote the well-being of all stakeholders. One hundred percent of suppliers in the Critical Tier 1 group and one hundred percent of suppliers in the Critical Non-Tier 1 group have undergone Human Rights Due Diligence (HRDD).

The Company implements an internal Human Rights Due Diligence (HRDD) process that covers personnel at all levels as follows:

1. Executive Level: Governance and Policy Foundation
- Strategic Assessment by Executives: Senior management is responsible for identifying structural risks that may affect human rights and occupational health. These include risks related to fair procurement policies, the establishment of systems to prevent workplace harassment, and the allocation of budgets to improve the physical working environment in accordance with international safety standards.
- Safety Leadership: Executives serve as role models in promoting a culture of safety and integrate safety considerations into the organization's Key Performance Indicators (KPIs). This reflects the highest level of responsibility for the welfare and well-being of all employees.

2. Employee Level: Operational Assessment and Active Participation
- Task-based Risk Assessment: Employees across all departments, including both medical and support functions, participate in identifying operational risks encountered in their daily work. Examples include exposure to bodily fluids, physical or verbal threats from service recipients, and risks associated with the use of medical equipment.
- Workplace Environment Survey: The Company conducts assessments of employees' mental health and well-being to prevent risks associated with overwork or burnout, which may affect the quality of healthcare services and patient safety.

3. Monitoring and Mitigation Process
- Comprehensive Due Diligence Review: Assessment results are reviewed regularly, incorporating information obtained through grievance channels and internal audits. These insights are analyzed to determine corrective and preventive measures aimed at preventing the recurrence of risks.
- Communication and Training: Risk management guidelines are communicated to employees at all levels to ensure understanding and enable timely responses to unsafe situations or potential human rights violations.

Human Rights Due Diligence (HRDD)

The Company places importance on respecting human rights throughout its value chain by conducting Human Rights Due Diligence (HRDD) to assess actual impacts and identify potential risks that may arise in the future. The Human Resources Department serves as the central coordinating unit, working in collaboration with a multidisciplinary assessment team, including occupational safety officers, the Business Development Department, and the Engineering Department, to evaluate risks across all stakeholder groups.

No.	Stakeholder Groups / Related Business Activities	Primary Assessor / Reviewer	Assessment Period		
			Before the Activity	During the Activity	Annually
1.	Migrant Workers	Human Resources Department / Occupational Safety Officer	/	/	/
2.	Contract Labor	Contract Labor / Occupational Safety Officer			/
3.	Business Partners	Business Development Department	/	/	/
4.	Full-time Employees	Employees / Occupational Safety Officer			/
5.	Part-time Employees	Employees/Professional Safety Officers*			/
6.	Employees of Subcontractor Companies Working in the Hospital (Outsource)	Outsource / Human Resources Department / Occupational Safety Officer			/
7.	Customers	Service Recipients			/

Internal Human Rights Due Diligence Process

No.	HRDD Process	Approach
1.	Assess actual and potential human rights impacts	● The Quality Department reviews the results from HRDD and past human rights violation incidents. Actual or potential human rights impacts are assessed and reported to the Enterprise Risk Management Committee.
2.	Integrate findings and take action to prevent or mitigate impacts	● The Enterprise Risk Management Committee reviews and analyzes the root causes of issues and develops prevention or mitigation plans. ● The outcomes are documented in reports, operational guidelines, or formal announcements and submitted to management for approval.
3.	Track the effectiveness of the Company's responses to impacts	● The Quality Department monitors whether responsible parties effectively manage the identified impacts.
4.	Communicate procedures and outcomes of impact management to executives, employees, and relevant stakeholders	● The Quality Department prepares reports and improvement plans for submission to the Enterprise Risk Management Committee and communicates impacts, actions taken, and monitoring results to executives, employees, and relevant stakeholders.
5.	Establish remediation or compensation processes for human rights impacts caused by the Company	● Hospital management provides initial assistance. ● The Risk Management Department investigates the facts involving relevant parties and submits the case to the Company's Ethics Committee, which consists of senior executives from all departments and the Company's legal counsel, to determine appropriate assistance and conclude remediation measures. ● The results are then submitted to the Board of Directors for consideration and approval of the relevant human rights risk management actions.

Human Rights Due Diligence (HRDD) Goals and Performance

Operational Targets

1) Process
- 100 percent of business activities, internal departments, stakeholder groups, and key business partners (Critical Tier 1 and Critical Non-Tier 1) are subject to annual human rights risk and impact assessments.

2) Mitigation and Remediation
- 100 percent of identified risk issues must have preventive and mitigation measures in place.
- 100 percent of issues with actual or potential impacts must have remediation mechanisms that are accessible, transparent, and accountable.

3) Outcome
- No significant human rights violation incidents.
- 100 percent of complaints related to human rights and discrimination are investigated and resolved within the specified timeframe.

4) Awareness
- 100 percent of full-time employees receive training on human rights and non-discrimination at least once per year.
- 100 percent of key business partners are informed of the Company's human rights policies and requirements.

Performance Result in 2025

1) Human Rights Due Diligence (HRDD)

The Company conducted human rights risk and impact assessments covering 100 percent of the following:

- All business activities
- Key stakeholder groups
- 30 Critical Tier 1 suppliers
- 30 Critical Non-Tier 1 suppliers

2) Risk Management and Remediation

- The assessment identified no salient human rights risks or serious violations within the supply chain.
- For any identified risk issues, mitigation measures and remediation mechanisms are implemented in accordance with established standards.

3) Incidents

- No confirmed complaints related to significant human rights violations or discrimination were reported during the reporting year.
- All complaints (if any) were reviewed and addressed in accordance with the established procedures.

4) Awareness and Training

- 100 percent of employees received training on human rights, safety, and occupational health.
- The Company continuously communicates its human rights policy to key business partners to enhance operational standards across the value chain.

HRDD Process in the Supply Chain:

The Company has established a human rights due diligence process within its supply chain, focusing on Critical Tier 1 and Critical Non-Tier 1 suppliers through the following four operational steps:

1. Identification: The Company identifies critical suppliers by considering procurement volume, geographic risk exposure, and industry-related risks. These include suppliers such as manufacturers of labor-intensive medical supplies, as well as service providers for cleaning and security, which may present potential labor and human rights risks.
2. ESG and Human Rights Self-Assessment: Suppliers are required to complete ESG assessments, including labor and human rights aspects. Key topics include child labor and forced labor, payment of legally required minimum wages, working hours, occupational health and safety and working conditions, and non-discrimination.
3. In-depth Audit: For suppliers identified as high risk, the Company conducts on-site audits at their business premises to verify compliance with the Supplier Code of Conduct.
4. Mitigation Plan: In cases where risks are identified, the Company works with suppliers to develop a Corrective Action Plan (CAP), with defined timelines and systematic follow-up until the issues are fully resolved.

Performance Results in 2025

The Company conducted human rights risk assessments covering a total of 60 critical suppliers, comprising:

- 30 Critical Tier 1 suppliers, representing 100 percent of suppliers in this category; and
- 30 Critical Non-Tier 1 suppliers, representing 100 percent of suppliers in this category.

In 2025, the Company conducted on site audits at the operational facilities of two key suppliers, namely Thai Otsuka Pharmaceutical Co., Ltd. and Master Laundry Co., Ltd. The audit results indicated that both suppliers met the evaluation criteria in all aspects, demonstrating excellent environmental and safety management practices, and no risks or human rights violations were identified. This process was conducted to confirm compliance with the Supplier Code of Conduct.

- Thai Otsuka Pharmaceutical Co., Ltd. passed the assessment in all areas. The company maintains internationally recognized quality control systems, appropriate storage of raw materials and finished products, and strong environmental and safety management practices. No human rights risks or violations were identified.

- Master Laundry Co., Ltd. passed the assessment in all areas. The company operates standardized service procedures, maintains hygienic working practices among employees, and appropriately manages waste and wastewater generated from its laundry processes. No human rights risks or violations were identified.

No severe human rights violations were identified within the supply chain.

No salient human rights issues were identified. However, the Company continues to document observations and improvement points, where applicable, and follows up on the completion of corrective actions within the specified timeframe. These measures support the management of reputational risk and help maintain transparent healthcare service standards.

The above performance results reflect the effectiveness of the Company's due diligence process, enabling the Company to effectively manage reputational risks while maintaining transparent and responsible healthcare service standards. Based on the comprehensive human rights risk assessment conducted in 2025, no salient human rights risks were identified for the Company or its business partners. Although no severe cases were identified, the Company continues to document observations and areas for improvement, where applicable, and follows up on the completion of corrective action plans within the specified timeframe.

The Company remains committed to preventive measures and preparedness through its Remediation Mechanism in the event that unintended human rights impacts occur. The Company has established a remediation and management process to ensure that affected individuals receive fair and attentive support. The operational framework is outlined as follows:

Grievance Channel

Employees, suppliers, and external parties may submit complaints at any time through several channels, including the Contact Center hotline at 1270, email at procurement@praram9.com, and an online complaint form. The Company provides whistleblower protection under a non retaliation policy, and complainants may choose to submit reports anonymously. All complaints will be acknowledged within 5 business days and investigated, with the results communicated within 30 days.

Remediation Process

In the event of an incident that unintentionally affects human rights, the Risk Management Department will conduct a fact finding investigation and present the findings to the Ethics Committee to determine appropriate remediation measures. The proposed measures will then be submitted to the Board of Directors for approval to ensure that assistance is provided in a fair and transparent manner. The remediation process covers the following steps. Immediate Assistance: Senior management will promptly intervene to address the situation and provide immediate support to affected individuals to mitigate impacts. o Fact-Finding Investigation: The Risk Management Department conducts a transparent investigation of the incident and submits the findings to the Ethics Committee, which consists of senior executives from all functions and the Company's legal counsel. o Approval and Monitoring: The Ethics Committee determines appropriate remediation measures and submits them to the Board of Directors for approval. The implementation will then be monitored, and relevant information may be disclosed publicly where appropriate to ensure that affected individuals receive fair and attentive treatment.

3.5.2 Social operating results

Information on employees and labor

Employees and labor management plan

The company's employee and labor management plan :	Yes
Employee and labor management plan implemented by the Company in the past year :	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work

Human Resources Responsibility

The Company believes that its personnel are the core of delivering excellence in medical services. Therefore, the Company emphasizes systematic human resource management in accordance with international standards to create a working environment that is safe, equitable, and supportive of continuous learning. The Company recognizes that human resources are the most critical strategic factor for the Company's long-term success in combining medical excellence with a human touch in service delivery. The Company therefore places strong importance on systematic Human Capital Management, covering recruitment and selection, capability development and capacity building, fair compensation management, employee well-being, as well as the creation of a safe working environment that respects human dignity. The Board of Directors oversees the strategic direction and policies related to human resources to ensure that workforce management aligns with the business strategy and that human capital risks are integrated into the Company's Enterprise Risk Management (ERM) framework. This includes consideration of trends in the highly competitive and rapidly evolving healthcare industry, including demographic shifts, shortages of medical professionals, and the expectations of the new generation of employees. The Company is committed to operating in accordance with human rights principles and fair labor practices under Thai law and international standards, in alignment with the United Nations Guiding Principles on Business and Human Rights (UNGP). The Company integrates Human Rights Due Diligence (HRDD) into its human resource management processes through four steps: risk identification, self-assessment, in-depth review, and mitigation planning. These processes aim to prevent and address potential human rights risks both within the Company and throughout the value chain, with the objective of achieving Zero Human Rights Violations. In 2025, the Company conducted a comprehensive organization-wide human rights risk assessment. The results indicated that the Company did not have any salient human rights issues. However, as part of proactive risk management and to further strengthen stakeholder protection, the Company continues to document observations and identify human rights risks that require monitoring, such as risks related to health data privacy. For these monitoring areas, the Company has established systematic preventive and mitigation measures, along with measurable indicators to track performance and link them to the Company's sustainability performance, ensuring that such issues do not develop into significant risks in the future. The Company believes that continuous investment in human capital is a fundamental foundation for service quality, organizational competitiveness, and the creation of sustainable value for all stakeholders.

Scan the QR Code to access the full Corporate Governance policy.

Setting employee and labor management goals

Does the company set employee and labor management goals :	Yes

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Average training hours not less than 40 hours per person	-	2028: Average training hours: a minimum of 30 hours per person.
• Promoting employee relations and participation	Employee engagement rate not less than 80 percent.	-	2028: Employee engagement rate not less than 80 percent.
• Others : Resignation Rate	Turnover rate less than 9 percent	-	2028: Turnover rate less than 10 percent
• Safety and occupational health at work	Lost Time Injury Frequency Rate (LTIFR) is zero.	-	2025: Lost Time Injury Frequency Rate (LTIFR) is zero.
• Safety and occupational health at work	One hundred percent of permanent employees completed training in safety, occupational health, and human rights.	-	2026: One hundred percent of permanent employees completed training in safety, occupational health, and human rights.

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

Performance in 2025

- Lost Time Injury Frequency Rate (LTIFR): 0.28 percent
- 100 percent of permanent employees completed training on safety, occupational health, and human rights
- Average training hours: 87.67 hours per employee per year
- Employee engagement rate: 79.25 percent
- Total employee turnover rate: 9.21 percent

1.Implementation of the Strategy

Employee and Labor Management Plan

As of 31 December 2025, the Company had a total of 1,693 employees. The Company's workforce structure primarily consists of medical and nursing personnel, who represent the majority of total employees. Support and administrative personnel also play an important role in supporting operational efficiency in areas such as operational systems, information technology, management, and governance. This ensures that medical services are delivered in accordance with standards of quality, safety, and professional ethics. In terms of age structure, employees are appropriately distributed across age groups, with the 30–50 age group serving as the core workforce of the organization.

This age group represents a stage characterized by experience, expertise, and the potential for further knowledge development. The Company has established Strategic Workforce Planning to address risks related to shortages of medical personnel, the aging society trend, as well as future expansion of medical services and investments in new technologies. The Company regularly monitors, analyzes, and reviews its workforce structure to ensure alignment with

the Company's strategic plan, business growth, and Workforce Sustainability objectives. The Company aims to maintain a balance between operational efficiency, employee engagement, and long-term competitiveness[R.

All employee data (excluding doctors)

Group		Year 2022	Year 2023	Year 2024	Year 2025
Gender	Male	237	250	264	268
	Female	1,145	1,274	1,315	1,376
Age	Under 30 years	518	577	535	503
	30 - 50 years	685	761	858	948
	Over 50 Year	179	186	186	193
Nationality	Thai	1,362	1,500	1,558	1,622
	Foreigners	20	24	21	22
Other Groups	Disabled	1	1	1	1
Type of Employment Contract	Unlimited	1,620	1,748	1,758	1,651
	Fixed Term	54	42	45	42

New Employee Data (excluding doctors)

Group		Year 2022	Year 2023	Year 2024	Year 2025
Gender	Male	34	43	32	30
	Female	269	292	190	208
Age	Under 30 years	224	248	140	139
	30 - 50 years	75	84	81	98
	Over 50 Year	4	3	1	1
Nationality	Thai	290	335	220	234
	Foreigners	13	0	2	4
Other Groups	Disabled	0	0	0	0
Type of Employment Contract	Unlimited	20	24	15	10
	Fixed Term	1	6	5	1

Information on employees who have resigned voluntarily (excluding doctors)

Group		Year 2022	Year 2023	Year 2024	Year 2025
Gender	Male	17	25	16	16
	Female	155	113	140	132
Age	Under 30 years	86	79	89	78
	30 - 50 years	79	56	58	63
	Over 50 Year	7	3	9	7
Nationality	Thai	168	135	154	146
	Foreigners	4	3	2	2
Other Groups	Disabled	0	0	0	0
Type of Employment Contract	Unlimited	172	135	156	148
	Fixed Term	0	3	0	0

Company personnel categorized by department as of 31 December as follows:

Line of Work	Year 2023				Year 2024				Year 2025			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
Full-Time Doctor	62	2.8	72	3.3	66	3.1	70	3.3	62	2.7	74	3.2
Part-Time Doctor	249	11.3	241	10.9	175	8.3	157	7.4	247	10.7	197	8.5
Consultant Doctor	36	1.6	21	1.0	44	2.1	26	1.2	48	2.1	38	1.6
Nurse	14	0.6	412	18.6	16	0.7	428	20.2	28	1..2	444	19.2
Other Medical Personnel[1]	114	5.2	596	27.0	117	5.5	611	28.9	128	5.5	626	27.1
Other Departments[2]	123	5.6	268	12.1	131	6.2	276	13.1	153	6.6	265	11.5
Total	**598**	**27.1**	**1,610**	**72.9**	**549**	**25.9**	**1,568**	**74.1**	**666**	**28.8**	**1,644**	**71.2**
Total employees	**2,208**				**2,117**				**2,310**			

Remark : (1) Healthcare professionals include other medical service divisions such as pharmacists, radiologic technologists, nutritionists, and physical therapists

The Company's personnel, categorized by age as of 31 December, are as follows:

Age	Year 2023				Year 2024				Year 2025			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
Under 30 years	57	3.7	520	34.1	59	3.7	476	30.2	57	3.5	446	27.1
30 - 50 years	158	10.4	603	39.6	172	10.9	686	43.4	179	10.9	769	46.8
Over 50 Year	35	2.3	151	9.9	33	2.1	153	9.7	32	1.9	161	9.8
Total	**250**	**16.4**	**1,274**	**83.6**	**264**	**16.7**	**1,315**	**83.3**	**268**	**16.3**	**1,376**	**83.7**
Total employees	**1,524**				**1,579**				**1,644**			

The Company's personnel, categorized by job level as of 31 December, are as follows:

Job Levels	Year 2023				Year 2024				Year 2025			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
Operational-level employees	226	14.8	1,210	79.4	240	15.2	1,241	78.6	244	14.8	1,304	79.3
Management-level employees	16	1.1	60	3.9	17	1.1	70	4.4	16	1.0	67	4.1
Executive-level employees	8	0.5	4	0.3	7	0.4	4	0.3	8	0.5	5	0.3
Total	**250**	**16.4**	**1,274**	**83.6**	**264**	**16.7**	**1,315**	**83.3**	**268**	**16.3**	**1,376**	**83.7**
Total employees	**1,524**				**1,579**				**1,644**			

From 2024 to 2025, the Company provided employee compensation (excluding doctors)

Employee Compensation (Million Baht)	Year 2024				Year 2025			
	Male	%	Female	%	Male	%	Female	%
Salaries and Benefits	154.8	15.0	685	66.4	133.5	12.7	739.5	70.1
Bonuses	42	4.1	112.5	10.9	20.1	1.9	115.8	11.0
Other Compensation	7.8	0.7	29.9	2.9	7.1	0.7	38.1	3.6
Total	**204.6**	**19.8**	**827.4**	**80.2**	**160.7**	**15.3**	**893.4**	**84.7**
Total employees	**1,032.0**				**1,054.1**			

Fair Employment and Remuneration

The Company manages employment and remuneration based on the principles of fairness, transparency, and non-discrimination. The Company adheres to international standards, Thai labor laws, and international labor standards under the ILO Core Conventions on equal remuneration, non-discrimination, gender equality, and the elimination of forced labor. The Company also follows the principles of the United Nations Guiding Principles on Business and Human Rights (UNGP) and the OECD Guidelines for Multinational Enterprises. The Company places importance on Equal Employment Opportunity and on treating employees at all levels with respect for human dignity, with consideration based primarily on knowledge, capability, and performance. The Company pays wages above the legally required minimum wage and strives toward providing a Living Wage, while managing working conditions to eliminate excessive working hours to support employees' quality of life.

Systematic and Continuously Reviewed Remuneration Structure

In 2025, the Company managed its remuneration structure based on a Job Evaluation system and Job Grade classification, which have been continuously developed and improved to ensure Internal Equity within the organization and to reflect job responsibilities, job complexity, and the impact on service quality. The Company's policy does not allow discrimination and ensures fairness in pay for work of equal value. In addition, the Company regularly reviews its salary structure to align with labor market conditions in the private hospital industry (External Competitiveness) and to maintain competitiveness in Talent Attraction and Retention. The Company provides Fair Wages, which are not lower than the legally required minimum wage and aims to provide a Living Wage in accordance with the cost of living in the area of operation.

Performance-Based Compensation Adjustment

Annual compensation adjustments are based on the Performance Management System, which is linked to Corporate KPIs, Patient Service Quality, Department Performance, and Behavioral Competencies aligned with the

Performance-Based Compensation Adjustment

Annual compensation adjustments are based on the Performance Management System, which is linked to Corporate KPIs, Patient Service Quality, Department Performance, and Behavioral Competencies aligned with the Company's core values. This system encourages employees to continuously develop their capabilities and improve service standards. Employees with strong performance receive salary increases and bonuses at rates higher than the average.

Employee Benefits and Well-being

In addition to base compensation, the Company provides comprehensive and equitable benefits for all employees without discrimination based on employment contract type (except for legal limitations), including the following:

- Health: medical benefits for employees, spouses, and children; annual health check-ups; and preventive vaccinations
- Financial: provident fund (maximum contribution rate of 5 percent), employee welfare loans, and attendance incentives
- Family: maternity leave of 120 days (with salary for the first 60 days), paternity leave of 15 days with full pay to support the spouse after childbirth, and other statutory leave entitlements
- Development: support for further education and professional development programs
- Well-being: mental health promotion program ("Talk to Me"), exercise activities, and BMI Challenge

Governance Mechanisms

The Company has established independent, confidential, and accessible grievance channels for labor and remuneration matters through the Company's website (Whistleblowing Channel) and the "Talk to Me" channel for employees. These channels are supported by whistleblower protection measures to prevent retaliation and promote a corporate culture that is transparent, accountable, and respectful of labor rights.

Employee Engagement

The Company conducts an Employee Engagement Survey annually to assess employee satisfaction, organizational pride, and employees' intention to remain with the Company.

In 2025, the average engagement score was 79.25, slightly below the target of 80.00. Nevertheless, the survey results reflected employees' confidence in the Company's direction and overall management quality.

The Company conducted an in-depth analysis across dimensions to identify areas for improvement, particularly in internal communication and recognition. Improvement plans have been developed at both the organizational and departmental levels to enhance engagement scores in the following year.

สังกัดหน่วยงาน	จำนวนพนักงาน	จำนวนผู้ตอบสำรวจ	%
การพยาบาล	904	672	74.34%
Patient Experience	137	131	95.62%
การบริการทางการแพทย์	110	100	90.91%
บัญชีและการเงิน	113	63	55.75%
เภสัชกรรม	107	49	45.79%
พัฒนาธุรกิจ	87	52	59.77%
อำนวยการ	30	29	96.67%
ทรัพยากรบุคคล	15	16	106.67%
สำนักงานแผนยุทธศาสตร์	14	15	107.14%
สำนักผู้อำนวยการ	24	12	50.00%
คุณภาพ	9	8	88.89%
เทคโนโลยีสารสนเทศ	23	8	34.78%
วิศวกรรมและอาคาร	49	7	14.29%
บริหารความเสี่ยง	5	4	80.00%
สำนักงานเลขานุการแพทย์	6	1	16.67%
จัดซื้อ	6	0	0.00%
รวม	1639	1167	71.20%

The survey results were communicated transparently and comprehensively through multiple channels to ensure awareness and participation at all levels of the organization. The results were reported via email to department heads for further communication to employees within their respective units. They were also presented during War Room meetings conducted through an online system to inform unit heads and enable them to establish improvement actions. In addition, the results were reported to senior management meetings for close oversight and follow-up, and were disseminated through internal communication channels.

Health Promotion and Exercise Programs

The Company promotes employees' physical and mental well-being by supporting a variety of exercise activities, such as badminton, football, and yoga, to encourage a balance between work and personal health. These activities help reduce stress, strengthen relationships within teams, and support an organizational culture that continuously values employees' quality of life.

Mental Health Support and Counseling

The Company has established the "Talk to Me" channel to provide employees with an opportunity to communicate opinions, suggestions, and complaints directly to management. The channel operates based on the principles of transparency, confidentiality, and non-discrimination. Feedback received through this channel is systematically reviewed and addressed to support an open communication culture and strengthen trust within the organization.

Resilience Builders Project

The Company organizes mental health training programs for employees identified as being at risk in order to strengthen their ability to cope with stress, manage emotions, and recover from work-related pressure. The program focuses on developing psychological resilience through practical activities and experience sharing. This initiative is part of the Company's preventive mental health approach to reduce the risk of accumulated stress and support the long-term sustainability of human capital.

Employee Engagement and Organizational Culture Activities

The Company organizes activities during the Songkran Festival to preserve Thai cultural traditions and strengthen engagement within the organization. These activities include the traditional water-pouring ceremony to pay respect to senior members, merit-making activities, and recreational activities for employees. Such activities help create a warm working atmosphere, strengthen positive relationships between management and employees, and support an organizational culture that values collaboration and mutual respect

Employee Recognition Program

Retirement Ceremony

The Company organizes a ceremony to express appreciation and recognize employees upon their retirement, honoring their dedication, commitment, and contributions to the organization throughout their years of service. The ceremony reflects the Company's culture of valuing employees at every stage of their career and helps foster pride and motivation among current employees to grow together with the Company.

In addition, the Company implements recognition programs for employees who demonstrate outstanding performance and conduct themselves in accordance with the organization's ethical principles. Examples include the Outstanding Nurse Award and recognition of employees who demonstrate honesty and integrity, such as returning patients' or relatives' lost belongings to their rightful owners. This approach reflects an organizational culture that upholds integrity, responsibility, and professional standards, while fostering positive motivation for employees to perform their duties with professionalism and ethics. These values form an important foundation for building trust among patients and other stakeholders.

The Company places importance on fostering an organizational culture based on the CAT principles: Collaboration, Agility, and Trust, to strengthen cooperation, adaptability, and mutual trust within the organization. These principles form the foundation for delivering services with care and professionalism. The Company believes that systematically supporting employees' quality of life and engagement helps reduce the risk of employee turnover, improve work efficiency, and strengthen organizational stability in the long term.

Praram 9 Hospital and its employees jointly contributed funds from the Praram 9 Family Support Fund to provide assistance to employees affected by flooding in the southern region. This initiative reflects care, unity, and social responsibility within the organization during times of crisis.

Annual Performance Appraisal

The Company conducts annual performance appraisals for employees, covering 100 percent of employees who are eligible for evaluation across the organization. This ensures that employee performance aligns with strategic objectives, service quality standards, and the Company's core values.

The appraisal system covers both performance outcomes and behavioral competencies. Key performance indicators (KPIs) are established at the organizational, departmental, and individual levels to clearly reflect responsibilities according to each role in a fair and verifiable manner.

The appraisal process is conducted through the Company's Human Resource Information System (HRIS), which enables consistent documentation, monitoring, and reporting of appraisal results. This system ensures transparency, standardized processes across the organization, and the ability to conduct retrospective reviews. Employees are able to access their appraisal results and scores directly through the system. Following the evaluation, supervisors conduct performance discussions with employees on an individual basis to explain the evaluation results, reflect on strengths, identify areas for improvement, and jointly establish a concrete Individual Development Plan (IDP) to support continuous development. The appraisal results are used to support decisions regarding career advancement, capability development, and appropriate compensation management, under the principles of transparency and fairness.

2.Occupational Health and Safety

The Company places the highest priority on the safety of its personnel and emphasizes the creation of a working environment that is safe and supportive of the well-being of employees at all levels. The Company recognizes that the healthcare service business involves specific risks, such as exposure to infectious diseases, the use of medical chemicals, machinery and equipment, and environmental factors within healthcare facilities.

The Company manages the hospital environment in accordance with healthcare safety standards and relevant laws. A Safety, Health, and Environment Committee has been established to implement the Safety, Health, and Environment (SHE) management system. This system covers risk identification and assessment, the implementation of control measures, training, and regular monitoring to prevent workplace accidents and occupational illnesses. Workplace risks are regularly monitored and assessed, with committee meetings held at least 12 times per year, and results reported regularly to management to ensure that safety measures are effective and aligned with relevant regulations and international standards. Knowledge Development: The Company has designated occupational health and safety training as a mandatory course for all personnel, starting from the employee orientation program. In 2025, 100 percent of the Company's personnel, from executives to operational staff, completed this training. As a result, 100 percent of employees received safety training, representing a total of 9,864 training hours. The Company also implements systematic occupational health risk management programs, including:

- Hearing Conservation Program (HCP)
- Annual health check-ups for employees in high-risk groups
- Provision of Personal Protective Equipment (PPE) according to the risk profile of each department, such as the Emergency Department and laboratories
- Promotion of disease immunity through vaccination programs for emerging and seasonal diseases. In the past year, 99.88 percent of employees received influenza vaccinations.

The Company promotes safety in the working environment alongside comprehensive employee well-being.

The Company aims to create a workplace that is safe, supportive of physical and mental health, and conducive to Workforce Sustainability through the following initiatives:

1. Ergonomics: The Company places importance on designing workplaces and job tasks to align with employees' physical ergonomics to reduce the risk of work-related injuries and prevent occupational illnesses in the long term. Measures include:
   - The use of patient transfer equipment to reduce the physical burden on personnel
   - Improvements to work areas in accordance with ergonomic principles to enhance safety and work efficiency
2. Promotion of Well-being and Preventive Health Behaviors: The Company continuously organizes health promotion activities to encourage employees to take care of their health and to support a sustainable organizational culture of well-being. Examples include:
   - BMI Challenge: a campaign encouraging appropriate nutrition and exercise behaviors.
   - The Walking Challenge: An initiative that encourages employees to increase daily physical activity by setting goals for cumulative walking distance or step counts.
   - These activities help enhance employees' quality of life, reduce the risk of non-communicable diseases (NCDs), and support the development of a healthy workforce capable of performing their duties to their full potential.

The Company conducts human rights due diligence in parallel with occupational health risk assessments across all operational areas to identify and control potential risk points that may affect the health of employees as well as customers.

Human Rights & Occupational Health Risk Assessment

The Company conducts Human Rights Due Diligence (HRDD) in parallel with occupational health and safety risk assessments across all operational areas, in alignment with international standards under the United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles on Business and Human Rights: UNGP). This process aims to identify, control, prevent, and mitigate risk factors that may affect the health, safety, and dignity of employees, customers, and surrounding communities.

Integrated Human Rights Risk Assessment

In 2025, the Company conducted an organization-wide human rights risk assessment covering both internal operations and the supply chain, following the four-step Human Rights Due Diligence (HRDD) process, which includes:

Integrated Human Rights Risk Assessment

In 2025, the Company conducted an organization-wide human rights risk assessment covering both internal operations and the supply chain, following the four-step Human Rights Due Diligence (HRDD) process, which includes:

Process	Implementation
1. 1. Risk Identification	Screening groups of employees and stakeholders who may be affected by human rights risks, such as medical personnel working night shifts, contract employees, and cleaning staff.
1. 2. Self-Assessment	Assessing risks through questionnaires and interviews with representative samples covering all departments.
1. 3. In-Depth Assessment	Conducting detailed assessments in high-risk operational areas such as the emergency department, operating rooms, laboratories, and infectious waste management areas.
1. 4. Mitigation and Remediation Plan	Establishing preventive and corrective measures for significant risk issues (Salient Issues).

Safety Targets

The Company places the highest priority on the safety of medical personnel and employees at all levels. The Company has established a goal of achieving Zero Accident and continuously strives toward Zero Serious Injury in order to create a safe working environment for all personnel.

Performance in 2025

- The Lost Time Injury Frequency Rate (LTIFR) remained at a very low level of 0.28.
- The Company integrated human rights assessments with occupational safety assessments across all operational areas and provided Personal Protective Equipment (PPE) to high-risk groups. In addition, the Company ensured that the management of chemicals, infectious waste, and radiation complied with 100 percent of applicable safety standards. The Company has implemented systematic preventive measures to reduce the Lost Time Injury Frequency Rate (LTIFR) to zero, in line with its established target. These measures include workplace risk assessments, safety awareness campaigns, employee safety training, and regular incident reviews to continuously improve occupational safety performance.

These results reflect the Company's strong commitment to fostering a Safety Culture as a fundamental element in protecting employees while maintaining sustainable patient safety standards.

Human Rights Performance: The Company has established a target of Zero Human Rights Violations. In 2025, no significant human rights violations were identified within the Company's operations or across its supply chain.

Hazardous Materials and Waste Management

The Company manages hazardous materials and waste in accordance with international standards and relevant regulations in order to prevent impacts on the health of employees and surrounding communities.

- Infectious and Hazardous Waste Management System: The Company has established systematic procedures for the segregation, collection, transportation, and disposal of medical waste to prevent impacts on the environment and surrounding communities.
- Performance in 2025: Waste was properly segregated according to its categories, and no incidents of infectious waste affecting surrounding communities were reported.
- Chemical and Radiation Control: The Company has implemented measures to control the storage and use of chemicals in laboratories, as well as regular safety inspections of X-ray rooms and radiation-related equipment.

Chemical and Radiation Control

Type	Control Measures	Inspection Frequency
Laboratory Chemicals	Chemical inventory and safety data documentation- Storage system separated by hazard classification- Personal protective equipment (PPE) readily available	Daily inspection / Monthly random inspection
X-ray and Radiation Equipment	Measurement of residual radiation levels in operational areas- Personal dosimeters for employees exposed to radiation risks- Equipment inspection in accordance with legal standards	Quarterly monitoring / Annual certification

Performance in 2025:

- 100 percent of employees in high-risk groups received annual health check-ups.
- 100 percent of radiation levels in operational areas were within the standard limits.
- No accidents related to exposure to chemicals or radiation were reported.

Emergency and Fire Preparedness

- Fire Protection System: Installation and maintenance of smoke detectors, automatic sprinkler systems, and regular inspection of emergency exits to ensure they are operational 24 hours a day.

Equipment / System	Standard
Smoke and Heat Detectors	Installed in all high-risk areas
Automatic Fire Suppression System (Sprinkler)	Installed in storage areas and corridors
Portable Fire Extinguishers	Provided in accordance with legal requirements
Emergency Exit Routes	Clearly marked signage / Fire exit doors open outward

- Emergency Drill

The Company conducts annual fire evacuation drills and mass casualty incident drills to ensure that employees at all levels, including management, are prepared to respond to emergencies and can assist themselves and patients quickly and safely.

- Disaster Preparedness
  - Development and regular drills of disaster response plans
  - Provision of backup supplies, including electricity, water, fuel, and medical supplies for emergency situations

  Performance in 2025:Basic firefighting training and emergency drills were conducted in accordance with the established plan.

Environmental and Energy Management

The Company recognizes that healthcare services may have both direct and indirect environmental impacts. Therefore, the Company places importance on systematic environmental management in accordance with international standards and relevant regulations in order to minimize impacts on surrounding communities and maintain a safe environment for customers and personnel.

- Environmentally Friendly Air Quality Management: The Company regularly monitors and controls environmental quality. Indoor air quality within the hospital buildings is measured to ensure it meets standard requirements, supporting respiratory safety for both personnel and patients.

Key Measures:

- Ventilation and HEPA filtration systems in high-risk areas such as operating rooms and intensive care units (ICU)
- Preventive maintenance of air conditioning and ventilation systems according to maintenance plans
- Air quality monitoring conducted by accredited laboratories

Performance in 2025:100 percent of service areas met the indoor air quality standards.

- Indoor Air Quality (IAQ) Monitoring: Indoor air quality measurements also complied with legal requirements. Carbon dioxide (CO_2) levels did not exceed 1,000 ppm, and the levels of airborne bacteria and fungi were within limits that are not harmful to the health of personnel and customers.
- Wastewater Management: The Company operates an effective wastewater treatment system covering wastewater from medical activities, laboratories, and general service areas to ensure that discharged water is safe and does not impact surrounding communities. Test results comply with legal standards, such as Biochemical Oxygen Demand (BOD) not exceeding 20 mg/L and pH levels between 5.0–9.0.

Key Measures:

- High-efficiency wastewater treatment system
- Inspection and maintenance of the wastewater treatment system according to the annual maintenance plan
- Wastewater sampling and analysis conducted by accredited external laboratories

Performance in 2025: Wastewater quality complied with the legally required standards.

- Strengthening Safe and Resilient Infrastructure : To ensure the continuity of medical services without disruption, even during crisis situations, the Company has established an Emergency Power Supply management system that is ready to operate immediately in the event of an emergency. In addition, strict building security measures are implemented through CCTV systems covering all critical areas, along with 24-hour security personnel, to safeguard the safety of employees, patients, and visitors, as well as protect property within the hospital premises.

3.Training and Employee Development

The Company recognizes that human capital is a strategic factor for competitiveness and sustainable growth. The organization is committed to developing its workforce under the concept of a “Professional Healthcare Community” while fostering an organizational culture through the ESG DNA framework. This approach encourages employees at all levels to recognize their responsibilities in environmental, social, and governance dimensions, alongside the Company’s core value of Trust (Business Trust, People Trust, and Eco Trust).

The Company has also established a strategic goal to develop employees into “People Coaches” who are capable of providing guidance and continuously unlocking the potential of their teams. This supports the organization’s transformation toward becoming a Smart Hospital.

- Future Skills Development (Digital Literacy and AI Skills): The Company encourages employees to learn and work with modern technologies, including the application of AI in work processes and the development of digital skills to support the 9 CARE Platform and telemedicine services. These initiatives enable employees to respond quickly and effectively to evolving medical technologies, strengthening organizational agility.
- Professional and International Communication Training Center:
  - Clinical Training: Specialized professional training programs for physicians and nurses to maintain global standards and support the development of Centers of Excellence.
  - Medical Language Training: Programs to develop medical English communication skills for nurses and physiotherapists, enhancing their ability to confidently communicate with international patients and reduce communication-related errors.

The Company establishes an annual employee development plan aligned with:

- Corporate strategy
- Medical service expansion plans
- The transition toward a Smart Hospital and Digital Healthcare
- The needs of stakeholders, covering all employee groups including physicians, nurses, support staff, and executives

Four Key Dimensions of Employee Development

1. Clinical and Professional Excellence
    - Support for clinical training programs
    - Participation in national and international academic conferences
    - Compliance with standards required by regulatory authorities
    - Development of Centers of Excellence to enhance treatment quality and patient safety

Standardized Resuscitation Training Program

In 2025, Praram 9 Hospital organized training and competency assessments in standardized resuscitation programs for relevant professional staff in accordance with international standards. The training covered key courses including BLS (Basic Life Support), which provides basic life-saving skills for employees at all levels to ensure readiness to provide immediate assistance in emergency situations; ACLS (Advanced Cardiovascular Life Support), which focuses on advanced life support for effective management of cardiac arrest and circulatory emergencies; PALS (Pediatric Advanced Life Support), which provides resuscitation training for critically ill children in accordance with pediatric physiology; and NRP (Neonatal Resuscitation Program), which focuses on neonatal resuscitation to ensure the highest level of safety during newborn admission and the care of infants experiencing critical conditions after birth.

Academic Conference on Advances in Brain Disease Treatment

Praram 9 Hospital promotes the professional development of registered nurses to keep pace with evolving medical treatments and enhance their capacity to provide high-quality patient care. The hospital recognizes the importance of treating neurological and brain-related conditions, which involve highly complex systems and have a direct impact on patients' quality of life. In 2025, the hospital organized an academic conference aimed at strengthening specialized knowledge among registered nurses, with a focus on updating medical knowledge and treatment technologies related to stroke, one of the leading health concerns in the country. The conference included knowledge sharing and updates on brain-related diseases as well as current treatment technologies. Topics covered included Advancements in Stroke Treatment, Updated Clinical Practice Guidelines for Stroke, Nursing Care for Advanced Stroke Treatment, Holistic Care for Stroke Patients, Stroke Case Studies, and updates on care standards for patients with dementia.

2. Leadership and Succession
    - Executive and supervisory development programs
    - Career path development
    - Individual Development Plan (IDP)
    - Integration of IDPs with succession planning

The Company systematically implements leadership and supervisory development programs by establishing clear career paths and developing Individual Development Plans (IDPs) for employees. These plans are integrated with the Company's succession planning framework to prepare high-potential employees for key positions within the organization in the long term.

Executive Training Program on Safety, Occupational Health, and Working Environment

In 2025, the Company organized the training program "Safety, Occupational Health, and Working Environment for Executives" to enhance leaders' awareness and responsibilities in driving proactive safety policies. The program emphasized systematic risk management in accordance with international standards. This program forms part of the Leadership Development Program and is integrated into the Individual Development Plans (IDPs) of executives to support their readiness for key leadership roles and strengthen sustainable safety governance. The program was conducted in one session, with 16 executives participating, representing 100 percent of the target group.

3. Digital Literacy and AI Skills
    - Use of medical information systems
    - Application of AI in work processes
    - Data analytics capabilities
    - Support for digital platforms and telemedicine services

These initiatives aim to improve operational efficiency and enhance the overall patient experience

Digital Competency Development Program

Praram 9 Hospital recognizes the importance of digital skills in driving the organization toward becoming a Smart Hospital. In 2025, the hospital organized a program to assess employees' computer and information technology skills based on the international ICDL (International Computer Driving License) standard. The program aimed to evaluate and certify employees' competencies in using digital technologies effectively and securely, while encouraging personnel to apply digital skills in their daily work and medical service delivery to improve accuracy and efficiency

4. Communication Skills Development and International Service Standards
    - Medical English Training
    - Service Excellence Program
    - Strengthening the People Coach culture

These initiatives support the delivery of services to both Thai and international patients and contribute to the Company's goal of becoming an international-standard hospital.

English Language Competency Development Program

In 2025, Praram 9 Hospital implemented an English language competency development program to support the increasing number of international customers and to elevate service standards to the international level. The program focuses on developing practical communication skills that can be applied in daily work, covering both medical communication and hospitality-oriented service communication.

The development program was delivered through various learning formats, including classroom training conducted by native-speaking instructors, application-based online learning, and internally developed e-learning English courses. These approaches enable continuous and flexible learning opportunities for employees. In addition, the organization conducted post-training English proficiency assessments to evaluate learning outcomes.

The results are used to support systematic individual development planning in alignment with the Individual Development Plan (IDP) framework and to further strengthen employees' professional service capabilities.

Employee Capability Development

In 2025, the organization continued to invest in human capital development, focusing on both professional skills and future skills, including Digital and AI capabilities. The total budget allocated for employee training and development amounted to Baht 4.10 million.

Indicator	Target	Performance in 2025
Average Training Hours	≥ 40 hours/person/year	87.67 hours/person/year
Employees Receiving Development	≥ 95 percent	100 percent

Performance in 2025: 100 percent of employees received annual performance evaluations. The average training hours reached 87.67 hours per person per year (target: 40 hours), representing a total of 144,129 training hours.

Clear Career Path and Individual Development Plan (IDP): The Company places importance on the career growth of all employees by implementing Individual Development Plans (IDPs) to clearly identify each employee's strengths and development opportunities. These plans are linked to the succession planning framework and leadership development programs to prepare high-performing employees for key positions in the future. This approach supports career stability and helps retain talented personnel, enabling them to grow sustainably alongside the organization.

4.Diversity and Equal Opportunity

The Company believes that workforce diversity is a key driver of innovation in healthcare services. We are committed to creating an inclusive workplace that respects differences in gender, age, experience, and professional expertise. The Company follows a merit-based approach (Meritocracy), emphasizing capability and performance to ensure that all employees can fully utilize their knowledge and skills in delivering quality care without limitations related to personal status.

The Company promotes diversity, equality, and non-discrimination in the workplace based on the following principles:

1. Respect for human dignity – All employees are treated with respect and fairness without discrimination under any circumstances.

2. Adherence to international human rights principles – Operations align with the United Nations Guiding Principles on Business and Human Rights (UNGP) and the core conventions of the International Labor Organization (ILO Core Conventions).
3. Equal opportunity – All employees are provided opportunities to demonstrate their potential regardless of gender, sexual orientation, age, religion, ethnicity, nationality, or disability.

- These diversity, equality, and non-discrimination practices are aligned with and form part of the Company's Human Rights Policy, which respects fundamental human rights in accordance with international standards. Human rights principles are integrated into the Company's human resource management processes to ensure that no violations or discrimination occur at any level of the organization.
- The Company has established a Board Diversity Policy, considering a Board Skill Matrix that covers essential expertise in healthcare, business management, law, and technology. The policy also takes into account gender balance and age diversity to ensure well-rounded perspectives and effective governance aligned with evolving healthcare trends.
- Gender Equality in Recruitment and Career Advancement
  - The Company is committed to reducing gender inequality in the workplace. Recruitment and employee selection processes focus on qualifications, experience, and competencies, without gender restrictions unless specific job requirements apply. The Company also encourages and supports female employees to advance into management and decision-making positions (Women in Management) using the same performance standards applied to male employees. Compensation and benefits are managed fairly, and employees receive equal opportunities for professional development to ensure genuine equality in employment.
  - Gender diversity in management is monitored as part of the Company's Workforce Sustainability Metrics, with performance tracked and reported annually. The information is used to support leadership development planning and succession planning to build a balanced talent pipeline and reduce long-term human capital concentration risk. This approach aligns with international ESG principles on Equal Opportunity and Diversity & Inclusion.
  - The Company's workforce structure reflects the nature of the healthcare sector, where nursing and medical support roles are predominantly female. In 2025, female employees accounted for 83.7 percent of the total workforce.
  - The Company also recognizes leadership diversity as a strategic factor supporting organizational sustainability. In 2025, female employees represented 83.70 percent of the total workforce, while women in management positions (M1–M3 and E1–E4) accounted for 11.80 percent, an increase from 10.50 percent in 2024. This reflects positive progress in developing female talent for leadership roles.
  - The Company determines compensation structures based on job level, responsibilities, and performance, without regard to gender, age, or other personal characteristics unrelated to job performance. No significant gender pay gap has been identified in comparable positions, and the compensation structure is regularly reviewed to ensure fairness and prevent structural inequality within the organization.
  - Non-Discrimination Policy: The Company conducts its business with transparency and fairness and has established a Non-Discrimination Policy, clearly outlined in the Code of Conduct, to prevent inequality or discrimination across all human resource processes. These processes include recruitment, development, promotion, performance evaluation, and compensation management. All decisions are based on competence, job suitability, and performance, while fostering a respectful working environment where all employees are treated with dignity.
- Anti-Harassment and Grievance Mechanism: The Company maintains a zero tolerance policy for harassment and bullying in all forms. Training programs are provided for managers to equip them with the knowledge and skills

needed to prevent and appropriately address such situations. Employees may submit complaints through independent channels, including the Whistleblowing Channel and the "Talk to Me" platform, with the option to remain anonymous. The Company also implements non-retaliation measures to protect whistleblowers. Performance in 2025: No complaints related to discrimination, harassment, or human rights violations were reported (0 cases).

- Family Support and Gender Equality Policy: The Company recognizes the importance of family well-being and the equal roles of both parents in childcare. Therefore, the Company has established comprehensive leave policies as follows:

Maternity Leave: Female employees are entitled to 120 days of maternity leave. During this period, employees receive their regular salary for at least 60 days, while the Social Security Fund provides an additional 50 percent of the average salary for up to 120 days. This policy enables employees to recover from childbirth and care for their newborn without financial concerns during the leave period.

Parental Leave: Male employees are entitled to up to 15 days of paid parental leave to support their spouses in caring for their newborn child. This policy encourages the role of fathers in building strong family foundations and helps balance caregiving responsibilities between parents.

The Company has achieved a 100 percent return-to-work rate after maternity leave, reflecting the effectiveness of its policies in supporting employees and retaining talented personnel.

Prevention and Governance Mechanisms

To ensure the effective implementation of diversity and non-discrimination policies, the Company has established the following key measures:

- Fostering a Culture of Mutual Respect: The Company provides training and awareness programs for employees at all levels regarding the Non-Discrimination Policy and the importance of inclusion, promoting understanding and respect for diversity in order to reduce potential conflicts arising from personal bias. In the past year, all employees received communication and awareness initiatives related to these principles.
- Grievance Mechanism: The Company provides secure and confidential reporting channels for employees who witness or are affected by unfair treatment. Complaints can be submitted through the Company's website via the whistleblowing channel at https://investor.praram9.com/th/company-info/corporate-governance/whistleblowing-channel

The Company also implements Whistleblower Protection measures and ensures that all investigations are conducted in a neutral, transparent, and verifiable manner in order to restore fairness to affected individuals and prevent retaliation.

Grievance Performance in 2025

- No complaints related to discrimination in employment (0 cases)
- No incidents of violations of the workplace non-discrimination policy (0 cases)
- No complaints related to workplace harassment (0 cases)
- No complaints related to human rights violations (0 cases)

Employment of Vulnerable Groups

The Company supports the employment of persons with disabilities (Disability Inclusion) in accordance with the Empowerment of Persons with Disabilities Act B.E. 2550 (2007) and the principle of promoting equal opportunities in employment.

Employment Type	Year 2024	Year 2025
Direct employment of persons with disabilities	1 person	1 person
Employment through a public benefit organization (Innovation Foundation)	16 persons	16 persons
Total support for employment of persons with disabilities	17 persons	17 persons

Performance in 2025:

- The Company has continuously supported the employment of 17 persons with disabilities since 2024.
- Employees with disabilities who are directly employed receive the same treatment and benefits as other employees.
- The Company provides an appropriate working environment that supports and facilitates the performance of employees with disabilities.

5.Employee Engagement and Freedom of Association

The Company respects employees' rights to organize and participate in collective discussions to propose improvements for the organization. The Company adheres to the principle of Freedom of Association in accordance with Thai labor laws and international labor standards. Employees have the right to establish or join labor unions as permitted under the Labor Relations Act. The Company supports and does not obstruct the exercise of such rights and maintains policies that prohibit discrimination or retaliation against employees who choose to exercise their right to association. The Company believes that open communication between management and employee representatives is an important mechanism for building trust and promoting a fair and sustainable working environment. To facilitate this, the Company has established a Welfare Committee, elected by employees, to represent staff in discussions and negotiations with management regarding employment conditions and employee benefits. In addition, the Company provides two-way communication channels through Town Hall meetings and digital communication platforms, allowing employees to freely express opinions and suggestions. The Company has established a "Welfare Committee" composed of elected employee representatives to systematically gather feedback and represent employees' voices, while encouraging constructive participation in organizational development. The committee's key responsibilities include:

1. Consultation and Development of Employee Welfare: The committee meets with management on a quarterly basis to discuss and determine improvements to employee welfare programs in response to employees' needs. Topics may include enhancements to medical benefits, quality-of-life initiatives, and improvements to the working environment. Outcomes from these meetings are translated into concrete actions, with ongoing monitoring and follow-up.
2. Policy Communication Mechanism: The committee serves as an intermediary channel to communicate important information from management to employees and to collect feedback and suggestions from employees for management consideration. This helps ensure mutual understanding and reduces potential miscommunication or conflict. The committee also reviews matters related to employment conditions and welfare within the scope defined by applicable laws.

3. Participation in Town Hall Activities: The Welfare Committee plays an important role in gathering employee questions and suggestions for presentation during Town Hall Meetings. In 2025, two Town Hall sessions were held on

- 27 May 2025
- 9 December 2025

These events provided opportunities for senior executives to listen directly to employee feedback and promptly address key issues. This reflects the Company's commitment to participatory governance and responsive management.

4. Meetings and Follow-up:

The committee holds formal meetings at least once per quarter (four times per year). In 2025, all four scheduled meetings were conducted as planned to report progress, receive employee feedback, and monitor the implementation of agreed actions. In cases involving urgent or significant matters that may affect employees or working conditions, special meetings may be convened as necessary to ensure timely, transparent, and effective resolution. These practices demonstrate the Company's commitment to respecting Freedom of Association and promoting employee participation mechanisms in line with international labor principles and Thai labor laws.

6.Mechanisms to Promote Employee Engagement through Social Networks

The Company believes that employees are a key driving force in creating social value. Therefore, the Company has established mechanisms to encourage participation through skilled-based volunteering, supporting employees in applying their medical knowledge and professional expertise to benefit society in collaboration with partner organizations and charitable institutions. This approach promotes structured engagement among employees at all levels with external partners and community networks, as follows:

- Medical Outreach Partners: The Company collaborates with foundations and partner organizations to organize volunteer teams of doctors and nurses to conduct proactive community health screenings, provide health education, and deliver training on Cardiopulmonary Resuscitation (CPR) and the use of Automated External Defibrillators (AED) for community members.
- Knowledge Sharing Network: The Company encourages support staff (Back Office personnel) to participate as speakers or advisors, sharing knowledge on sanitation system management and occupational health with nearby educational institutions and religious organizations.
- Digital Engagement Platform
- Collaborative Crowdsourcing: The Company utilizes internal communication platforms to gather employee input in selecting charitable partners or social issues of interest. This approach fosters a sense of participation and ownership among employees in the Company's social initiatives.

7.Employee Retention and Turnover

The Company recognizes that medical professionals and support personnel are critical resources in maintaining service quality and building trust with patients. Retaining talented employees is therefore one of the key factors supporting the Company's long-term business sustainability. The Company places importance on analyzing employee turnover and implementing proactive measures to strengthen employee engagement and reduce the loss of valuable personnel. The Company monitors the Voluntary Turnover Rate on an annual basis and conducts in-depth analysis of the underlying causes. The findings are used to continuously improve human resource policies and management practices.

Year	Total Employees	Voluntary Turnover	Turnover Rate	Chang (%)
2023	1,524	138	9.06	
2024	1,579	156	9.88	+0.82
2025	1,644	148	9.21	-0.67

Performance in 2025:

The Voluntary Turnover Rate was 9.21 percent. The Company monitors employee turnover annually and analyzes the underlying causes of resignations to improve human resource policies and management practices. Compared with 2024, when the voluntary turnover rate was 9.88 percent, the decrease reflects positive outcomes from initiatives related to employee development, employee benefits, and engagement programs. The Company has implemented several measures to strengthen employee engagement and reduce turnover, including the development of career paths, fair performance evaluation systems, support for work–life balance, and the collection of employee feedback through the Employee Engagement Survey. The Company aims to maintain its turnover rate at a level appropriate for the healthcare industry while continuing to enhance proactive workforce management strategies to retain talented employees in the long term.

The Company also places importance on strategic human capital governance, with the Board of Directors providing direction and oversight of human capital management to ensure alignment with business strategy, risk management, and the organization's sustainability goals. Management is responsible for translating the Company's human resource policies into operational practices by establishing Workforce KPIs, such as the voluntary turnover rate, employee engagement level, average training hours per employee, and the rate of workplace accidents. Performance against these indicators is regularly monitored and reported to management.

The Company recognizes emerging challenges in the healthcare industry, including the shortage of medical professionals, demographic shifts, and the evolving expectations of the new workforce generation. In response, the Company has established a Workforce Sustainability Strategy that encompasses workforce planning, leadership development for the next generation, the development of clear career pathways, and the strengthening of an organizational culture that supports long-term employee retention. The Company aims to

- Maintain employee turnover at a level appropriate for the industry
- Continuously enhance employee engagement
- Promote capability development for employees at all levels
- Foster an organizational culture based on Collaboration, Agility, and Trust

The Company believes that systematic and goal-oriented human capital governance will strengthen organizational stability, enhance competitiveness, and create sustainable value for all stakeholders.

Employee and labor management: Employment

Hiring employees

	2023	2024	2025
Total employees (persons)	1,524	1,579	1,644
Male employees (persons)	250	264	268
Female employees (persons)	1,274	1,315	1,376

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	7	6	6
Total number of employees with disabilities (persons)	1	1	1
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	1	1	1
Total number of workers who are not employees with disabilities (persons)	6	5	5
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Employee and labor management: Remuneration

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	921,600,000.00	1,032,000,000.00	1,054,100,000.00
Total male employee remuneration (Baht)	163,800,000.00	204,600,000.00	160,700,000.00
Total female employee remuneration (Baht)	757,800,000.00	827,400,000.00	893,400,000.00

Employee and labor management: Employee training and development

	2023	2024	2025
Average employee training hours (hours / person / year)	53.10	46.66	87.35
Training and development expenses for employees (baht)	7,053,756.66	2,496,538.32	N/A

Employee and labor management: Safety, occupational health, and environment at work

Safety, occupational health, and environment at work

	2023	2024	2025
Total number of lost time injury incidents by employees (cases)	0	0	1

Employee and labor management: Employee engagement and internal employee groups

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	138	156	148
Total number of male employee turnover leaving the company voluntarily (persons)	25	16	16
Total number of female employee turnover leaving the company voluntarily (persons)	113	140	132
Proportion of voluntary resignations (%)	9.06	9.88	9.00

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Information about customers

Customer management plan

Company's customer management plan : Yes

Customer management plan implemented by the company over the past year : Responsible production and services for customers, Communication of product and service impacts to customers/consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

Customer Responsibility

Quality of Care and Patient Safety

The Company has been accredited by Joint Commission International (JCI) since 2010 and continues to maintain this international standard to the present day. The Company implements a systematic risk management framework and establishes hospital level performance indicators, with strict verification processes in accordance with the 10R principles and rigorous surgical safety procedures. As a healthcare provider with over 33 years of medical service experience, patient safety and quality of care have always been the Company's top priorities. This commitment begins with the careful selection of highly qualified medical specialists and the continuous adoption of advanced medical technologies to ensure the delivery of healthcare services at the highest standards. With its long standing JCI accreditation, the Company remains dedicated to providing medical services and treatments that meet international standards while offering the most appropriate treatment options to maximize patient satisfaction. Through professional medical expertise and high-quality service, the Company also strengthens patient trust and enhances risk management related to patient information and care delivery.

In terms of patient quality and safety

The Company places strong emphasis on patient safety and quality of care in accordance with international healthcare standards. Operational practices focus on the continuous improvement of patient safety to ensure that patients receive safe and effective treatment. Patient safety is one of the Company's core principles and includes various practices designed to ensure that patients receive appropriate and reliable medical care. In addition, service quality in hospital care is regarded as a key priority to ensure that patients receive the best possible care. Continuous improvement and development across different areas help enhance patient satisfaction and build confidence in the services provided. The key aspects of service quality and patient safety are as follows.

1. Clinical Competence
   - Delivering high quality care through physicians, nurses, and medical professionals who possess strong knowledge, expertise, and extensive experience in patient treatment.
   - Applying effective and safe treatment methods that are regularly reviewed and aligned with international medical standards.
2. Accessibility
   - Providing convenient access to medical services, including appointment scheduling, emergency care, and a wide range of healthcare services.
   - Improving service processes to ensure that patients receive timely care with minimal waiting time.
3. Patient Centered Care
   - Delivering services that prioritize patients and their individual needs, including understanding patients' health conditions and providing appropriate medical consultation.
   - Providing care with compassion and empathy, while encouraging patients to actively participate in decisions regarding their treatment.

4. Effective Communication
    - Developing structured communication systems to ensure complete and accurate information transfer among multidisciplinary healthcare teams, supporting continuity and safety in patient care.
    - Communicating essential information related to diagnosis, treatment, and medical results clearly and transparently.
    - Providing information in a manner that is easy for patients and their families to understand, enabling informed decision making.
5. Safety Standards
    - Adhering to international patient safety standards to prevent treatment errors, including patient identification verification using two identifiers, medication safety checks based on the 10R principles, and surgical safety procedures such as surgical site marking and verification before and after surgery.
    - Establishing operational guidelines in compliance with PDPA to prevent patient data leakage or unauthorized disclosure across all communication channels, including the provision of patient information via telephone.
    - Utilizing technology to support treatment and reduce risks, such as medical equipment tracking systems and the use of electronic systems for medication orders and patient records.
    - Implementing strict infection prevention and control measures within the hospital.
6. Resource Management
    - Ensuring efficient use of resources, including patient bed management, medical equipment management, and workforce allocation.
    - Planning and preparing service capacity to effectively accommodate patient demand.
7. Continuous Monitoring and Improvement
    - Continuously monitoring service quality through both internal and external evaluations, including accreditation by internationally recognized organizations.
    - Identifying and prioritizing risks that may affect patient safety and establishing them as hospital-level indicators to monitor performance and implement preventive improvements.
    - Enhancing service quality by using evaluation results to support continuous development and operational efficiency.
8. Patient Satisfaction
    - Monitoring and measuring patient satisfaction regarding the services received, including collecting feedback and suggestions from patients.
    - Addressing issues and service gaps identified through feedback to improve the overall patient experience.
9. Technology and Innovation
    - Applying new technologies and innovations in patient care, such as Electronic Health Records (EHR) and the use of AI in health data analysis.
    - Developing and adopting advanced treatment technologies, such as robotic-assisted surgery and precision medicine approaches. The development of hospital service quality requires an integrated approach that combines high-quality medical services, patient satisfaction, and adherence to international standards to ensure that patients receive the best possible care in all aspects.

Performance Results in 2025

The Company conducted systematic patient safety risk assessments, established hospital-level indicators (Sentinel Events and Adverse Events), and monitored performance on a monthly basis through the Risk Management Committee.

- The number of Sentinel Events was zero incidents.
- The Company successfully renewed its Joint Commission International (JCI) accreditation for the fifth consecutive cycle, achieving a 99.23 percent score in the survey conducted on 10–13 November 2025.

E-commerce Market Adaptation and Digital Media Efficiency Enhancement

The company recognizes the importance of responding to changing consumer behavior and has adjusted its operational strategies to enhance competitiveness and create convenient, fast access to healthcare services. This involves applying digital technology to create added economic and social value. One key strategy is expanding distribution channels through e-commerce platforms, which are highly popular today. The company has partnered with leading platforms, Shopee and Lazada, to open the official 'Praram 9 Hospital' store, allowing service recipients easier access to health programs and services, reducing travel and waiting times, and meeting the needs of a dynamic lifestyle. This initiative not only increases access to professional healthcare services at all times through expert consultations and health news updates but also elevates comprehensive digital healthcare services, encouraging consumers to pay more attention to their health and fostering a better quality of life in the long term. Furthermore, it expands the business into a broader e-commerce market, supporting the sustainable growth of digital healthcare in the future.

Advancing Toward an AI Driven Hospital Through the 9 SMART Innovation

The Company is advancing toward a fully digital transformation to enhance competitiveness and strengthen safety standards, while promoting equitable access to healthcare services. This transformation is driven by the 9 SMART innovation framework, which serves as a key approach to organizational development. Key initiatives include:

- SMART Medical and AI Support: The Company has begun integrating artificial intelligence technologies to support physicians in analyzing radiological images and laboratory results. This enables more accurate early disease detection and facilitates the development of appropriate treatment plans tailored to individual patients through personalized medicine. SMART Seamless Connectivity: The Company has developed the 9CARE application to create a seamless and personalized healthcare experience. The platform enhances convenience, speed, and accuracy in accessing healthcare services.

  The 9 SMART platform includes five key functions:

  1. Smart Appointment: A mobile based system that allows patients to access medical records and schedule appointments with physicians online through the LINE application.
  2. Online Queue Management: A real time queue management system that allows patients to check their queue status and helps reduce waiting time.
  3. Access to Health Information: Patients can access their health check results, X ray reports, and medication information through a Personal Health Record (PHR) system.
  4. Health Package Management: Enables patients to purchase health packages, manage appointments, and receive service referrals through the platform.
  5. Membership Program: A membership system that allows users to accumulate points and receive benefits
- 9CARE Application: The application helps reduce service steps and waiting time, while building confidence at every service touchpoint, from eligibility verification to real time access to health examination results. Users can access services within approximately 10 minutes, compared with 30 minutes under the traditional service model. Currently, the application has 5,721 users, with a target of 15,000 users by 2026. The platform is also designed to support an aging society, with 31 percent of users aged 51 and above, reflecting its accessibility and convenience for people of all age groups.
- SMART Technology and Telemedicine: The Company has expanded healthcare services beyond the hospital to patients' homes through telehealth services, enabling patients to receive consultations from professional healthcare teams conveniently and efficiently. In 2025, the number of telemedicine users reached 2,315, representing an increase of 22.2 percent compared with 2024. In 2025, the Company also reviewed and enhanced the quality of its telemedicine services across multiple aspects, including medical standards, user experience, and digital technology connectivity, to ensure greater system stability and data security.
- Customer Relationship Management (CRM) system. Further details can be found in section 1.1.1.
- Electronic Medical Record (EMR) system. Further details can be found in section 1.1.2.

The Company is committed to enhancing the quality of medical care and patient experience by adopting a patient centric approach through the implementation of the Digital Hospital concept. This approach integrates medical technology, digital innovation, and professional expertise to deliver healthcare services that are safe, accessible, and highly secure in terms of data protection. Key performance highlights are as follows:

1. Data Privacy and Health Data Security
   - Highest standards of data protection: The Company prioritizes personal data protection in accordance with PDPA standards. Patients can complete online pre-registration through face scan technology and two factor authentication (2FA), with data securely transmitted directly to the Hospital Information System (HIS).
   - Secure intelligent data management: The use of real hospital data to support artificial intelligence (AI) learning is conducted under strict security protocols and advanced personal data protection measures.
   - Secure access to personal health records: Patients can securely access their Personal Health Records (PHR), diagnostic results, and medication history via mobile devices through encrypted systems and secure identity verification.
2. Improving Quality of Care and Patient Safety
   - Reduced processes and faster services: The 9Smart platform reduces new patient registration time from 15 to 20 minutes to less than 1 minute, representing a 90 percent reduction, and decreases outpatient service procedures from 7 steps to 4 steps.
   - Reducing communication errors: The implementation of Mobile Auto Check in and real time status tracking systems reduces the need for patients to inquire with staff at multiple service points, resulting in smoother service flow and fewer communication errors.
   - Improved follow up efficiency: Real time appointment and reminder systems help reduce scheduling discrepancies, increasing the appointment attendance rate from 83 percent to 86 percent.
3. Expanding Equitable Access to Healthcare Services
   - Seamless healthcare delivery (Decentralized Healthcare): The Company introduced the concept of “bringing the hospital to patients’ homes” through the 9CARE application, allowing patients with complex medical conditions to receive continuous care without frequent hospital visits, thereby reducing economic and social burdens.
   - 24 hour Telemedicine services: Operated through the Praram9V Online Hospital Center, enabling patients in remote areas, patients with non-critical conditions, and international patients to access specialist consultations anytime and anywhere, reducing travel time and related expenses.
   - Medical IoT connectivity: The system supports integration with health monitoring devices such as blood pressure monitors, glucose meters, and smart watches, enabling physicians to monitor patient health conditions in real time and reduce potential health risks and disease severity.
4. Customer Satisfaction and Engagement
   - High satisfaction rate: Results from the 9Smart platform indicate that 95 percent of users reported satisfaction, particularly with features such as doctor appointment booking, access to medical test results, and Mobile Check in.
   - Addressing the needs of an aging society: The platform is designed to be user friendly and accessible for all age groups. Notably, 31 percent of users are aged 51 and above, reflecting that older patients are able to conveniently access and benefit from digital healthcare services.
   - Responsible brand communication: The Company integrates AI technology with employee capability development to produce “REAL LIFE INSPIRED STORY” video content that creatively communicates health related information. These videos have generated more than 2,000,000 total views, helping to strengthen public awareness and engagement in health care.

Responding to Customer Needs

The Company places strong importance on customer satisfaction and customer experience, recognizing that satisfaction is a key factor in continuously improving service quality. The Company has established a Customer Feedback Management system to promptly capture and respond to feedback from customers. Surveys, follow ups, and inquiries are conducted regularly with both customers who have received services and individuals who contact the hospital through various online channels. Insights gathered from these channels are used to improve services and better respond to customer needs.

The Company has also set clear objectives for managing customer responsibility, including establishing customer satisfaction targets and regularly monitoring survey results to ensure that customer expectations are effectively addressed, as outlined below.

1. Outpatient (OPD) Customer Experience Satisfaction Rate: Target ≥ 95%

   According to the 2025 survey results, the OPD customer experience satisfaction rate was 93.6 percent. Based on the survey findings, the Company implemented several initiatives to respond to customer needs, as follows:

   - Integration of insurance eligibility verification with the registration process to facilitate customers using insurance coverage, enabling them to acknowledge their treatment benefits prior to receiving services and reducing waiting time for eligibility verification.
   - Deployment of service staff at payment waiting areas to provide immediate assistance and information to customers who may experience longer waiting times during the payment process.
   - Establishment of the Patient Experience Team, consisting of the Customer Relations Department, Registration Department, Porter Service Unit, and Contact Center. The team collaborates to enhance service quality by applying service design principles to improve the overall patient service journey.
   - Expansion of the Food Plaza in Building A, in addition to the existing dining facilities in Building B, to provide more diverse food options and better accommodate customers visiting physicians as well as general visitors.
   - Patient transportation service improvement initiatives, including:
     - Pink Porter Project: female porter staff assigned to assist with the transportation of female Arab patients and elderly patients who may prefer assistance other than wheelchairs.
     - Deployment of additional staff at key connection points, such as elevator areas and inter-building walkways, to reduce confusion and provide immediate assistance to customers.
   - Introduction of a Bolt ride-hailing service point for customers who do not use private vehicles, complementing the existing hospital shuttle van service.
   - English language development programs for staff to enhance communication effectiveness with international patients.
   - Expansion of the International Center and International Clinic to facilitate and better support services for international patients.
   - Service Development Program, including:
     - Establishing service standards for each department.
     - Identifying customer needs through Secret Shopper assessments and reflecting service gaps against established standards.
     - Encouraging departmental participation in service improvement initiatives.
     - Conducting internal service audits by appointed representatives and providing feedback to relevant departments for improvement.
     - Organizing individual service behavior training programs for employees when inappropriate service behavior is identified.

2. Inpatient (IPD) Customer Experience Satisfaction Rate: Target ≥ 95%

   According to the 2025 survey results, the IPD customer experience satisfaction rate was 96.6 percent, exceeding the established target. The Company has analyzed the survey results and implemented several initiatives to continuously enhance the inpatient service experience, as follows:

- Improvement of in-room facilities, including the installation of Smart TVs and enhanced Wi-Fi connectivity, to better support patients' usage needs during their stay.
- Appropriate ward allocation based on treatment type, ensuring that patient wards and care teams align with specific medical needs, including:
  - Ward 9 for patients requiring close medical observation
  - Ward 10 for cardiac patients
  - Ward 16 for cosmetic surgery patients
  - Ward 6 for obstetrics and gynecology patients
  - Ward 15B for pediatric patients
  - Ward 17B for Arab patients

  In addition, the hospital has introduced Vein Finder equipment and established an IV Champion Team to assist with intravenous access for patients with difficult veins, helping reduce stress during treatment.
- Enhancement of services for Arab patients, including:
  - Coordinating Halal food services specifically for Arab patients, based on patient feedback and recommendations.
  - Establishing a dedicated inpatient ward for Arab patients to accommodate cultural preferences and service needs.
  - Organizing training sessions on basic care practices for Arab patients for hospital staff.
  - Assigning Arabic interpreters stationed at the ward to support Arab patients and multidisciplinary care teams, facilitating smoother and more efficient communication and service delivery.
- Development of specialized care training programs and expansion of learning channels for medical personnel through classroom training, hands-on workshops, and e-learning platforms, aimed at enhancing the quality of patient care and strengthening confidence among patients and their families.

Monitoring Customer Experience

The Company conducts patient experience surveys, or individual satisfaction surveys, through a dedicated survey team that operates independently from staff in operational departments. This approach ensures that the surveys are conducted comprehensively and objectively. The team performs direct interviews with customers to gather feedback regarding their service experience. In cases where compliments or suggestions are received, the information is recorded in the Risk Management system, which automatically generates action reports and forwards them to the relevant departments. This process enables the responsible units to identify appropriate corrective and preventive measures to avoid recurrence, while also ensuring timely and tangible responses to customer needs and feedback.

Facility Improvements to Enhance Customer Experience

- 1st Floor, Building A
  - Expansion of the International Center to better accommodate and facilitate the growing number of international patients.
  - Establishment of a Food Plaza to provide a wider variety of dining options.
  - Renovation of the main entrance lobby to create a more open, comfortable, and welcoming environment.
  - Improvement of the Physical Therapy Department to support the increasing number of patients requiring rehabilitation services.
  - Expansion and preparation of space for the second MRI machine to enhance diagnostic service capacity.

Performance Results in 2025

Goals

- Outpatient Patient Experience Satisfaction Rate (Patient Experience OPD) no less than 95%.
- Inpatient Patient Experience Satisfaction Rate (Patient Experience IPD) no less than 95%.

Performance Results

- Outpatient Patient Experience Satisfaction Rate (Patient Experience OPD) 93.6%
- Inpatient Patient Experience Satisfaction Rate (Patient Experience IPD) 96.6%

In addition to assessing overall customer satisfaction, the Company also recognizes the opportunity to increase the number of new customers through customer recommendations. When customers have a positive service experience, they are more likely to recommend the hospital to others. Therefore, the Company monitors the recommendation rate among both OPD and IPD customers. The results are as follows:

- Outpatient referral rate equals 79.3%.
- Inpatient referral rate equals 87.2%.

These results represent an ongoing challenge for the Company to further enhance service quality and strengthen customer experience to increase customer satisfaction and encourage more recommendations.

Customer Grievance Mechanism

The Company recognizes that listening to and addressing customer complaints is not only a process for resolving service-related issues, but also an important mechanism for strengthening good corporate governance, respect for human rights, and sustainable organizational development. Therefore, the Company has developed a customer grievance management system in alignment with international standards to serve as a mechanism for enhancing governance and promoting respect for human rights, as follows.

1. Receiving complaints: Receive complaints from customers through all available channels. Currently, reporting channels have been developed, such as phone, QR Code, email, Line, or social media, to allow customers to communicate conveniently.
2. Listen and acknowledge: When a service user has a complaint, it is important to listen to their concerns attentively and empathetically, so that they feel their voice is valued.
3. Detailed analysis and investigation of the problem to determine which service aspect caused it, such as service delays, treatment quality, or inconvenience in various procedures.
4. Rapid response and problem resolution: Transparent and direct communication. Upon receiving a complaint, staff respond to the service user as quickly as possible. Even if not all issues are resolved, a response demonstrating interest and acknowledgment of the complaint is crucial.
5. Monitoring and summary: The status of each service user's complaint management is monitored, and a summary of complaint management results is prepared.
6. Learning and improvement: Using data from complaints to improve future services by developing work processes or training employees to prevent the recurrence of previous problems.
7. Providing a straightforward explanation for the problem and apologizing to affected service users, so that they understand the company acknowledges the issue and is ready to resolve it.
8. Problem resolution as promised to service users, such as changes in services, additional services, or useful advice.
9. Post-resolution follow-up: After implementing solutions, follow-up is conducted to ensure that the issues have been resolved satisfactorily and that service users are content.
10. Data recording: Detailed recording of all complaints received, including complainant information, problem details, and date and time of occurrence.
11. Analysis and investigation: Carefully analyze the problems that have occurred to find the root causes before proceeding with problem resolution in the next steps.

12. Using complaints as a tool for service quality improvement: Complaints provide crucial data for developing future service systems or processes, such as refining service procedures, training personnel, or utilizing technology to enhance efficiency.
13. Building a culture and promoting a culture among personnel of listening and recognizing the importance of complaint management as part of improving and developing service quality.

Managing customer complaints is not merely a problem-solving process but an effective demonstration of responsibility and care for customers. If handled correctly and attentively, it helps build customer satisfaction, improve services, and foster long-term relationships with service users.

Performance Results : Complaints regarding customer privacy breaches = 0 cases

Operations for Responsibility to Service Recipients

1. Maintain the security of digital medical systems (Security) according to ETDA standards.
2. Develop organizational data storage on the Cloud.
3. Quality medical treatment, safety standards, and good ethics.
4. Satisfaction and receiving good service
5. Receiving accurate, clear, fast, and convenient health information.
6. Appropriate medical service fees
7. Data Privacy & Security: Privacy and security of patient data and treatment information.

Personal Data Protection and Cybersecurity (Data Privacy & Cybersecurity)

- Strictly adhere to the Personal Data Protection Act B.E. 2562 (2019) and ETDA guidelines, with data leakage prevention measures such as:
  - Least Privilege Data Access
  - Encryption of critical data
  - Training all employees on PDPA and ethics in patient confidentiality.
- Currently, the ISO 27001:2022 standard framework is used for Information Security Management Systems.

Operations for Responsibility to Service Recipients are a crucial factor in building confidence among service users and fostering trust. This also directly impacts maintaining service standards and long-term service user satisfaction.

1. Maintaining Service Quality

- Maintaining quality standards: Adhering to established service standards, such as JCI (Joint Commission International) standards for hospitals, to ensure continuous and predictable service.
- Monitoring and evaluation: Conducting internal or external evaluations, such as regular service quality audits or implementing quality assurance programs, will help ensure efficient services that meet the needs of service recipients.

2. Responsibility for user safety

- Accident and harm prevention: Measures to prevent and reduce risks from services, such as monitoring treatment outcomes, checking medications used, and controlling hospital infections.
- Safety training: Training personnel on adhering to safety measures and accident prevention appropriate for the work environment.

3. Providing transparent and accurate information

- Providing easy-to-understand information: Information about services, treatment costs, or procedures must be transparent and easy to comprehend, whether it's advice on treatment or details about expenses.
- Answering questions and inquiries: Service users should receive complete and accurate information, as well as clear advice or answers in case of doubts.

4. Fair and equitable service
- Fair service: Service provision should not discriminate or differentiate service users based on ethnicity, religion, or economic status.
- Equitable service: Treating everyone equally without discrimination in any aspect is crucial for building confidence among all service recipients.

5. Adherence to ethical principles
- Confidentiality and privacy: Respecting the right to confidentiality of service users' personal data, such as treatment information or personal details, is crucial, especially in the medical or healthcare sector.
- Maintaining ethical service standards: All personnel in the organization should adhere to ethical principles in service provision, demonstrating honesty, transparency, and responsibility towards customers.

6. Listening and responding to complaints
- Serious complaint handling: Organizations must have clear channels for receiving complaints from service users and respond quickly to resolve issues or errors that arise.
- Evaluation and improvement: Using complaints as data to improve services, such as refining work processes or increasing staff training to provide higher quality services.

7. Personnel Development
- Training and skill development: Developing staff skills in both customer service and relevant professional expertise, such as training in communication skills and friendly, easy-to-understand service.
- Enhancing understanding of responsibility: Educating personnel on the importance of being responsible to customers and how to provide the best service.

8. Care and enhancement of service recipient satisfaction
- Service that responds to customer needs: Deeply understanding service users' needs, such as improving services based on feedback or suggestions from service users.
- Post-service care: Service follow-up, such as calling service recipients after treatment or service to check satisfaction and outcomes.

Operations for responsibility to service recipients build confidence among users that the organization prioritizes and cares for every step, from quality service provision, maintaining security, providing transparent information, to responding to complaints. Being responsible and attentive to every detail enhances user satisfaction and fosters long-term trust between service users and the organization.

Stakeholder Engagement

The company promotes engagement by providing diverse, accessible, and continuous channels for feedback from service recipients and other stakeholders.

- Communication and consultation: Website, QR Code, Facebook, Line Official (@Praram9hospital), Twitter, Call Center phone 1270, Email.
- Needs and satisfaction surveys: Both paper and electronic questionnaires, interviews by the Patient Experience team throughout the year.
- Health education activities: Organize training, seminars, and disseminate health information through various media, both inside and outside the hospital.
- Listening to suggestions and complaints: Through a Risk Management Program linked to all departments, with feedback provided to complainants to build confidence in the resolution process.

Performance Results :

In 2025, no complaints regarding customer privacy breaches were found (Zero Complaint).

Performance Monitoring and Evaluation

The company sets clear goals and indicators for its responsibility to service recipients, with regular monitoring and quarterly reporting to the Quality Management Committee.

Indicator	Target	Performance Results in 2025
Outpatient Patient Experience Satisfaction Rate (OPD Patient Experience)	>95%	93.6%
Inpatient Patient Experience Satisfaction Rate (IPD Patient Experience)	>95%	96.6%
OPD Recommendation Rate (Net Promoter Score – NPS)	-	79.3%
IPD Recommendation Rate (Net Promoter Score – NPS)	-	87.2%
Number of Sentinel Events	0	0
Number of Personal Data Breach Complaints	0	0
JCI Accreditation	Continuous	Re-accreditation Achieved

The Company has utilized the evaluation results to implement several improvement initiatives, as follows:

- Service Behavior Training Program to enhance employees' service capabilities, particularly for staff whose service behavior requires improvement.
- Expansion of the International Center and International Clinic to accommodate the increasing number of international patients.
- Installation of Vein Finder equipment and establishment of an IV Champion Team to reduce stress for patients with difficult venous access.
- Improvement of inpatient ward facilities, including Smart TVs and comprehensive Wi-Fi coverage throughout the wards.

Strategy and Future Targets

To enhance responsibility toward customers in line with international standards and stakeholder expectations, the Company has established a three-year strategy (2026–2028) as follows:

1. Enhance patient safety and quality of care to a leading national level by maintaining JCI accreditation standards. 2. Increase the proportion of satisfied customers and customer recommendations by setting Net Promoter Score (NPS) targets of more than 80 percent for OPD and more than 90 percent for IPD by 2027. 3. Strengthen a culture of safety and privacy protection through annual training for all employees and enhanced internal audits on data privacy. 4. Expand digital healthcare services for easier and faster access, including enhancing functions on the Smart Hospital / 9CARE platform to provide integrated services and developing AI systems to support medical decision-making.

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Satisfaction rate for Outpatient Service Experience (Patient Experience OPD) not less than 95%	-	2028: Satisfaction rate for Outpatient Service Experience (Patient Experience OPD) not less than 95%
• Development of customer satisfaction and customer relationship	Patient Experience (IPD) satisfaction rate not less than 95%	-	2028: Patient Experience (IPD) satisfaction rate not less than 95%

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Responding to the needs of service recipients

The company aims to manage its responsibility towards service recipients with a Patient Experience satisfaction rate of not less than 95%. The following targets have been set:

1. Outpatient Department (OPD) service experience satisfaction rate of not less than 95%.

From the survey results for the year 2024, the Outpatient Department (OPD) service experience satisfaction rate was = 92.12 % Based on the survey results, various projects have been implemented to meet the needs of service recipients as follows:

• Developed a Notification Application to alert OPD staff when a doctor has completed an examination, indicating that the service recipient's name should be sent to the pharmacy/finance department, thereby reducing the risk of long waiting times for service recipients.

• Developed an Application for checking healthcare eligibility, providing clear, fast, and convenient information to service recipients.

• Created QR Codes with self-care instructions for service recipients, placed in every doctor's examination room. The 9 codes in each department pertain to behaviors relevant to that specific department, allowing service recipients easy access to self-care information.

• Service recipients who need to use the connecting walkway between the two buildings may experience confusion. Therefore, the number of directional signs indicating various points has been increased, and an electric shuttle service is available between the two buildings.

• For foreign service recipients, the hospital has provided sufficient interpreter staff to reduce language barriers that may affect the quality of patient care and the overall experience of service users. Unclear communication can lead to misunderstandings in treatment, difficulties in providing medical information, or even a lack of trust between patients and medical personnel.

• Established a Service Transform Committee to collaboratively improve and develop staff service behavior and plan service delivery guidelines. The committee is committed to systematically planning service improvements based on all recommendations.

• Procured suitable shops and restaurants to meet the needs of service recipients.

2. Inpatient Department (IPD) service experience satisfaction rate of not less than 95%.

From the survey results for the year 2023, the Inpatient Department (IPD) service experience satisfaction rate was = 97.08 %

Based on the survey results, various projects have been implemented to meet the needs of service recipients as follows:

• Opened a comprehensive professional learning center on the 8th floor, focusing on training all new nurses and conducting e-training on IV line insertion for medication and fluid administration. This includes modern training mannequins and practice in various nursing procedures using advanced mannequins capable of simulating realistic scenarios.
• For foreign service recipients, dedicated interpreter staff are provided for close assistance to mitigate language barriers that could impact the quality of patient care and the overall user experience. Unclear communication may lead to misunderstandings in treatment, difficulties in conveying medical information, or even a lack of trust between patients and medical personnel.
• For patients hospitalized for extended periods requiring controlled dietary compositions under the supervision of a dietitian, issues of appetite fatigue are often encountered. Therefore, a diverse menu has been implemented, offering non-repetitive meal options over a one-month cycle to increase variety.
• Implemented improvements and corrections to the Smart TV system and Wi-Fi signal to ensure sufficient speed and usability.

Implementation

For the patient experience survey and individual satisfaction survey, customer relations staff directly inquire about services with recipients. In cases of compliments or suggestions, with surveys available in 7 languages via online QR Code, staff will record the information into the Program Risk Management system and issue work orders to relevant departments for awareness, to find solutions and prevent recurrence, and to concretely respond to the needs of service recipients.

Facility improvements to accommodate service recipients' usage:

o OPD, 2nd Floor, Building A, in the vicinity of the Emergency Room, Internal Medicine Department, and Orthopedic Department, to accommodate the increasing number of outpatients.
o IPD, 10th Floor, Building A, to enhance the environment for inpatient accommodation.
o 8th Floor, Building A, serves as the Rama IX Hospital Learning Center, providing academic knowledge to internal company personnel.

In addition to overall satisfaction assessment, the company also evaluates the rate of repeat service usage by existing customers. If service recipients have a positive attitude towards the company's services, it will build trust, leading to repeat usage. Furthermore, evaluating the return rate of existing customers not only helps measure customer satisfaction but also reflects confidence in the services received and a positive attitude towards the company. If the company can maintain satisfaction and create a good experience for customers, there is a strong tendency to build customer trust and encourage them to recommend the services to others.

• The score for recommending others to use the service for inpatient services is 98.05%.

Customer management: Customer satisfaction

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Information on community and society

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Employment and professional skill development, Education, Religion and culture, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Reducing inequality

The Company has established proactive policies to enhance quality of life and health security, which are considered material issues for business operations and stakeholders. It focuses on conducting activities in line with the goals of social engagement to foster greater knowledge and understanding of self-care.

Targets

To ensure continuous improvement, the Company has established clear performance indicators as follows:

- Creating Shared Value (CSV): The Company successfully initiated at least two Creating Shared Value (CSV) projects per year, transitioning from occasional charitable donations to initiatives that generate measurable and sustainable social impact.
- Social Return on Investment (SROI): Through its CSV initiatives, the Company achieved an SROI of greater than 1.0, reflecting that every investment in social initiatives generated social value exceeding the resources invested by the Company.

Reference link for company's community and social management plan : https://investor.praram9.com/en/company-info/sustainability-management/sustainability-management-in-social-dimensions

Setting community and social management goals

Does the company set community and social management goals : Yes

Details of setting community and social management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employment and professional skill development • Education • Sports and recreation • Occupational health, safety, health, and quality of life • Disadvantaged and vulnerable groups	Community and social activities increased by 20% by 2025 compared to the base year 2020.	2020: 17 Activities	2028: 21 Activities
• Occupational health, safety, health, and quality of life	Creating Shared Value (CSV) activities, at least 2 per year.	-	2028: 2 Activities

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Community Engagement Strategy

The Company conducts a Community Needs Assessment before designing and implementing social initiatives each year to ensure that its programs effectively address the genuine needs of stakeholders. This process is carried out through three key mechanisms, as follows:

1. Health Accessibility: The Company implemented more than 29 off-site community health screening programs, aiming to reduce gaps in access to basic health assessments while providing appropriate preventive care guidance to help individuals better manage their health.
2. Health Literacy: The Company organized 35 specialized health education programs delivered by physicians and healthcare professionals for communities, benefiting more than 3,049 participants. These initiatives were conducted through both onsite activities and digital platforms (online) to broaden public access to health knowledge.

Creating Shared Value through the Application of Medical Innovation and Technology

The Company integrates modern technology with its business partner networks to develop new healthcare delivery models that build trust among surrounding communities. These initiatives not only help reduce illness rates in society but also mitigate financial risks associated with potential shortages of healthcare personnel while strengthening the Company's brand in the long term, in line with the principles of the IFRS Sustainability Disclosure Standards. Key outcomes include the following:

1. Health Security and Expansion of Partner Networks Promoting Health Literacy within communities not only helps reduce illness rates but also alleviates congestion from non-complex patient cases at hospitals. This enables the Company to optimize resource allocation (Resource Optimization) to better serve patients with complex medical conditions, which generally generate higher margins. In 2025, the Company reported a gross profit margin of 36.6 percent, an increase from 34.3 percent in 2024, reflecting improved operational efficiency.
2. Social License to Operate and Brand Equity Public trust directly contributes to lowering the Customer Acquisition Cost (CAC), as trusted brands tend to benefit from higher rates of word-of-mouth referrals and repeat service usage. As a result of these efforts, the Company received the Thailand's Most Admired Company 2025–2026 award from BrandAge magazine, recognized as the most trusted private hospital brand, with a total score of 7.23. In addition, the Company's outstanding ESG performance earned it a SET ESG Ratings: AAA, further enhancing opportunities to access lower-cost financing, such as Sustainability-Linked Loans.
3. ESG Risk Management and Access to Capital Sustainable business practices help reduce risks related to legal issues and reputational damage (Legal and Reputational Risks) while improving the Company's credibility among investors who apply ESG integration in their investment decisions. The Company received an AAA rating in the SET ESG Ratings assessment in both 2024 and 2025, enabling inclusion in the government-supported Thai ESG Fund for tax-incentive investments. This also increases opportunities to access lower-cost financing sources, such as Sustainability Bonds and Sustainability-Linked Loans, which help reduce interest expenses.

Health Accessibility Promotion Project: 29 projects.

1. Health Check-up Project at the Samut Prakan Provincial Government Meeting.

January 8: Provided basic health check-ups and blood pressure measurements at the Samut Prakan Provincial Government Meeting, for government officials under the administration of
Samut Prakan Province participated in the meeting with 300 attendees, and 98 individuals received health check-ups.

2. Health Check-up Project at CentralWorld Shopping Center

January 20-21: Provided basic health check-ups and blood sugar level measurements to the general public at CentralWorld Shopping Center, with service recipients.
148 individuals.

3. Public Health Check-up Project at the Nurses' Dormitory of Praram 9 Hospital.

January 26: Provided basic health check-ups, blood pressure measurements, and blood sugar level tests to the public near the nurses' dormitory of
Praram 9 Hospital had 7 participants from the Supalai Wellington project meeting.

4. Health Check-up Project for representatives of Muang Thai Insurance Co., Ltd.

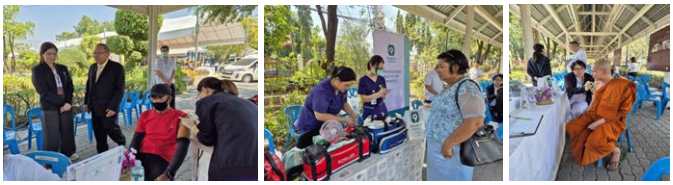
February 5: Provided basic health check-ups, blood pressure measurements, blood sugar level tests, body composition measurements, and peripheral nerve stimulation with electromagnetic therapy to 98 representatives of Muang Thai Insurance Co., Ltd.

5. Volunteer Medical Unit Project for Merit-Making

February 9: The Volunteer Medical Project for Monks' Health Check-ups was organized as a merit-making offering to His Holiness the Supreme Patriarch. It included an influenza vaccination clinic activity to promote health and prevent disease for monks and related individuals, with 350 individuals receiving services.

6. Volunteer Medical Unit Project for Influenza Vaccination at Wat Phra Ram 9.

February 11: Influenza vaccination clinic activity to promote health and prevent disease for monks and related individuals at Wat Phra Ram 9 Kanchanaphisek, with 33 individuals receiving services.



7. First Aid Unit for 3X3 Basketball Event.

March 14-16: Provided basic first aid unit with ambulance standby at the 3x3 Basketball event. 12 individuals received services, and 2 were referred to Praram 9 Hospital for further treatment.

8. Public Health Check-up Project at Perfect Place Village.

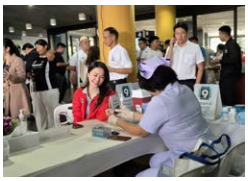
March 22: Provided basic health check-ups, blood pressure measurements, and basic health care knowledge to 52 members of the general public at Perfect Place Village.

9. First Aid Unit Event Black & White and Run

March 30: Provided first aid unit with ambulance standby and basic health check-ups at the Black & White and Run event. The first aid unit with emergency vehicle and reaction time test for the body's response to stimuli served 100 individuals.

10. Public Health Check-up Project at the Pheu Thai Party.

April 8: Provided basic health check-ups, blood pressure measurements, and blood sugar level tests to 50 party executives and members of the Pheu Thai Party.



11. Public Health Check-up Project at Perfect Place Village.

April 26: Provided basic health check-ups, blood pressure measurements, and basic health care knowledge to 30 members of the general public at Perfect Place Village.

12. Public Health Check-up Project at B Medex Co., Ltd.

May 1: Provided basic health check-ups to 103 employees of B Medex Co., Ltd.

13. First Aid Unit Event Toyota Thailand Open 2025

May 13-18: Provided first aid unit with ambulance standby and basic health check-ups at the Toyota Thailand Op 2025 event.

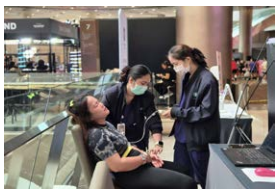
14. First Aid Unit Event National Red Swan Day.

May 25: Provided basic first aid unit at the National Red Swan Day event.

15. First Aid Unit Event Fitness First force 2025

June 6-8: Provided basic first aid unit with ambulance standby at the Fitness First force 2025 event, with service recipients.

19 individuals, with 1 referred for further treatment at Taksin Hospital.



16. Public Health Check-up Project

June 6: Provided basic health check-ups, blood pressure measurements, and basic health care knowledge at the event for Muang Thai Life Assurance Co., Ltd.

17. Public Health Check-up Project at the 'Caravan of Charming Cities, Eat & Enjoy @ Nakhon Nayok' event.

August 9: Provided basic health check-ups and blood pressure measurements at the 'Caravan of Charming Cities, Enjoy @ Nakhon Nayok' event. Supported health check-up packages for the activity, and provided souvenirs and drinking water to participants. There were 98 participants.

18. Public Health Check-up Project at Thai Life Insurance Public Company Limited.

August 9: Provided basic health check-ups, blood pressure measurements, and basic health care knowledge to T Insurance Public Company Limited.

19. Public Health Check-up Project Chang Amateur Open 2025 Event

August 25: Provided basic health check-ups at the Chang Amateur Open 2025 event at Alpine Golf Club, with 30 participants.

- Blood pressure measurement.
- Blood sugar level measurement.
- Pain treatment with shockwave therapy.
- Testing the body's ability to respond to stimuli (Reaction Time).

20. Public Health Check-up Project at the event of Charity Golf Tournament of Thanthun Daily Newspaper.

September 22: Provided basic health check-ups at the 2nd Annual Charity Golf Tournament of Thanthun Daily Newspaper at Alpine Golf Club, with 25 participants.

- Blood pressure measurement.
- Blood sugar level measurement.
- Pain treatment with shockwave therapy.
- Testing the body's ability to respond to stimuli (Reaction Time).

21. Event Isaan Caravan: Healing the minds of border victims.

September 27: Set up a booth and supported health check-up packages, medicine cabinets + medicines and medical supplies at the "Isaan Caravan: Healing the Minds of Border Victims" event, in collaboration with the Tourism Authority of Thailand, with 98 participants.

22. Public Health Check-up Project at the event of King Power Family Run 2025

September 27: King Power Family Run 2025, with 300 employees and their families participating. Activities at the event included:

- Body Mass Index (BMI) measurement
- Individual health care recommendations.
- Recommend IoT devices + Smartwatches.
- Reaction time test.
- Recommend @line : Praram9hospital and receive a souvenir.

23. Ordination Project for Monks and Brahmins in Honor of His Majesty.

November 1: Influenza vaccination service under the ordination project for monks and Brahmins in honor of His Majesty, to build immunity, reduce outbreaks, and prevent severe illness in at-risk groups, with 56 individuals receiving vaccinations.

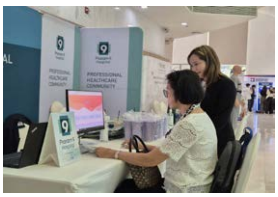
24. First Aid Unit Event TCP-Sponsor run run to refresh

November 2: Provided basic first aid unit with ambulance standby at the TCP-Sponsor run run to refresh event, with 30 individuals receiving services.

25. Public Health Check-up Project at PTT Public Company Limited.

November 10-11: PTT Health Day 2025 activity, providing basic health check-ups and blood pressure measurements to 50 employees of PTT Public Company Limited.

- Disease diagnosis activities using Traditional Chinese Medicine (Limited).
- Brain training games with souvenirs.



26. First Aid Unit Event Rende vs Asset

November 26: Provided first aid unit with ambulance standby and health promotion activities at the Rende vs Asset event, with 50 participants.

27. Public Health Check-up Project Young Professionals Program (YPP)

November 29: Provided basic health check-ups and Telemedicine connection to the Young Professionals Program (YPP), with 32 participants.

28. Happy Monk Project

December 15 and 17: The "Good Health, Good Happiness... with Praram 9 Hospital" project, held continuously for the fourth time, organized basic health check-ups for monks at Wat Phra Ram 9 Kanchanaphisek, with 23 monks participating.

29. First Aid Unit During the royal ceremony to pay respects to the Royal Urn of Her Majesty Queen Sirikit.

December 25: Provided ambulance support with a first aid standby unit for medical missions during the royal ceremony to pay respects to the Royal Urn of Her Majesty Queen Sirikit at Sanam Luang, to care for and provide basic first aid to the public attending the ceremony. There were 14 medical service recipients, comprising 13 individuals who received first aid and were able to return home, and 1 patient who was referred for continuous treatment at a nearby hospital.

Knowledge Transfer for Sustainable Well-being (Health Literacy) Project: 35 projects.

1. Professional Seminar Project on Kidney Disease

January 9: Organized a professional seminar activity for Phitsanulok Hospital to enhance knowledge and develop the potential of medical personnel, with 15 doctors and professional nurses participating.

2. Seminar Project Online Topic: Learn to Prevent, Understand hMPV Virus.

January 23: Online seminar on "Learn to Prevent, Understand hMPV Virus" organized by the Stock Exchange of Thailand.

3. Co Seminar Project Online Topic: Cancer treatment

February 4: Online seminar on "Cancer Treatment" for Muang Thai Life Assurance Co., Ltd.

4. Co Conference on Kidney Disease

February 6: Academic meeting on kidney disease with Thaksin Hospital, Surat Thani Province.

5. Co Conference on Kidney Disease

February 6: Academic meeting on kidney disease with Thonburi Hospital, Chumphon Province.

6. Co Conference on Kidney Disease

February 7: Academic meeting on kidney disease with Thonburi Hospital Thung Song.

7. Seminar Project Online Topic Stress Management and Burnout

February 14: Online seminar for Ricoh (Thailand) Co., Ltd.

8. Seminar Project Online Topic Allergies in Pregnant Mothers: Important Issues Pregnant Women Should Not Overlook.

March 8: Online seminar on "Allergies in Pregnant Mothers: Important Issues Pregnant Women Should Not Overlook" via The Momster Facebook live channel.

9. World Kidney Day Activity

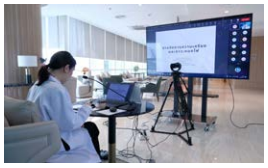
March 12: Organized World Kidney Day activities to educate the general public about kidney disease care.

10. New Kidney, New Life Activity

March 16: "New Kidney, New Life" activity, an ongoing project to educate the public and medical personnel about kidney surgery and self-care for new kidney transplant patients, to promote quality of life and sustainable longevity. Last year, 122 individuals participated in the activity.

11. Seminar Project Online Topic Stress Management and Burnout

March 21: Online seminar on "Stress Management and Burnout" for Mitsubishi Motors (Thailand) Co., Ltd.



12. Parkinson's Day Activity

April 9: Organized Parkinson's Day activities to educate the general public about Parkinson's disease, patient care, and prevention.

13. Seminar Project Online Topic Stress Management and Burnout

April 25: Online seminar on "Stress Management and Burnout" for Sony Thai Co., Ltd.

14. Seminar Project Topic: Doctor Talk: A Guide to Caring for Your Beloved Child from 0-1 Year Old.

May 10: Seminar on "Doctor Talk: A Guide to Caring for Your Beloved Child from 0-1 Year Old" for parents at Praram 9 Hospital.

15. Professional Seminar on Kidney Disease

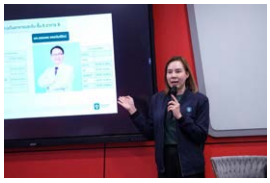
May 14: Academic seminar on kidney transplantation, Specialized Nursing Practice in Renal Replacement Therapy program, Rangsit University.

16. Professional Seminar on Kidney Disease

May 23: Seminar activity on "Nursing Care for Chronic Kidney Disease Patients and Kidney Transplant Surgery" in collaboration with Thaksin Hospital, Surat Thani Province, to provide knowledge to the public, doctors, and nurses regarding the care and treatment of chronic kidney disease patients and kidney transplantation, with 132 participants.

17. Basic Health Care Seminar Project

June 24: Seminar providing basic health care knowledge to AIA employees at Phaya Akkara Nakha Office.



18. Seminar Project Topic AI and Digital Skills

July 26: Seminar providing knowledge on "AI and Digital Skills" at Praram 9 Hospital.

19. Seminar Project Topic: T Raising Children in the AI Era.

July 25: Seminar on "Raising Children in the AI Era" organized as HBI ROH Wellness Day 2025 for Hanesbrands ROH Asia Co., Ltd., with 125 participants. Activities at the event included:

- Body composition measurement.
- Testing the body's reaction time to stimuli

20. CPR and AED Training Project

August 1: Organized a training activity on Cardiopulmonary Resuscitation (CPR) and the use of Automated External Defibrillators (AEDs), with Dr. Wisut Ketkaew, a cardiologist specializing in cardiovascular diseases from Praram 9 Hospital, as the lecturer, for 200 employees of Bank of Ayudhya Public Company Limited.

21. CPR and AED Training Project

August 26: Organized a training activity on Cardiopulmonary Resuscitation (CPR) and the use of Automated External Defibrillators (AEDs), with Dr. Annach Triam-anurak, a cardiologist specializing in cardiovascular diseases from Praram 9 Hospital, as the lecturer, for 200 employees of Bank of Ayudhya Public Company Limited.

22. Professional Seminar on Kidney Disease

August 15: Professional seminar on nursing care for chronic kidney disease patients and kidney transplant surgery for Chonburi Provincial Public Health Office, with 82 participants.

23. Seminar Project Topic Respiratory diseases in children that parents should know about.

August 29: Seminar activity on "Respiratory Diseases in Children that Parents Should Know," with Dr. Nongnapat Kao-ian, a pediatrician specializing in pediatric respiratory diseases, as the lecturer, providing knowledge to parents and teachers, and organizing various developmental activities for students at Chokchai Huaykhwang Kindergarten.

24. CPR and AED Training Project

September 11: Organized a training activity on Cardiopulmonary Resuscitation (CPR) and the use of Automated External Defibrillators (AEDs), with Dr. Pornpichaya Boondee, a cardiologist specializing in cardiovascular diseases from Praram 9 Hospital, as the lecturer, for 30 employees of HSBC Bank.

25. CPR and AED Training Project

September 29: Organized a training activity on Cardiopulmonary Resuscitation (CPR) and the use of Automated External Defibrillators (AEDs), and provided knowledge about heart disease on World Heart Day, with 70 participants.

26. Seminar Project Topic Update in Common Neck Pain 2025

October 5: Academic seminar on "Update in Common Neck Pain 2025" organized by Praram 9 Hospital in collaboration with the Department of Orthopedics and the Department of Rehabilitation Medicine, Phramongkutklao Hospital, to update knowledge on the diagnosis, treatment, and rehabilitation of neck pain from various perspectives. Lieutenant General Dr. Wilai Chinsakul served as the moderator, with Lieutenant Colonel Dr. Chalermpong Cheewachutirungruang as assistant moderator, and esteemed commentators from Praram 9 Hospital and Phramongkutklao Hospital. The event included academic lectures by specialist doctors from Praram 9 Hospital, Phramongkutklao Hospital, and Siriraj Hospital, as well as demonstrations of exercise and physical therapy methods by physical therapists, focusing on the care and rehabilitation of neck pain, a common health issue today.

27. Seminar Project Topic Wallenius: Stress Lecture.

October 10: Seminar on "Wallenius: Stress Lecture" with Ms. Waranya Thawankijdamrong, a Registered Canadian Art Therapist from Praram 9 Hospital, as the speaker. 50 participants attended.

28. Seminar Project Topic Influenza: Easy Prevention, No Fuss.

October 11: Seminar on "Influenza: Easy Prevention, No Fuss" at Praram 9 Hospital.

29. Professional Seminar on Kidney Disease

October 16: Professional seminar on the Specialized Nursing Practice in Renal Replacement Therapy program from Rangsit University.

There were 35 participants.

30. CPR and AED Training Project

October 28: Organized a training activity on Cardiopulmonary Resuscitation (CPR) and the use of Automated External Defibrillators (AEDs) for Eastern Commercial Leasing Public Company Limited.

There were 37 participants.

31. Seminar Project Topic Wellness Month

November 6: Wellness Month seminar on treatment and prevention in Traditional Chinese Medicine for True Digital Group Co., Ltd., with 30 participants.

32. Topic Does AI make our attention span shorter?

November 22: Activity "Opening the World of Imagination: Storytelling to Enhance Learning Skills" on the topic "Does AI Shorten Attention Spans?" for the general public.

33. Seminar Project Topic Happiness does not come from having more, but from carrying less.

December 2: Workshop activity in collaboration with Count Up page, on the topic "Happiness does not come from having more, but from carrying less."

34. Seminar Project Providing basic knowledge on women's health care.

December 2: Seminar providing basic knowledge on women's health care to MSIG Insurance (Thailand) Public Company Limited.

35. CPR and AED Training Project

December 18: Training on "Basic First Aid, Cardiopulmonary Resuscitation (CPR), and the Use of Automated External Defibrillators (AEDs)" for executives and employees of Bangpa-in Cogeneration Co., Ltd., as well as Village Health Volunteers (VHVs) in the area.

Mueang District, Phra Nakhon Si Ayutthaya Province, with 32 participants.

Social Impact Assessment

The Company conducted a Social Impact Assessment with key stakeholders. Current and potential concerns and negative impacts were considered in selecting methods to measure social outcomes and Social Return on Investment (SROI). The results were used to develop the sustainability strategy, action plans, and indicators to reduce negative impacts arising from the Company's operations and to contribute to improving the quality of life of people in society. In 2025, the Company implemented three Creating Shared Value (CSV) initiatives, as follows:

1. HAPPY KIDNEY: Healthy Kidneys, Happy Life ("New Kidney, New Life" Activity)

The Company is a leading healthcare provider focusing on holistic and sustainable healthcare and is the private hospital with the highest expertise in kidney transplantation in Thailand. The Kidney Disease and Transplant Institute of Praram 9 Hospital has performed more than 1,461 kidney transplant surgeries, with highly successful outcomes. Patients who undergo the surgery are able to return to near-normal lives and experience improved quality of life. Leveraging its expertise in kidney disease treatment, the hospital developed the "New Kidney, New Life" project under the Creating Shared Value (CSV) concept, connecting the hospital's medical expertise with societal needs related to access to healthcare services by expanding treatment opportunities and access to services across different areas of Thailand. The project aims to create positive social impact through high-quality medical services that promote the health and quality of life of kidney patients by providing knowledge and understanding about kidney disease, kidney transplantation, and the care of kidney patients both before and after transplantation, including appropriate treatment approaches, to medical personnel and the general public, in collaboration with Kao Than Rok Foundation and partner hospitals within the network to expand access to medical services and help improve the quality of life of kidney patients.

Project Objectives

- Business Objective: To expand the patient base in specialized disease groups, strengthen the hospital's image as a leader in kidney disease treatment, and increase revenue from comprehensive medical services.
- Social Objective: To decentralize specialized care by expanding access to advanced treatment in regional areas, allowing patients to receive services without traveling to Bangkok, and to reduce inequality in healthcare access for people in provincial areas. The project also aims to provide preventive knowledge and appropriate treatment guidance to the public and medical personnel in the regions, enable access to consultations with national-level specialists at no cost, and reduce complications among patients with chronic kidney disease.

Strategies and Implementation Plan

- Development of Accessible Medical Services Expanding community-based kidney disease screening programs to increase early detection and promote access to appropriate treatment services.
- Strengthening Medical Collaboration Networks Working with partner hospital networks to exchange medical knowledge, support patient care, and enhance the quality of kidney disease treatment services.

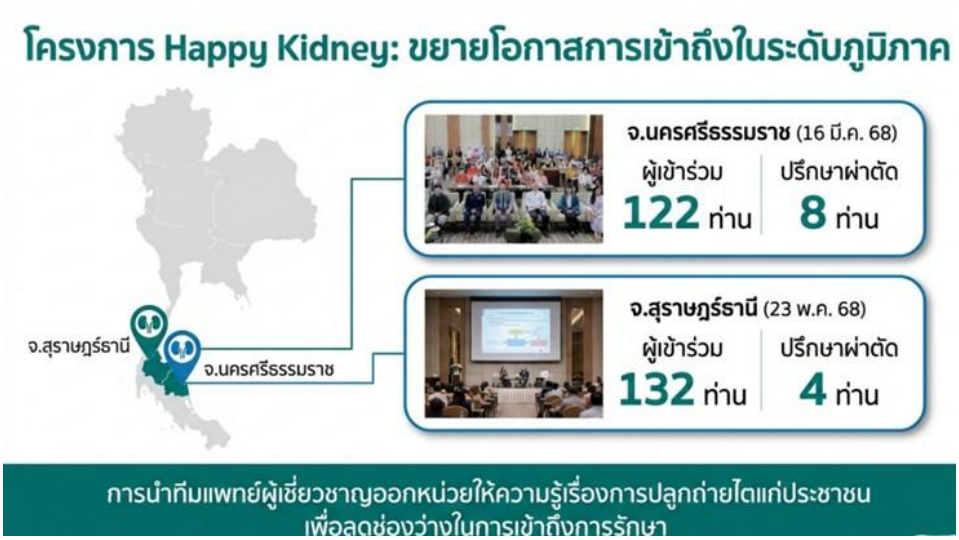
Key Performance Indicators (KPIs)

- Number of people receiving knowledge about kidney disease
- Number of patients undergoing kidney transplantation
- Revenue generated from kidney disease treatment services

Operations

In 2025, the hospital organized two seminars for medical personnel on kidney disease in the Southern region of Thailand, as follows:

- Nakhon Si Thammarat Province (March 16, 2025): 122 participants, including members of the public, medical personnel, and insurance companies. Eight participants expressed interest in receiving consultation for kidney transplantation.
- Surat Thani Province (May 23, 2025): Organized in collaboration with Thaksin Hospital, with 132 participants. Four participants received consultations, and one patient was successfully referred into the kidney transplant preparation process.



Social Impact Assessment (SIA) *Key Stakeholders*

- Kidney patients and their families – Gain opportunities for treatment, receive knowledge and understanding about kidney disease, self-care, and treatment options, as well as improved access to medical services.
- Medical personnel – Have opportunities to develop their expertise and service efficiency, gain knowledge and understanding about kidney disease, patient care, and kidney transplantation, and enhance their capabilities in caring for kidney patients.
- Partner hospitals and the public sector – Help reduce the burden on the public health system and improve the quality of life of the population.
- Praram 9 Hospital – Serves as a center for kidney disease treatment and kidney transplantation, builds collaboration with partner networks to enhance the quality of medical services, promotes socially responsible business practices, strengthens the organization's image, and supports long-term organizational sustainability.

Social Impacts Generated *Positive Impacts:*

- Patients receive accurate knowledge about kidney disease to support treatment decisions
- Promote effective prevention and treatment
- Reduce the incidence of complications
- Improved quality of life after treatment
- Reduce the long-term caregiving burden on families

Negative Impacts:

- Financial burden of treatment costs
- Anxiety in making treatment decisions

- Limitations in hospital personnel and resources

Potential Future Impacts

- Increasing demand for treatment may place pressure on the healthcare system
- Resource management, including budget and personnel, requires appropriate planning

Social Outcome Measurement and Social Return on Investment (SROI) Assessment

Social Return on Investment – SROI) The SROI calculation considers revenue generated from kidney transplantation and related treatments, as well as the social impacts created by the project.

- Total Value of Outcomes = Revenue from kidney transplant surgeries + Revenue from treatment of other diseases + Revenue from follow-up treatments
- Total Cost of Investment = Total budget used for the project

Social Outcome Measurement

- Quantitative Outcomes: Number of participants in project activities: 254 people
- Revenue Outcomes (Economic Returns):
- Number of patients receiving consultation for kidney transplantation: 12 patients
- Number of patients who underwent kidney transplantation: 1 patient
- Revenue generated from patients receiving treatment: Baht 1,728,130 (OPD: Baht 273,471 ,IPD: Baht 1,454,659)

Financial Outcome and Return on Investment (Gross SROI) Assessment

The Gross SROI is calculated using the following formula :Gross SROI = Social Benefits / Project Costs

$$SROI = \frac{\text{Total Value of Outcomes (มูลค่าผลลัพธ์)}}{\text{Total Cost of Investment (ต้นทุนการลงทุน)}}$$

Based on the total value of outcomes actually generated compared with the initial investment, the results are as follows:

- Total Cost of Investment: Baht 175,100.45 (budget expenditures for organizing activities in the target areas)
- Total Value of Outcomes: Baht 1,728,130 (calculated from the actual revenue generated from one patient who underwent kidney transplantation, consisting of OPD revenue of Baht 273,471 and IPD revenue of Baht 1,454,659)

The Gross SROI is calculated at 9.87 times, meaning that every Baht 1 invested in the “New Kidney, New Life” project can generate Baht 9.87 in returns to both the organization and society. This demonstrates that the project delivers a high level of value for investment. This return does not yet include intangible social value, such as improved quality of life for patients, long-term savings in medical expenses, and increased trust in the brand of Praram 9 Hospital. For the Happy Kidney project, although it generates economic returns for the hospital, its core objective is to decentralize specialized care to regional areas. The project enabled 254 patients to receive consultations from national-level specialists at no cost. Without this project, many of these patients might not have been able to access such services or would have needed to incur travel expenses to receive treatment in Bangkok.

Future Project Development Plan

The Company plans to continue implementing activities under the Creating Shared Value (CSV) concept, particularly in the area of kidney disease, to promote kidney health and expand public access to medical services. The planned approaches include:

1. Kidney Health Education: Organizing seminars and workshops under the project “Healthy Kidneys for All” to provide knowledge to the public and corporate employees on kidney health care and kidney disease prevention.
2. Community Support: Conducting community-based activities to promote health care and kidney disease prevention, such as mobile clinics providing basic health screening and kidney health consultations by specialist physicians.
3. Partnership Development: Expanding collaboration networks with both public and private sector partners to support knowledge sharing and best practices in kidney health care and treatment.
4. Patient Support Network: Establishing support groups for patients and their families to share experiences and provide mutual encouragement.

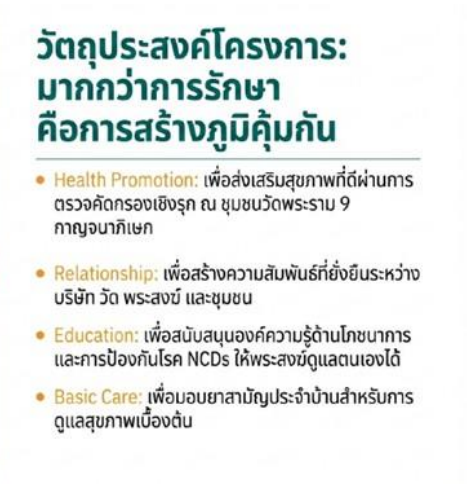
2. HAPPY MONK: Sangha Has Happiness

The "HAPPY MONK: Healthy Monks" Project is a Creating Shared Value (CSV) initiative of the Company aimed at promoting the health of monks in the community, particularly in the prevention and management of Non-Communicable Diseases (NCDs). These diseases are not caused by infections and cannot be transmitted from person to person, such as obesity, diabetes, hyperlipidemia, hypertension, heart disease, and chronic kidney disease. These conditions are often associated with lifestyle behaviors and inappropriate dietary habits. According to health survey data among monks, a significant number suffer from NCDs, with the most common conditions being diabetes, hypertension, hyperlipidemia, and ischemic heart disease. This situation is partly due to dietary limitations, as monks cannot choose their own meals and depend on alms offerings, which are often high in sugar, fat, or salt, including beverages with high sugar content. In addition, monks may have limited opportunities for physical exercise. For this reason, the Company organized activities under the "HAPPY MONK: Healthy Monks" Project to provide free health check-ups for monks in the community at Wat Phra Ram 9 Kanchanaphisek. The services were delivered by a team of specialist physicians, nurses, nutritionists, and related healthcare personnel, offering medical examinations at no cost, along with nutrition and health education to encourage monks to take appropriate care of their health and reduce the long-term risk of developing NCDs.

Project Objectives

- To promote the health and well-being of monks by providing health check-ups for monks in the community at Wat Phra Ram 9 Kanchanaphisek.
- To build positive relationships between the Company, the temple, monks, and the surrounding community.
- To support monks' health care through providing knowledge and guidance on nutrition and the prevention of Non-Communicable Diseases (NCDs).

- To provide basic healthcare support by donating essential medicines for basic medical use to the temple.



Operations

1. Health Check-ups for Monks
   - Provision of basic health screenings, such as blood pressure measurement, blood glucose testing, and blood lipid testing.
2. Nutrition and NCD Prevention Education
   - Providing nutrition guidance on appropriate dietary practices for monks, such as reducing sweet, fatty, and salty foods.
   - Recommending ways to adjust dietary behaviors related to food received through alms.
3. Offering Meals and Basic Medicines
   - Physicians, nurses, and staff jointly offer lunch (Pindapata meal) to monks.
   - Donating basic essential medicines for monks' healthcare needs.
4. Community Relationship Activities
   - Inviting monks to chant Buddhist blessings at Praram 9 Hospital during the New Year ceremony.

Budget

- Actual budget utilized: Baht 24,973.60

Social Impact Assessment

Key Stakeholders: The stakeholder groups that benefit from the project include:

Beneficiary Target Groups

- Monks – Receive health screening services and nutritional advice, which help increase awareness of health care and reduce the risk of Non-Communicable Diseases (NCDs).
- Lay supporters and relatives of monks – Gain greater confidence in the Company's medical services and help strengthen positive relationships between the Company and the community.

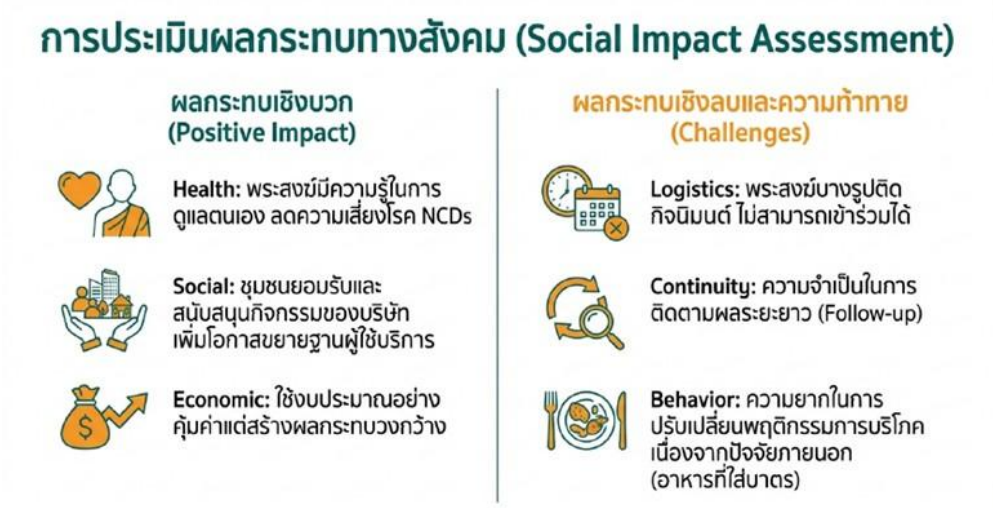
- Surrounding communities – Develop trust and recognition of the Company's role in contributing to the health and well-being of society and the local community.

Positive Impacts

- Health Dimension: Monks receive health check-ups and proper nutrition guidance that help prevent Non-Communicable Diseases (NCDs). As a result, monks have improved health and greater knowledge about self-care.
- Social Dimension: Strengthens relationships between the community and Praram 9 Hospital, leading to increased acceptance and support from the community and society, as well as opportunities to expand the hospital's service user base.
- Economic Dimension: With a budget of only Baht 52,068.40, the project is able to generate broad positive impacts.

Negative Impacts:

- Some monks may be unable to participate in the project due to time or travel constraints.
- Continuity challenges: There may be a lack of ongoing follow-up and guidance after participation in the project.
- Behavioral impact: Changing dietary habits may be difficult for monks.



Social Return on Investment (SROI) Assessment

The SROI calculation is defined as:

SROI = Social Benefits / Project Costs

Social Outcome Measurement

Quantitative Outcomes:

- 20 monks participated in the activity. Health Outcomes:
- 20 monks received health check-ups and nutrition guidance.
- Reduced long-term risk of Non-Communicable Diseases (NCDs) (further monitoring is required). Social Outcomes:
- Strengthened relationships between the Company, the community, and Wat Phra Ram 9 Kanchanaphisek.
- Increased confidence among lay supporters and relatives in Praram 9 Hospital.

Economic Outcomes:

- Efficient utilization of the project budget. Social Outcomes (Monetized Value)
- Health check-up value: The estimated cost of a general health check-up is Baht 1,248.68 per monk.
- Social value of outcomes: The reduction in long-term risk of NCDs is estimated to reduce future medical expenses by approximately Baht 5,000 per monk.
  - Calculation: 20 monks x Baht 5,000 = Baht 100,000
- Improved relationships: The value of improved relationships between the hospital, the community, and the temple is also considered as a social outcome. Total Investment Budget
- Baht 24,973.60 (calculated from Baht 1,248.68 x 20).
  Investment Budget: 24,973.60 Baht (1,248.68 * 20)

Social Return on Investment (SROI) SROI = (Total Social Value of Outcomes) / (Actual Budget Used) = Baht 100,000 (20 x Baht 5,000)/ Baht 24,973.60 = 4.0

Interpretation: For every Baht 1 invested in this project, approximately Baht 4.0 in social value is generated. (This SROI calculation is a preliminary estimate, as some social outcome values are based on assumptions. Further studies and data collection are required to obtain more precise measurements.)

Monitoring and Evaluation

- Monk Health Network: Establish a collaboration network among temples, hospitals, and communities to promote monks' health.
- Monk Nutrition Program: Nutritionists provide guidance and education on healthy dietary practices for monks.
- Support for Physical Activity: Provide recommendations on appropriate exercise activities for monks.

The HAPPY MONK: Healthy Monks Project is a meaningful initiative that delivers benefits to both monks and the community. Conducting social impact assessment and sustainability investment evaluation helps the Company better understand the outcomes generated and plan future initiatives more effectively.

Social Outcome Measurement

- Quantitative Outcomes: Number of participants: 254 people.
- Revenue Outcomes: (Economic Return)

Information on other social management

Plans, performance, and outcomes related to other social management

Human Rights and Labor Laws

The company recognizes that respect for human rights is a fundamental cornerstone of sustainable business operations, committing to conduct business responsibly, transparently, and with respect for the human dignity of all stakeholder groups, both internal and external. The company has pledged to conduct business with respect for human rights and adhere to international standards.

The company prioritizes human resource management based on principles of equality, fairness, and ethics, strictly adhering to labor standards and relevant laws. It aims to create a work environment free from discrimination at every stage of employment and service, regardless of race, religion, gender, age, sexual orientation, disability, nationality, or social status. Furthermore, it promotes diversity, equality, and a harassment-free workplace.

As a medical organization, the company places special emphasis on protecting the rights of patients, patient relatives, medical personnel, and all stakeholder groups, considering medical ethics, non-discrimination in service provision, protection of personal and health information, and equitable access to services.

The company places the highest importance on occupational health, safety, and working environment, systematically implementing measures to prevent accidents and work-related illnesses, and striving for a Zero Lost Time Injury target.

All operations are conducted under the framework of international principles and relevant laws, including:

- United Nations Global Compact
- UN Guiding Principles on Business and Human Rights
- International Labor Organization Declaration on Fundamental Principles and Rights at Work
- Labor Laws and Related Laws of Thailand

The company extends its scope of oversight throughout the business value chain, covering partners, contractors, and business allies, to collectively prevent risks related to human rights, labor, and safety.

Directors, executives, and employees at all levels, as well as partners, contractors, and stakeholders involved in the company's operations, must strictly adhere to and comply with these principles. The company has established an open, accessible, and fair complaint mechanism to appropriately prevent, investigate, rectify, and remedy potential impacts. This includes continuous monitoring, risk assessment, and operational improvement. The company has set policies and guidelines to ensure that business activities do not violate human rights throughout the business value chain, under the principles of the Universal Declaration of Human Rights (UDHR), which employees at all levels must strictly follow as a guideline. The operational approach begins with:

1. Promoting respect for human rights principles and treating others with equality and non-discrimination, regardless of differences in race, skin color, gender, age, language, religion, mental status, disability or infirmity, social status, political beliefs, marital status, etc.
2. Providing protection by allowing employees or stakeholders affected by human rights violations to express opinions or file complaints regarding unfair treatment or improper actions within the company. This includes accessible and rapid online and offline complaint channels available 24 hours a day, such as the Contact Center phone line at 1270, a complaint/feedback box, and the submission of information to responsible departments. Measures are in place to appropriately and fairly protect individuals who report or provide feedback.
3. Remediation: When the company's operations cause human rights violations, development and corrective actions are implemented, and reported to the Executive Committee for consideration of appropriate assistance and remedies for those affected by human rights violations.

Goals

- Number of complaints regarding human rights violations and discrimination = 0 cases
- 100% of permanent employees completed human rights and non-discrimination training within the reporting year.

Performance Results

- The company found no confirmed complaints regarding human rights violations and discrimination (0 cases).
- 100% of permanent employees received human rights and non-discrimination training, fully meeting the set target.

Human Rights and Labor Practices

Creating Value and Gender Equality

The company provides equal access to rights, duties, and opportunities for all individuals, including women, men, and gender-diverse persons, in accordance with human rights principles, without direct or indirect discrimination. Gender equality is an integral part of human rights and a principle the company adheres to in its operations. The key is to

create and expand equal opportunities for employees, regardless of their gender, sexual orientation, or gender identity. Furthermore, the company actively strengthens women's empowerment; in 2025, the proportion of female employees to all employees was 83.70%.

Care for Retirees

In 2025, the company had 10 retirees, and the company provided legal severance pay in accordance with the retirees' entitlements. Additionally, the company hired one retired executive-level employee as a consultant to assist in managing clinical nursing work, which is highly specialized. Three additional operational-level employees requiring expertise were also hired, based on their knowledge and work capabilities, resulting in a re-employment rate of 40.00% for retired employees.

Job creation for persons with disabilities

In 2025, Phra Ram 9 Hospital supported employment for a total of 16 persons with disabilities through the Social Innovation Foundation by contracting services for persons with disabilities to have monthly employment in government organizations (10 persons, 62.50%), providing financial support for career creation for persons with disabilities (5 persons, 31.25%), and employing one permanent female staff member at Phra Ram 9 Hospital (6.25%).

Human Rights and Labor Practices

1. Reviewing human rights risk management approaches in the business value chain
2. Comprehensive human rights risk assessment

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations cases	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
The total number of cases or complaints related to partner rights violations (Cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

3.6 Ecosystem and Biodiversity Conservation

Management Approach

In 2025, the Company formally initiated the implementation of its Ecosystem and Biodiversity Conservation Policy. The objective is to support healthcare operations that take into account the impacts on natural resources while promoting the creation of a "Healing Environment" for patients, visitors, and personnel.

The Company operates under internationally recognized frameworks, particularly the approach of the Taskforce on Nature-related Financial Disclosures (TNFD), which emphasizes the assessment of both:

- Nature-related Impacts - the impacts of the Company's operations on nature
- Nature-related Dependencies - the Company's reliance on natural resources

The implementation of this policy is overseen by the Sustainability Committee, which is responsible for establishing policies, setting strategic directions, and monitoring the Company's environmental performance.

The Company's practices are aligned with relevant international frameworks, including:

- Convention on Biological Diversity (CBD)
- Global Reporting Initiative (GRI 304: Biodiversity)
- United Nations Sustainable Development Goals (SDGs), particularly SDG 15: Life on Land.

Establishing the Management Foundation

As 2025 marks the first year of the Company's systematic implementation of biodiversity management, the Company has prioritized foundation building and the development of baseline data to support the establishment of performance indicators and future monitoring.

The Company has initiated baseline assessments related to natural resources within the hospital premises, including:

- Hospital green spaces and landscape
- Plant species within the premises
- Urban biodiversity

The information collected will serve as a foundation for monitoring biodiversity trends over the long term.

The Company recognizes that the reduction of green spaces in urban areas, together with the Urban Heat Island Effect, may affect environmental quality and public well-being. Therefore, the Company has begun integrating ecosystem considerations into its corporate strategy and operational practices in a more systematic manner. This approach supports sustainable urban development while contributing to improved quality of life for the surrounding community.

Nature-related Dependencies of the Business

The Company operations rely on several natural resources that are essential to the quality of medical services and the overall healthcare environment, as summarized below.

Nature-related Dependency	Importance to the Business
Water resources	Used in medical processes, sanitation systems, and cleaning operations
Urban ecosystems	Support environmental quality and the well-being of patients and visitors
Green spaces	Help reduce ambient temperature, improve air quality, and promote a healing environment

Nature-related Risks

Risk Issue	Potential Business Impact	Management Approach
Reduction of urban green spaces	May affect environmental quality and the well-being of patients and visitors	Increase green spaces and further develop a healing environment
Water resource consumption	Risk related to rising costs and water resource scarcity	Reuse treated water for appropriate operational purposes
Waste and electronic waste management	Risk of environmental contamination	Strengthen waste management and recycling systems

Nature-related Impacts of the Company's Activities

Impact Area	Description of Impact	Management Approach
Water use in medical processes	Consumption of water from the municipal supply and discharge of wastewater from medical service operations	Operate wastewater treatment systems prior to discharge and reuse treated water for maintaining green spaces
Wastewater discharge from hospital activities	May affect the water quality of the public drainage system	Monitor effluent quality to ensure compliance with legal standards and continuously improve wastewater treatment systems
Electronic waste (E-waste)	End-of-life electronic equipment may contain hazardous substances	Establish e-waste collection points and ensure proper recycling through certified recycling processes
Use of medical plastics	Increases plastic waste and potential impacts on ecosystems	Implement plastic recycling initiatives and support circular economy practices through proper recycling processes
Land use in urban areas	Building development may affect urban green spaces	Increase green areas and apply Biophilic Design concepts in building development to support environmental quality and promote well-being

Key Initiatives for Ecosystem Conservation

Water Management

The Company operates a wastewater treatment system prior to discharge to the environment. Effluent quality is regularly monitored to ensure compliance with applicable legal standards. In addition, treated water is reused for maintaining green spaces within the hospital premises.

In 2025, the Company increased the use of recycled water by 281 cubic meters, contributing to an estimated reduction in municipal water consumption of approximately 1,007 cubic meters per year.

Electronic Waste Management

The Company has established designated collection points for electronic waste (E-waste) to ensure proper recycling and environmentally responsible disposal. In 2025, the Company collected 156 pieces of electronic waste, representing a total weight of 77.90 kilograms.

Promotion of the Circular Economy

The Company has implemented a plastic recycling initiative for materials generated from medical operations. In 2025, the Company successfully collected 4,479 kilograms of plastic gallon containers for recycling, supporting the adoption of circular economy practices.

Biodiversity Indicators (Baseline Year: 2025)

Indicator	Performance
Volume of recycled water reused	1,007 cubic meters
Increase in recycled water utilization	281 cubic meters
Electronic waste collected	77.90 kilograms
Number of electronic devices collected	156 units
Plastic sent for recycling	4,479 kilograms
Green space within the hospital premises	Baseline data currently under assessment

Future Roadmap

2025 – Foundation Phase

- Initiate the implementation of the Company's biodiversity policy
- Establish baseline ecosystem data and define the baseline year for biodiversity indicators

2026–2027 – System Development Phase

- Develop monitoring and reporting systems for biodiversity management
- Establish a database of green spaces within the hospital premises

2028–2030 – Integration Phase

- Integrate biodiversity management into the Company's enterprise risk management framework
- Expand collaboration with communities and relevant stakeholders

4. Management Discussion and Analysis (MD&A)

4.1 Operation, financial condition and material changes

Operational overview

In 2025, the overall Thai economy tended to slow down in line with general economic conditions, resulting in increased price competition within the private hospital industry. However, the Company had already prepared contingency plans for such situations, enabling smooth operations amidst changes and maintaining continuous growth in performance results. Despite the economic slowdown, the Company successfully managed and drove business growth, partly due to the execution of its core strategy focusing on high-intensity medical expertise, which is a key strength of the hospital. Another part involved strategic adjustments to changing situations by marketing to new countries with high demand for complex medical treatments and strong purchasing power, to diversify risks from existing customer groups who might be affected by economic conditions. The Company achieved its strategic goals, resulting in strong growth in revenue from Inpatients (IPD) and international patients requiring specialized and complex treatments.

Regarding the overall international customer base, although Chinese tourist numbers declined in line with market conditions, the Company continued to gain trust from Chinese expatriates living in Thailand, who utilized services consistently. Meanwhile, the core customer group from neighboring countries, particularly patients from Myanmar, maintained a healthy growth rate driven by treatments for complex diseases. Furthermore, the expansion into the Middle Eastern (Arab) market was successful, achieving high growth to become the largest portion of international patient revenue, reflecting the effectiveness and concrete success of the international market expansion strategy.

Regarding external factors, such as policy changes by health insurance companies concerning co-payment conditions, it is assessed to have only a minimal impact on the Company. On the contrary, the Company sees a positive opportunity from this situation, as customers are more likely to choose healthcare providers that offer better value and cost-effectiveness, which aligns with the service positioning of Praram 9 Hospital.

Consequently, the Company continues to strictly follow its strategic plans while preparing contingency plans to handle all forms of economic and industry volatility, ensuring that the Company can overcome challenges and maintain sustainable growth potential.

Summary of Key Events and Developments

In 2025, the Company executed strategic plans to enhance medical capabilities, integrate technology and innovation into services, and ensure transparent management with a focus on sustainability. This resulted in significant developments and several national and international awards as follows:

1). Medical, Innovation & Service Developments

The Company has continuously advanced its medical treatment capabilities and service provision throughout the year as follows:

- Q1: Focused on driving strategy through the 5 Centers of Excellence to effectively increase capacity for complex disease patients.
- Q2: Proceeded with marketing and promoting the Wound Care Center and Sex Affirmation Surgery to meet the growing demand of niche markets.
- Invested in the latest MRI 3 Tesla technology, opened a new Pain Management & Rehabilitation Center, and renovated the Central Sterile Supply Department (CSSD) to elevate safety standards and operational efficiency.
- Q4: Reinforced leadership in orthopedics by launching the "PR9 Robotic Knee Arthroplasty Training Center."

Corporate Innovation: Driven towards full Digital Transformation through the "9 SMART" project to develop innovative services that provide convenience and enhance customer experience.

2). Awards & Recognitions

Driven by operational commitment, in 2025, the Company received international awards and standard certifications across various dimensions, including:

Corporate, Management & Investor Relations

- IAA Awards for Listed Companies 2025: Received Best Executive awards in 3 categories: Outstanding CEO, Outstanding CFO, and Outstanding IR from the Investment Analysts Association.
- SET Awards 2025: Received Outstanding Investor Relations Awards.
- Thailand's Most Admired Company 2025-2026 by BrandAge Magazine: Ranked No. 1 for "Most Trusted Corporate Image" (Corporate Image Score: 8.23) and ranked 3rd in the private hospital industry (Overall average score: 7.23).

Medical Excellence & International Recognition

- World's Best Hospitals 2025 (by Newsweek & Statista): Ranked among the Top 10 in Thailand (9th place with a score of 75.40%).
- Asia's Top Private Hospitals 2025 (Newsweek & Statista): Recognized for expertise in Asia in 3 areas: Knee Surgery & Knee Replacement, Cataract Surgery, and Refractive Eye Surgery.
- Best Specialized Hospitals Asia Pacific 2024 (Newsweek & Statista): Ranked No. 1 in Thailand as a specialized orthopedic hospital and 33rd in the Asia-Pacific region.
- Bangkok Life Hospital Awards 2025: Received the Excellence in Medical Management Award and Healthcare Utilization Award.

Sustainability & ESG

- SET ESG Ratings 2023-2025: Evaluated at the "AAA" level, the highest rating, for the third consecutive year.
- SET Awards 2025: Received the Commended Sustainability Awards.

Innovation & Marketing

- Future Trends Awards 2026: Received "The Most Transformational" (The Winner of Tomorrow) award, reflecting the corporate image ready for future changes.
- MAAT Media Awards 2025: Received GOLD AWARD for Best Use of OOH and Transit for the success of the innovative "The Eye-Diagnostic Billboard" campaign.

Analysis on the operation and financial condition

Operating results and profitability

Summary of operating results

In 2025, Praram 9 Hospital maintained strong and continuous growth in performance results, both in revenue and net profit. This success was driven by strategic initiatives significantly expanding the international patient base, particularly from the Middle East, who showed increasing demand for specialized medical services and complex treatments.

In 2025, hospital operation revenue continued to grow, supported by the increase in both patient volume and average revenue per treatment, resulting from the focus on high-intensity complex disease patients. This aligned with the significant expansion of the international patient base. Consequently, in 2025, the Company's total revenue reached Baht 5,341.4 million, a 13.9% increase from Baht 4,690.5 million in 2024. Net profit for the year was Baht 822.7 million, or 15.4% of total revenue, a 15.4% increase from Baht 712.7 million (15.2% net profit margin) in the previous year. This outstanding profit growth also reflects efficiency in operational cost management and optimization of internal resources.

Revenue

(1) Revenue from Medical Services

In 2025, the hospital's medical service revenue was Baht 5,276.6 million, an increase of 13.8% from Baht 4,635.4 million in 2024. As a proportion of total revenue, hospital operation revenue accounted for 98.8% in both 2025 and 2024.

Medical service revenue classified by service type is detailed as follows:

Medical Services Revenue By Service Type	For the year ended 31 December					
	2025		2024		Change	
	Million Baht	%	Million Baht	%	Million Baht	%
Outpatient (OPD) Revenue	2,862.0	54.2	2,731.1	58.9	+130.9	+4.8
Inpatient (IPD) Revenue	2,414.6	45.8	1,904.3	41.1	+510.3	+26.6
Total hospital revenue	**5,276.6**	**100.0**	**4,635.4**	**100.0**	**+641.2**	**+13.8**
Hospital Revenue Portion of Total Revenue		*98.8*		*98.8*		

Outpatient (OPD) revenue increased by 4.8% YoY, driven by both patient volume (No. of visits) and average revenue per visit. Inpatient (IPD) revenue grew by 26.8% YoY, resulting from an increase in patient days and revenue per patient day due to more complex medical treatments.

Medical service revenue classified by patient nationality is detailed as follows:

Medical Service Revenue by Nationality	For the year ended 31 December					
	2025		2024		Change	
	Million Baht	%	Million Baht	%	Million Baht	%
Revenue from Thai Patients	3,916.2	74.0	3,849.2	83.0	+67.0	+1.7
Revenue from International Patients	1,360.3	26.0	786.2	17.0	+574.1	+73.0
Total revenues from Hospital Operations	**5,276.6**	**100**	**4,635.4**	**100**	**+641.2**	**+13.8**
Hospital Revenue Portion of Total Revenue		*98.8*		*98.8*		

Revenue from Thai patients increased by 1.7% YoY, while revenue from international patients surged by 73.0% YoY. This significant growth increased the international patient revenue portion to 26% of total hospital revenue (up from 17% in 2024), primarily driven by Fly-in patients from the Middle East and market expansion into international insurance holders.

Medical service revenue classified by payment type is detailed as follows:

Medical Service Revenue by Payment Type	For the year ended 31 December					
	2025		2024		Change	
	Million Baht	%	Million Baht	%	Million Baht	%
Self-Pay Customers	3,196.2	61.0	3,064.3	66.0	+130.9	+4.8
Insurance Customers	1,272.7	24.0	1,237.0	27.0	+35.7	+2.9
Contract Customers	807.7	15.0	334.1	7.0	+473.6	+141.8
Total revenues from Hospital Operations	**5,276.6**	**100**	**4,635.4**	**100**	**+641.2**	**+13.8**
Hospital Revenue Portion of Total Revenue		*98.8*		*98.8*		

Revenue from contract companies showed remarkable growth of 141.8% YoY, following the success in expanding the Fly-in patient base from the Middle East and international insurance holders, most of whom utilize contract-based payments. Meanwhile, revenue from self-pay and health insurance groups continued to grow at 4.3% and 2.9% respectively, supported by proactive PR and collaboration projects with insurance companies and partners to effectively expand the Thai customer base.

(2) Other income

Other income	Unit	For the year ended 31 December			
		2025	2024	Change	
				Million Baht	%
Rental Revenues	Million Baht	15.7	13.6	+2.1	+15.1
Other revenues	Million Baht	49.1	41.5	+7.6	+18.4
Total other income	**Million Baht**	**64.8**	**55.1**	**+9.7**	**+17.6**
% of Total revenues	*%*	*1.2*	*1.2*		

Other income includes non-medical service revenue such as shop rentals, service fees, nursing dormitory rentals, dividends, and gains from securities investments. In 2025, other income was Baht 64.8 million (1.2% of total revenue), compared to Baht 55.1 million (1.2% of total revenue) in 2024.

Expenses

The principal expenses of the hospital consist of the Cost of Hospital Operations and Selling and Administrative Expenses.

Expenses	Unit	For the year ended 31 December			
		2025	2024	Change	
				Million Baht	%
Cost of Hospital Operations	Million Baht	3,346.3	3,045.4	+300.8	+9.9
% of Hospital Revenue	*%*	*63.4*	*65.7*		
Selling Expenses	Million Baht	270.1	158.0	+112.1	+70.9
Administrative Expenses	Million Baht	762.4	679.2	+83.2	+12.2
Total Selling and Administrative Expenses	Million Baht	1,032.5	837.2	+195.3	+23.3
% of Total Revenue	*%*	*19.3*	*17.8*		
Total Expenses	**Million Baht**	**4,378.8**	**3,882.7**	**+496.1**	**+12.8**
% of Total Revenue	*%*	*82.0*	*82.8*		

(1) Cost of hospital operations

In 2025, the Company reported cost of hospital operations (including depreciation and amortization) of Baht 3,346.3 million, or 63.4% of hospital revenue, compared to Baht 3,045.4 million or 65.7% in 2024. The decrease in cost proportion resulted from process improvements leading to efficiency and cost reduction, alongside increased economies of scale as fixed costs were spread over higher revenue.

(2) Selling and administrative expenses

Selling and administrative expenses (including depreciation and amortization) in 2025 were Baht 1,032.5 million, or 19.3% of total revenue, compared to Baht 837.2 million (17.8%) in 2024. The increase primarily came from marketing and PR expenses to build brand awareness locally and internationally, aligning with the international expansion strategy. Additionally, expenses increased due to adjustments in employee benefit provisionsthe Company rewards long-term employees with gold ornaments, the price of which increased significantlyand the write-off of assets with remaining book value to expand and renovate service areas for future use.

Profit and profit margin

Profit and Profit Margin	Unit	For the year ended 31 December			
		2025	2024	Change	
				Million Baht	%
Operating profit	Million Baht	962.7	807.9	+154.8	+19.2
Total Depreciation and Amortization	Million Baht	313.3	306.4	+6.9	+2.2
EBITDA	**Million Baht**	**1,275.9**	**1,114.3**	**+161.6**	**+14.5**
% of Total Revenue	*%*	*23.9*	*23.8*		
Financial income	Million Baht	51.3	54.6	-3.3	-6.0
Financial costs	Million Baht	0.8	0.5	+0.3	+55.4
Income tax expense	Million Baht	190.5	149.3	+41.2	+27.6
Profit for the year	**Million Baht**	**822.7**	**712.7**	**+110.0**	**+15.4**
Net Profit Margin	*%*	*15.4*	*15.2*		

In 2025, the Company reported EBITDA Baht 1,275.9 million, an EBITDA margin of 23.9% (compared to Baht 1,114.3 million or 23.8% in 2024).

Financial income decreased from 2024 due to the government's announcement of interest rate cuts to stimulate the economy. Financial costs of Baht 0.8 million increased by 55.4% from the same period of the previous year. This was primarily due to an increase in the number of lease agreements under TFRS 16, resulting in the recognition of interest from lease liabilities as financial costs. However, the Company has no interest obligations from other loan liabilities.

The Company reported a profit for the year 2025 of Baht 822.7 million, representing a net profit margin of 15.4%, a 15.4% increase from the profit for the year 2024 of Baht 712.7 million (net profit margin of 15.2%). Basic earnings per share were 1.05 Baht per share, compared to 0.91 Baht per share in 2024, respectively.

Asset management capability

Summary of Financial Position

Statement of Financial Position (Million Baht)	As of 31 December 2025	As of 31 December 2024	Change (%)
Total Current Assets	3,362.5	2,657.5	+26.5
Total Non-Current Assets	3,664.8	3,741.6	-2.1
Total Assets	**7,027.3**	**6,399.1**	**+9.8**
Total Current Liabilities	880.1	757.7	+16.1
Total Non-Current Liabilities	271.7	202.8	+33.9
Total Liabilities	1,151.8	960.5	+19.9
Total Shareholders' Equity	5,875.5	5,438.5	+8.0
Total Liabilities and Shareholders' Equity	**7,027.3**	**6,399.1**	**+9.8**

As of 31 December 2025, total assets were Baht 7,027.3 million, a 9.8% increase from 2024, primarily driven by the increase in current financial assets from investing cash flow into open-end funds for liquidity management.

Total liabilities were Baht 1,151.8 million, a 19.9% increase, resulting from higher trade payables for medical supplies to support increased patient volume and employee benefit provisions. Total shareholders' equity was Baht 5,875.5 million, an 8.0% increase, growing from total comprehensive income for the year net of dividends paid.

Financial Position Analysis

Total Assets

The Company's total assets are divided into two main groups, comprising::

(1) Current assets, including cash and cash equivalents, trade and other receivables, medicines, medical supplies and inventories, and other current financial assets, etc.

(2) Non-current assets, including property, plant and equipment, intangible assets, and other non-current financial assets, etc.

As of 31 December 2025, current assets were Baht 3,362.5 million, a 26.5% increase from Baht 2,657.5 million in 2024. The increase was mainly in current financial assets from investing surplus cash into open-end funds to provide flexibility in cash management during declining interest rate conditions.

As of 31 December 2025, the hospital had non-current assets of Baht 3,664.8 million, a decrease of 2.1% from Baht 3,741.6 million as of 31 December 2024, due to a reduction in long-term fixed bank deposits resulting from declining interest rates, to be invested in more flexible open-end mutual funds.

Total Liabilities

The main components of the hospital's total liabilities are trade and other payables, and provision for long-term employee benefits.

As of 31 December 2025, current liabilities were Baht 880.1 million, a 16.1% increase from Baht 757.7 million, due to higher trade and other current payables from increased purchasing to support higher revenue and service volume.

As of 31 December 2025, the hospital had non-current liabilities of Baht 271.7 million, an increase of 33.9% from non-current liabilities of Baht 202.8 million. This increase was primarily due to the provision for employee benefits, which is calculated based on actuarial principles.

Total Shareholders' Equity

As of 31 December 2025, the hospital's shareholders' equity was Baht 5,875.5 million, an increase of 8.0% from Baht 5,438.5 million as of 31 December 2024. The increase was driven by the total comprehensive income for the year 2025 of Baht 790.8 million, net of dividend payments of Baht 353.8 million.

Liquidity and capital adequacy

Cash Flow

Sources and uses of cash flow by categories are summarized below.

Cash Flow Statement (Million Baht)	For the year ended December 31		
	2025	2024	Change
Net cash from operating activities	988.7	1,039.9	-51.1
Net cash used in investing activities	(364.1)	(2,038.2)	-1,674.1
Net cash used in financing activities	(359.0)	(357.7)	+1.3
Net increase (decrease) in cash and cash equivalents	**265.7**	**(1,356.1)**	**-1,090.4**
Cash and cash equivalents, beginning of year	394.8	1,750.9	-1,356.1
Cash and cash equivalents, end of year	**660.5**	**394.8**	**+265.7**

Analysis of Liquidity and Sources of Funds

(1) Cash flow from operating activities

In 2025, net cash from operating activities was Baht 988.7 million, a decrease of Baht 51.1 million from Baht 1,039.9 million in 2024, due to an increase in trade and other receivables.

(2) Cash flow from investing activities

For the year 2025, the Company had net cash used in investing activities of Baht 364.1 million, consisting of cash paid for purchasing assets and settling outstanding payables from asset purchases during the period of Baht 529.0 million, net of the redemption of matured investments of Baht 106.7 million and interest received of Baht 58.2 million (compared to net cash used in investing activities of Baht 2,038.2 million in 2024).

(3) Cash flow from financing activities

For the year 2025, the Company had net cash used in financing activities of Baht 359.0 million, mainly from dividend payments and repayment of the principal portion of lease liabilities, compared to Baht 357.7 million used in the 2024 period.

Cash and cash equivalents

The Company had cash and cash equivalents as of 31 December 2025, of Baht 660.5 million, an increase of Baht 265.7 million from Baht 394.8 million, primarily due to debt instrument investments maturing at the end of the year, which are currently pending reinvestment.

Issuance of debt securities with an obligation to maintain financial ratios

Is there an issuance of debt securities with an obligation to maintain financial ratios? No

4.2 Potential factors or incidents that may materially affect the financial condition or the operating results

Significant factors or incidents that may materially affect the future financial condition or the operating results

Significant Factors or Events that may affect Financial Position or Operations in the Future

1. Environmental, Social, and Governance (ESG) Factors, Trends, and Impacts

Facing challenging environmental and social changes, Praram 9 Hospital has planned and implemented comprehensive ESG measures to ensure operational sustainability. Investing in technology and innovation for service efficiency, along with preparing for carbon taxes and new financial reporting standards, helps the hospital lead the market and meet customer needs efficiently and transparently. Key sustainability issues are integrated into strategic planning and risk assessment, with targets set for carbon neutrality and net-zero greenhouse gas emissions by 2065.

2. Factors that may affect Financial Position

1. Carbon Tax Collection: The implementation of carbon tax collection guidelines may cause companies with high greenhouse gas emissions to face increased costs, affecting their profits and operational processes in the long term. Therefore, the Company needs to adjust its strategies to reduce emissions and enhance energy efficiency.

2. Financial Standards IFRS S1 and IFRS S2: The adoption of financial standards IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures) will increase transparency in financial reporting and the disclosure of sustainability data and climate change risks.

This may require the Company to improve its ESG data measurement and reporting systems, as well as the assessment of financial risks and opportunities related to environmental and social issues.

Overall, these two factors will impact the Company's financial position and operations in the future, requiring the Company to adapt its strategies and internal management systems to accommodate the new standards and effectively and sustainably mitigate the impacts of policy changes and the external environment.

3. Sustainability Developments

Over the past year, the Company has continuously advanced its sustainability operations by integrating Environmental, Social, and Governance (ESG) issues into the corporate strategy to support stable growth and create value for all stakeholder groups.

Environmental

The Company prioritizes efficient energy and resource management and has developed a greenhouse gas emission data collection system (Scope 1–3) as a baseline for long-term carbon reduction targets. Additionally, measures are in place for medical waste reduction, proper waste sorting, and campaigns to reduce single-use plastics, with continuous employee engagement in green corporate activities.

Social

The Company focuses on personnel development through reskilling and upskilling to meet medical technology changes and patient behavior, while building employee engagement and motivation to enhance service quality and patient experience. Furthermore, regular social and community activities are conducted, such as health promotion projects, disease prevention education, and support for public benefit activities.

Governance

The Company operates under good governance principles with tight, transparent, and auditable internal control and risk management systems. The Board of Directors and sub-committees play key roles in overseeing sustainability issues and regularly monitoring progress against set targets.

Through these efforts, the Company shows clear progress in sustainability development to create balanced growth in performance, stakeholder confidence, and long-term environmental responsibility.

4.3 Information from financial statements and significant financial ratios

Information from financial statements

Summary of financial position statements

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Assets			
Cash And Cash Equivalents (MillionTHB)	1,750.90	394.80	660.50
Trade And Other Receivables - Current - Net (MillionTHB)	290.00	342.70	595.10
Inventories - Net (MillionTHB)	48.20	56.90	65.10
Other Current Financial Assets (MillionTHB)	150.60	1,848.10	2,021.90
Other Current Assets (MillionTHB)	11.80	15.00	19.90
Total Current Assets (MillionTHB)	2,251.50	2,657.50	3,362.50
Restricted Deposits - Non-Current (MillionTHB)	4.10	4.10	4.20
Other Non-Current Financial Assets (MillionTHB)	250.00	377.50	100.00
Property, Plant And Equipment - Net (MillionTHB)	3,243.40	3,194.00	3,334.20
Right-Of-Use Assets - Net (MillionTHB)	19.00	14.00	24.20
Intangible Assets - Net (MillionTHB)	80.30	79.80	116.20
Deferred Tax Assets (MillionTHB)	58.20	58.30	70.80

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Other Non-Current Assets (MillionTHB)	3.50	13.90	15.20
Total Non-Current Assets (MillionTHB)	3,658.50	3,741.60	3,664.80
Total Assets (MillionTHB)	5,910.00	6,399.10	7,027.30
Liabilities			
Trade And Other Payables - Current (MillionTHB)	521.50	647.20	728.50
Current Portion Of Long-Term Debts (MillionTHB)	5.90	4.10	6.80
Income Tax Payable (MillionTHB)	63.10	46.10	62.80
Other Current Liabilities (MillionTHB)	41.50	60.40	82.00
Total Current Liabilities (MillionTHB)	632.00	757.80	880.10
Non-Current Portion Of Long-Term Debts (MillionTHB)	3.00	0.70	9.20
Provisions For Employee Benefit Obligations - Non-Current (MillionTHB)	192.70	199.00	259.40
Other Non-Current Liabilities (MillionTHB)	2.60	3.10	3.10
Total Non-Current Liabilities (MillionTHB)	198.30	202.80	271.70
Total Liabilities (MillionTHB)	830.30	960.60	1,151.80
Shareholders' equity			
Authorised Share Capital (MillionTHB)	800.00	800.00	800.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Issued And Paid-Up Share Capital (MillionTHB)	786.30	786.30	786.30
Premium (Discount) On Share Capital (MillionTHB)	1,934.40	1,934.40	1,934.40
Retained Earnings - Appropriated (MillionTHB)	80.00	80.00	80.00
Retained Earnings (Deficits) - Unappropriated (MillionTHB)	2,279.00	2,637.80	3,074.80
Equity Attributable To Owners Of The Parent (MillionTHB)	5,079.70	5,438.50	5,875.50
Total Equity (MillionTHB)	5,079.70	5,438.50	5,875.50

Summary of income statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Statement of Comprehensive Income			
Revenue From Operations (MillionTHB)	4,202.00	4,635.40	5,276.60
Rental income (MillionTHB)	14.00	13.60	15.70
Other Income (MillionTHB)	36.80	41.50	49.10
Total Revenue (MillionTHB)	4,252.80	4,690.50	5,341.40

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Costs (MillionTHB)	2,820.00	3,045.40	3,346.30
Selling Expenses (MillionTHB)	124.30	158.00	270.10
Administrative Expenses (MillionTHB)	649.40	679.20	762.30
Total Cost And Expenses (MillionTHB)	3,593.70	3,882.60	4,378.70
Finance income (MillionTHB)	30.20	54.60	51.30
Finance Costs (MillionTHB)	0.60	0.50	0.80
Profit before income tax expenses (MillionTHB)	688.60	862.00	1,013.20
Income Tax Expense (MillionTHB)	130.80	149.30	190.50
Net Profit (Loss) For The Period (MillionTHB)	557.90	712.70	822.70
EBITDA (MillionTHB)	988.20	1,168.90	1,327.20
Basic Earnings (Loss) Per Share (Baht/Share) (MillionTHB)	0.71	0.91	1.05
Operating Profit (MillionTHB)	659.10	807.90	962.70

Summary of cash flow statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash flow statement			
Profit (Loss) Before Finance Costs And/Or Income Tax Expense (MillionTHB)	689.30	862.00	1,013.20
Depreciation And Amortisation (MillionTHB)	298.90	306.40	313.20
(Reversal Of) Loss From Diminution In Value Of Inventories (MillionTHB)	(0.10)	(0.90)	0.00
(Gains) Losses On Fair Value Adjustments Of Other Financial Instruments (MillionTHB)	6.80	1.70	(5.50)
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (MillionTHB)	7.90	6.70	13.80
(Gains) Losses On Disposal And Write-Off Of Other Assets (MillionTHB)	(2.10)	(2.30)	(3.10)
(Reversal Of) Impairment Loss Of Other Assets (MillionTHB)	(1.00)	(0.80)	3.60
Interest Income (MillionTHB)	(30.20)	(54.60)	(51.30)
Finance Costs (MillionTHB)	0.60	0.50	0.80
Income Tax Expense (MillionTHB)	0.00	0.00	0.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Employee Benefit Expenses (MillionTHB)	29.70	18.20	39.30
Other Reconciliation Items (MillionTHB)	(0.20)	0.00	0.00
Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities (MillionTHB)	998.90	1,136.90	1,324.00
(Increase) Decrease In Trade And Other Receivables (MillionTHB)	(48.20)	(32.40)	(253.80)
(Increase) Decrease In Inventories (MillionTHB)	3.30	(7.80)	(8.30)
(Increase) Decrease In Other Operating Assets (MillionTHB)	0.30	(3.40)	(4.90)
Increase (Decrease) In Trade And Other Payables (MillionTHB)	3.00	108.20	109.50
Increase (Decrease) In Provisions For Employee Benefit Obligations (MillionTHB)	(25.30)	(11.90)	(14.40)
Increase (Decrease) In Other Operating Liabilities (MillionTHB)	1.80	16.70	14.90
Interest Received (MillionTHB)	0.00	0.00	0.00
Income Tax (Paid) Received (MillionTHB)	(129.80)	(166.40)	(178.30)
Net Cash From (Used In) Operating Activities (MillionTHB)	804.10	1,039.90	988.70

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Proceeds From Investment (MillionTHB)	253.50	248.90	658.30
Purchase Of Investments (MillionTHB)	(351.00)	(491.70)	(1,131.40)
Payment For Purchase Of Fixed Assets (MillionTHB)	(306.10)	(248.10)	(529.00)
(Increase) Decrease In Restricted Deposits (MillionTHB)	1.00	(1,580.00)	579.90
Interest Received (MillionTHB)	24.60	32.70	58.20
Net Cash From (Used In) Investing Activities (MillionTHB)	(377.90)	(2,038.20)	(364.00)
Repayments On Lease Liabilities (MillionTHB)	(5.90)	(6.50)	(7.60)
Dividend Paid (MillionTHB)	(234.30)	(351.30)	(351.40)
Net Cash From (Used In) Financing Activities (MillionTHB)	(240.30)	(357.80)	(359.00)
Net Increase (Decrease) In Cash And Cash Equivalent (MillionTHB)	185.90	(1,356.10)	265.70
Cash And Cash Equivalents, Beginning Balance (MillionTHB)	1,565.10	1,750.90	394.80
Cash And Cash Equivalents, Ending Balance (MillionTHB)	1,750.90	394.80	660.50

Key financial ratios

	2023	2024	2025
Liquidity ratio			
Current ratio (times)	3.60	3.50	3.80
Quick ratio (times)	3.50	3.40	3.30
Cash flow liquidity ratio (times)	2.80	0.50	1.20
Average account recievable turnover (times)	12.80	13.10	13.50
Average collection period (days)	28.40	27.80	32.20
Average inventory turnover (times)	56.70	58.00	54.90
Average inventory turnover period (days)	6.40	6.30	6.70
Average account payable turnover (times)	16.10	14.00	14.20
Average payment period (days)	22.70	26.10	28.70
Average cash cycle (days)	12.20	7.90	10.20
Profitability ratio			
Gross profit margin (%)	32.90	34.30	36.60
Operating margin (%)	14.50	16.20	17.00
Cash from operation to operating profit (%)	1.30	1.40	1.10

	2023	2024	2025
Net profit margin (%)	13.00	15.20	15.40
Return on equity (ROE) (%)	11.40	13.60	14.50
Financial policy ratio			
Total debts to total equity (times)	0.20	0.20	0.20
Dividend payout ratio (%)	42.30	44.10	47.80
Efficiency ratio			
Return on asset (ROA) (%)	9.70	11.60	12.30
Return On Fixed Assets (%)	26.50	31.70	34.80
Asset turnover (times)	0.70	0.80	0.80

5. General information and other material facts

5.1 General information

General information

Securities registrar

Name of securities registrar :	Thailand Securities Depository Co., Ltd.
Address/location :	93 Ratchadaphisek Road
Subdistrict :	Din Daeng
District :	Din Daeng
Province :	Bangkok
Postcode :	10400
Telephone :	02-009-9000
Facsimile number :	02-009-9991

Auditing firm

Name of auditing firm* :	EY OFFICE LIMITED
Address/location :	NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD,
Subdistrict :	LUMPHINI
District :	PATHUM WAN
Province :	Bangkok
Postcode :	10330
Telephone :	+66 2264 9090
Facsimile number :	+66 2264 0789-90
List of auditors :	Miss MANEE RATTANABUNNAKIT
License number :	5313
List of auditors :	Mr TERMPHONG OPANAPHAN
License number :	4501
List of auditors :	Mr VORAPOJ ANNAUYPANIT
License number :	4640

Information of other key contacts

Name of contact person or department :	Internal Auditor (Mrs. Sasiwimon Sooksai)
Address/location :	Thaniya Building, 17 Floor, Zone A 52 Silom Road
Subdistrict :	Suriya Wong
District :	Bang Rak
Province :	Bangkok
Postcode :	10500
Telephone :	02 231 2064
Facsimile number :	02 231 2067
Name of contact person or department :	Sustainability Working Group (Flying Officer Panitta Pakagij Strategy Division Manager)
Address/location :	Praram 9 Hospital Public Company Limited 99 Rama IX Road
Subdistrict :	Bangkapi
District :	Huai Kwang
Province :	Bangkok
Postcode :	10310
Telephone :	02 202 9999#21405

5.2 Other material facts

5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision making : No

5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

5.3 Legal disputes

Legal disputes

Is there any legal dispute? : No

5.4 Secondary market

Secondary market

Has the company's security been listed on a stock exchange in another country? : No

5.5 Financial institution with regular contact (in case of debt securities offeror)

Financial institution with regular contact

Are there any debt securities offered? : No

Part 2

Corporate governance

6. Corporate Governance Policy

6.1 Overview of the policy and guidelines

Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

Policy and Guidelines for the Board

Praram 9 Hospital Public Company Limited ("the Company") was registered as a public limited company on 29 March 2018 and listed its ordinary shares on the Stock Exchange of Thailand on 30 October 2018, under the ticker symbol "PR9". Recognizing the importance of compliance with the principles of good corporate governance, the Board of Directors has, therefore, set a policy to continuously promote better corporate governance within the organization with a belief that it is a significant factor promoting the Company's effective business operations.

Good corporate governance is a tool to demonstrate the effectiveness, transparency, fairness and accountability of management systems, which will enhance confidence of the Company's shareholders, investors and all stakeholders that enables long-term growth and sustainable value for the business.

Since the conversion into Praram 9 Hospital Public Company Limited, the Board of Directors has developed a written policy on corporate ethics and good corporate governance of the Company (which does not have any subsidiary and affiliates). The main content of the policy complies with the laws, CG Code of the Securities and Exchange Commission's, CG Principles of the Stock Exchange of Thailand, the criteria set by the Institute of Directors (IOD), ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard), covering five significant good corporate governance principles -- shareholders' rights, equitable treatment of shareholders, role of stakeholders, disclosure of information and transparency, and responsibilities of the Board of Directors. The Company has also prepared for complying with the Corporate Governance Code for Listed Companies of the 2025 Corporate Governance Report of Thai Listed Companies (CGR) to incorporate all sustainability issues with an emphasis on disclosing environmental, social and corporate governance (ESG) data in order to cover all key factors and support changes in business environment requiring making adjustments to the Company's goals, strategies and operations.

The company has a clearly defined written corporate governance policy, code of conduct, and anti-corruption policy. In 2025, the company communicated these policies and code of conduct and conducted training to raise awareness. This training took two forms: 1) training for new employees and managers during employee orientation, and 2) annual review training for employees and managers via the internal intranet. This training is mandatory for all participants. The information was also disseminated to directors and external stakeholders, including service recipients, shareholders, customers, business partners, etc., in document form and via the website www.praram9.com under the Investor Relations section. Furthermore, a knowledge test was administered after the training, requiring participants to pass with a passing score and sign a written acknowledgment of their commitment to implementing the policies. The company subsequently monitors compliance; for example, at quarterly audit committee meetings, management is required to report on the summary of reported ethical violations and corruption and the company's operational procedures. This report is then subsequently submitted to the Board of Directors. Furthermore, the company has developed and published a Supplier Code of Conduct and Guideline to guide responsible business practices throughout the supply chain (please see www.praram9.com, Investor Relations section for more details). Due to the company's strong emphasis on and strict adherence to these guidelines, the company recorded no violations of its corporate governance and code of conduct last year.

In 2025, the Company uplifted its corporate governance as follows:

- The Board of Directors reviewed the annual Corporate Governance Policy and determined that the Company should communicate signed to acknowledge receipt and monitor compliance with the Corporate Governance Policy and the Anti-Corruption Policy of the Company.
- Focusing on expanding a transparent business network to clients, suppliers, business partners as well as persons and/or related agencies and encouraging them to join in tackling all forms of corruption and join the CAC Change Agent.
- Two of our business partners, ANC International (Thailand) Co., Ltd. and Master Laundry Co., Ltd., have submitted a declaration of intent to the Thai Private Sector Anti-Corruption Alliance (Thai CAC) to join the alliance.

Communicating the company's corporate governance policy, including the anti-corruption policy, to executives, all employees, and various stakeholders through various channels, including: 1) the internal information system (Intranet); 2) the company website www.praram9.com, under the Investor Relations section and the Corporate Governance topic; 3) communication during new employee orientation; 4) internal training via E-learning on the topic "PR9: Building Transparency...Towards Sustainability"; and 5) communication through various contracts signed with clients and business partners.

The Board of Directors has placed great importance on corporate governance and sustainable development and encouraged employees to apply such policies and guidelines to their day-to-day operations. This has resulted in the following achievements we have been proud of.

- SET Awards 2025, a prestigious accolade in the Thai stock market, was awarded for the second consecutive year in the category of Commended Sustainability Awards it also received an award in the Business Excellence category, being ranked in the Outstanding Investor Relations Awards.
- Sustainable Stock Ratings (THSI or SET ESG Ratings) achieved the highest AAA rating, successfully passing the selection process and consistently receiving recognition for the third consecutive year.
- Corporate Governance Ratings (CGR) in Thailand have consistently been rated as "Excellent" since the company's first year of listing on the Stock Exchange of Thailand. This achievement has been maintained for seven consecutive years, placing the company in the Top Quartile.
- The company has consistently received a perfect score of 100 points in the evaluation of the quality of its annual shareholder meetings since its initial listing on the Stock Exchange of Thailand. This accomplishment has been sustained for seven consecutive years.
- Received three awards from the Investment Analysts Association (IAA): IAA Awards for Listed Companies 2025: 1) OUTSTANDING CEO, 2) OUTSTANDING CFO, and 3) OUTSTANDING IR.

Reference link for the full version of corporate governance policy and guidelines : https://investor.praram9.com/en/company-info/corporate-governance/corporate-governance-policy

6.1.1 Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors :	Yes
Guidelines related to the board of directors :	Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies, Other guidelines related to the board of directors

Nomination of directors

Policy on Nomination of Directors and Top Executive

The Company has a policy to recruit directors by determining the director nomination criteria as well as qualifications of directors and appointment process of new directors clearly and transparently, whereby the Board of Directors shall consider the appropriateness of the structure and composition of the Board of Directors in accordance with the Board of Directors structure policy to be in accordance with the business strategy, by taking into account the requirements of qualifications, professional skills and specific expertise of the directors that the Company still lacks of according to the Board Skill Matrix such as medication, finance and accounting, law, marketing, management or other aspects to ensure diversity in different areas as well as qualifications and experiences that are consistent and in support of short-term and long-term business strategy of the Company, regardless of gender, race, nationality, and religion. In nominating the Company's new directors, the Company used outsourced services provided by professional search firms or selecting candidates from the Director Pool database of the Thai Institute of Directors Association to help make decisions in recruiting and creating a wide variation in the structure of the Board of Directors. For more details, please refer to the section on "Nomination and Appointment of Directors and Top Executive".

Determination of director remuneration

Policy on Remuneration Determination

To ensure the process of determining remuneration and other benefits of the Board of Directors, subcommittees and the executives include : Chief Executive Officer is transparent and in compliance with the principles of good corporate governance and in alignment with the Company's long-term strategy and goals and the components of remuneration and other benefits are appropriate and sufficient to motivate and retain qualified personnel, the Company has therefore formulated a policy and criteria for determining remuneration and other benefits of the Board of Directors, subcommittees and the Chief Executive Officer as follows:

1. Process of determining remuneration and other benefits

The Nomination and Remuneration Committee shall consider and determine remuneration and other benefits of the Board of Directors, Sub-Committees and the Chief Executive Officer and shall proceed as follows:

(1) The remuneration and other benefits of the Board of Directors and its sub-committees are to be submitted to the Board for approval before being presented to the Annual General Meeting of Shareholders for final approval.

(2) Executive compensation and other benefits, including those of the Managing Director, are to be submitted to the Board of Directors for consideration and approval.

2. Guidelines for determining remuneration and other benefits

(1) Remuneration and other benefits of the Board of Directors and subcommittees

The determination of remuneration of the Board of Directors and Sub-Committees shall be based on the obligations of directors; which must be in compliance with the fiduciary duty principle, responsibilities, dedication, values received from the performance of duties of directors as well as incentives for qualified directors who are appropriate for the needs of the Company. Such is done by determining the components of remuneration for directors as follows:

(1.1) Retainer fee paid to non-executive directors on a monthly basis, whether or not there is a Board of Directors Meeting, by taking into account the following factors:

- Industry practice guidelines
- Operating results and business size
- Knowledge, competence and experience of directors to be recruited or in need of the Company at that moment.

(1.2) Attendance fee paid to directors attending each meeting paid only to the directors who attended the meeting, which is divided into

- Attendance fee of the Chairman of the Board of Directors and the Chairman of the subcommittees
- Attendance fee of directors and subcommittees

(1.3) Incentive fee is a special remuneration paid to the directors once a year, by considering the values created for shareholders such as the Company's profits or dividends paid to shareholders, but will not focus on the Company's short-term performance.

(1.4) Other benefits (both monetary and non-monetary forms) which may be considered as an exact amount at a fixed rate or a special criterion and will be paid from time to time or to be effective until the Shareholders' Meeting has resolved to change otherwise.

Reference link for determination of the director remuneration policy and guidelines :	https://investor.praram9.com/storage/download/corporate-governance-policy/20210909-pr9-cg-policy-en.pdf
Page number of the reference link :	3-4

Independence of the board of directors from the management

Policy on the Independence of the Board of Directors from the Management

All directors are independent in expressing their opinions on the operations of the management; by clearly separating the roles, duties and responsibilities of the Board of Directors and the Chief Executive Officer and has clearly delegated authority to manage the business for the management in writing to enable the Board of Directors to truly perform their duties independently from the management The Board of Directors has a duty to set policies, vision, mission, objectives and main goals in business operations, directions and business strategy plans so that the management can implement and supervise the management by determining the audit methods In order to counterbalance the work of the management and supervising the management's operations to be efficient, transparent, and in compliance with laws and regulations to ensure that the operation of the Company is appropriate and for the best benefits of the company and shareholders. (More details are presented in the Section of "Management Structure")

Director development

Policy on Development of the Board of Directors, Executives, and Company Secretary

The Board of Directors has established a policy to promote and enhance the knowledge and skills of its directors, executives, and company secretary. This involves active participation in determining the structure and development plans for the Board of Directors, subcommittees, executives, and the Company secretary. The objective is to continuously enhance the necessary competencies required for fulfilling their duties and responsibilities on an annual basis. This development may be conducted through internal training programs organized by the Company or external courses provided by recognized institutions, organizations, or regulatory bodies.

Notably, 100% of the Company's directors have successfully completed training programs specifically designed for board members, as detailed in Appendix 1: "Board of Directors' Profiles." Additionally, in 2025, the Board of Directors, the top four executives, and the Company secretary have participated in training programs and seminars relevant to the Company's business, corporate governance, sustainable business development, and other courses that support their roles and responsibilities. These training programs were attended in both internal formats, conducted at the Company's premises, and external formats, hosted by professional institutions.

However, The Company has disclosed all training and seminar information for the top 4 executives and the Company secretary in the attached document under the section 'Board Profile - Information on Board Directors, Executives, and Company Secretary.

Board performance evaluation

Policy on Performance Assessment of the Board of Directors and Sub-Committees

To ensure that the governance, control and management fully comply with the corporate Governance principles and to monitor and assess the result against the objectives and goals, the Company set a policy for the Board of Directors, Sub-Committees and the Chief Executive Officer to take the performance appraisal at least once a year. The assessment results will provide the Board of Directors, Sub-Committees and the Chief Executive Officer with significant information and opportunity to review their performance, issues and problems in the past year. This will enhance the effectiveness of the performance of the Board of Directors, Sub-Committees and the Chief Executive Officer with the assessment process and criteria as follows:

The Company organizes performance appraisal of the Board of Directors and Sub-Committees on a yearly basis. The appraisal covers three areas as follows:

(1) Self-assessment of the Board of Directors and Sub-Committees

(2) Individual self-assessment of the Board of Directors and Sub-Committees

(3) Individual assessment of the Board of Directors (assessing other members)

Operating Performance Assessment Process

(1) The Nomination and Remuneration Committee considers and set policy and scoring criteria of each key item based on the assessment form.

(2) The Company Secretary Office will submit the performance assessment form to all Directors for both group and individual assessment.

(3) The Board of Directors sends back the form to the Company Secretary Office who collects and summarizes the assessment results, and reports to the Nomination and Remuneration Committee and the Board of Directors in the first Board of Directors' Meeting of the year. Furthermore, the Company will report the recommendations received from the performance evaluations of the Board of Directors and its sub-committees to each board meeting for consideration in improving the efficiency of the Board of Directors and its sub-committees, in order to maximize benefits in the operation of the Company's business and corporate governance.

Scoring Criteria and Assessment Summary

Score (%)	Level
85 - 100	Excellence
75 - 84	Very Good
65 - 74	Good
50 - 64	Fair
Below 50	Need Urgent Improvement

Corporate governance of subsidiaries and associated companies

As of 31 December 2025, the Company does not have investment in subsidiaries or associates or an investment plan in the near future, and, therefore; has no policy on investment and supervision of subsidiaries and associates. In case it has a plan to invest in subsidiaries or associates in the future, it will then prepare an investment policy and the policy on supervision of subsidiaries and associates that are complete and in accordance with the principle and practice guidelines.

Other guidelines related to the board of directors

Policy for directors and senior executives to inform the trading of the Company's securities

According to the Securities and Exchange Act B.E. 2535 (1992) (and amendment) and the Notification of the Office of the Securities and Exchange Commission No. Sor Jor. 38/2018, the directors and the first four executives and persons who have relationship, namely spouses or partners and minor children as well as juristic persons that they, their spouses or partners and minor children holding shares exceeding 30 percent of the total voting rights of such legal entity and the holding of such shares is the largest proportion in that legal entity shall report their securities holding to the SEC in electronic form through online system within three days after the day the Company's securities are traded or transferred. The Company's Board of Directors has formulated a policy related to the Company's share trading as follows:

(1) The directors and the first four executives shall submit a copy of such report to the Company Secretary at least one day prior to the transaction, allowing the Company Secretary to facilitate the report of the changes in securities holding to the SEC and SET. After that the directors and the first four executives shall submit the report on the changes of their securities holding to the Board of Directors for acknowledgement on a quarterly basis.

(2) The directors and the first four executives shall submit a copy of the report in 7(1) to the Company Secretary on the same day the report is sent to the SEC and SET.

Moreover, during the past year, the spouses of the board members and executives have engaged in the acquisition or purchase of company securities. Additional details can be found in the section on Disclosure of Information and Transparency.

Policy on the Segregation of Positions of Chairman of the Board of Directors and the Chief Executive Officer.

According to the Company's policy, the Chairman of the Board of Directors shall not be the same person as the Company's Chief Executive Officer to ensure checks and balances and no relationship with the management department. The Company has clearly segregated duties and responsibilities in policy formulation, monitoring and supervision of operations and management. The Chairman of the Board of Directors has a significant role in determining the policy, monitoring and overseeing that the business operations of the Company are in accordance with the policies set forth. As well as provide support and advice on the operations of the management without interference with the works under the management's responsibility. The Company has clearly defined and segregate the duties and responsibilities of the Chairman of the Board of Directors and the Chief Executive Officer, which can be summarized as follows:

Chairman of the Board

- Participate in considering and determining meeting agenda with the Directors, including Chairman of the Executive Committee, the Chief Executive Officer and with at least one Independent Director participating in considering and approving the meeting agenda each meeting.
- Encourage the Board of Directors to attend the Board of Directors Meeting and Shareholders' Meeting and lead and control the meetings to achieve results effectively.

- Encourage the Board of Directors to participate in the meetings, allocate sufficient time for the management or related persons to present information, support and offer an opportunity to raise questions and express opinions freely, control discussion issues and conclude meeting results
- Provide assistance, suggestions and comments that are beneficial to the Company's business operation
- Consider matters that may have conflicts of interest to ensure accuracy and transparency.
- Encourage and support the Board of Directors to perform duties within the scope of authority, duties and responsibilities of the Board of Directors to achieve the objectives of laws, Charters and the principles of good corporate governance.
- To strengthen the relationship among the Company's directors, whether independent directors, non-executive directors or executive directors, as well as the Board- Management relationship.

Chief Executive Officer

- Act as the Company's chief of management team with responsibility as assigned by the Board of Directors and the Executive Committee in operating business and overseeing the business management of the Company.
- Supervise, manage and perform for the benefits of the Company and to be in accordance with the vision, business direction, objectives and regulations as well as rules, resolutions, policies, business strategies and annual budget plan that have been approved by the Board of Directors and/or approved by the Shareholders' Meeting under the relevant legal framework and the scope of authority determined by the Board of Directors.
- Inspect, monitor and evaluate the operating performance of the Company's management to ensure that the management implements the strategy and business plan laid down to be in accordance with the Company's policies and goals as well as report to the Board of Directors on a quarterly basis.
- Perform duties as assigned by the Board of Directors and have the authority to take any actions necessary for the performance of such duties.

Policy regarding the Board of Directors

Meeting

In order to ensure that the Board of Directors is able to continuously monitor and control the Company's operations, the Company has therefore formulated a policy for the Board of Directors Meeting as follows:

4.1 According to the Company's Charter, the Board of Directors shall convene at least four times a year (once very quarter) and can hold special meetings as deemed necessary. To ensure compliance with the principles of good corporate governance, the Board of Directors has therefore a policy prescribing that there shall be more than six meetings per year for effective monitoring of the Company's operations.

In 2025, the Company convened the Board of Directors' Meeting 6 times. Every meeting in a hybrid format

4.2 The Company will determine the agenda and the dates of the Board of Directors' Meeting, Sub-Committees' Meeting and the Annual Shareholders' Meeting one year in advance with the participation in considering and approving of the Board of Directors and every Sub-Committee. This allows all Directors and Sub-Committee members to be able to allocate sufficient time and attend all meetings at the scheduled date and time.

In addition, the Company notifies the directors, executives, and employees, who have access to significant inside information that may influence changes in the Company's security price, of the period of time when they must refrain from trading in the Company's securities and sets annual meeting schedule of the Board of Directors. During the year, before the disclosure of each quarterly financial statements, the Company Secretary will consistently notify directors and executives 5 days in advance via group message room of the Board of Directors and executives on the Line Platform and via e-mail.

In previous year, the Company received full cooperation from the aforementioned persons during the period of time when they should refrain from any trading in the Company's securities and no trading in the Company's securities was made during such period of time.

4.3 In setting the agenda for the Board of Directors meetings, the Chairman and the Managing Director will oversee and approve the agenda. Mr. Kanit Paetsaman, Independent Director, Chairman of the Audit Committee, and Chairman of the Independent Committee, will also participate in the consideration and setting of the agenda for every Board of Directors meeting to ensure that legally mandated agenda items and other important matters concerning the company are included, in accordance with his assigned roles and responsibilities that go beyond the scope of authority, duties, and responsibilities of the Audit Committee.

4.4 According to the resolution of the Board of Directors meeting No. 4/2023 held on May 15, 2023, amendments to the Board of Directors Charter were approved to comply with the Public Company Limited Act B.E. 2535 (1992) and the Company's Articles of Association regarding meetings. This includes sending meeting notices and supporting documents, and conducting meetings electronically according to the conditions, procedures, and methods stipulated by law, to allow the Board of Directors sufficient time to study the information before attending the meeting, except in cases of urgent necessity. To protect the rights or interests of the Company, other methods of notification or an earlier meeting date may be used. However, to maintain good practice, the Company Secretary is required to send meeting invitations and supporting agenda items in electronic file (PDF file) via email, or in physical file format only upon request from the Directors, at least 5 days prior to the meeting.

4.5 The Company prepares the meeting minutes as well as collects and stores the certified documents for reference and accountability. In every meeting, the executives and related persons shall attend the meeting to provide information and details in making correct and timely decisions.

4.6 In the Board of Directors meeting, there shall be no less than one half of the total number of directors of the Company to constitute a quorum.

4.7 In the event that the Chairman of the Board of Directors is not present at the meeting or is unable to perform the duties, the Vice-Chairman of the Board of Directors shall act as the Chairman; or if the Vice Chairman is unable to perform one’s duties as well, the directors who attend the meeting shall select one director to act as the Chairman of the meeting

4.8 In voting, one director shall have one vote. In voting for resolution at the Board of Directors Meeting, the minimum quorum shall be no less than two-thirds of the total number of directors.

4.9 In the event that a director having conflict of interest, the person will have no rights to vote on that matter. The director having such conflict of interest can participate in the meeting while considering on the matter to allow the meeting to directly inquire about details from the directors who have such conflict of interest. However, the director with such conflict of interest shall leave the meeting when voting is completed. If the votes are equal, the Chairman of the meeting shall cast an additional vote to be the decisive vote by using a majority vote and if there is a director opposing the resolution, the objections shall be recorded in the minutes of meeting.

Policy on Non-executive Directors Meeting

The Company's board of directors has a policy to support non-executive directors and independent directors in conducting meetings among themselves, without the participation of executive directors and management, at least once a year. The purpose of these meetings is to discuss various issues, including management matters that may be of interest. Following these meetings, the secretary convening the meeting will send a summary of the resolutions and suggestions to the company's board of directors, executive directors, management, and relevant parties for consideration and/or action based on the resolutions or suggestions. The secretary who convened the meeting will also monitor the progress and report to the next board meeting of non-executive directors.

Limiting the Number of Listed Companies in which Directors and the Chief Executive Officer (Head of the management) can Hold Directorships

The Company has determined the qualifications of directors who are allowed to hold directorships in other companies. However, such directorships shall not obstruct the performance of duties of the Company’s directors and

shall be in compliance with the SET's guidelines. To support the guidelines for good corporate governance and promote the highest efficiency in performing duties. The Company has therefore established a policy to allow the Company's directors and the Chief Executive Officer (the top management) to hold directorships in no more than five listed companies without any exemption and shall inform the Board of Directors at all times in the event that they wish to hold directorships in other businesses.

At present, none of the directors or the Chief Executive Officer of the Company holds directorships in more than five listed companies.

Policy for Determining Tenure of Directors

The Company has determined tenure of directors in accordance with the Public Limited Companies Act B.E. 2535 (1992) and the Company's Articles of Association, specifying that one-third of directors shall retire by rotation at every Annual General Shareholders' Meeting. After the first and the second year, the directors who hold the positions the longest shall retire by rotation. In the event where the number of directors cannot be divided into three parts, the number nearest to one-third of the directors shall retire. The directors who vacate from the positions may be re-elected. The Nomination and Remuneration Committee shall consider nominating appropriate and qualified persons to the Board of Directors for consideration before proposing the matter to the Annual General Shareholders' Meeting.

The Company has also specified the limit on the number of years of directorship for independent directors at no longer than nine years from the appointment date without any exemption. The Company has disclosed the information on each director's appointment date and the list of independent directors. Currently, none of the Company's independent directors holds the position of independent director for more than 9 years. (More details are presented in the Details of Directors, Executives and the Company Secretary Section.)

Policy on the Succession Plan for the Top Executive Positions

The Board of Directors has developed a succession plan and continuity in appropriate management for executives from Assistant Managing Director, and Deputy Managing Director level up to the Chief Executive Officer. The Company has in place a clear and transparent nomination process with consideration on knowledge, experience, competence, ethics and leadership to prepare personnel in response to business growth. The Company conducts an assessment of the efficiency and potential of the executives, promotes the development of appropriate knowledge and skills as well as continuously monitors the development results. The Company has disclosed the policy for succession plan all directors, executives and employees for acknowledgement through the Company's website, www.praram9.com, to ensure that the Company's operations continue with the highest efficiency.

6.1.2 Policy and guidelines related to shareholders and stakeholders

Are there policy and guidelines and measures related to shareholders and stakeholders :	Yes
Guidelines and measures related to shareholders and stakeholders :	Shareholders, Employee, Customer, Business competitors, Suppliers, Creditors, Government agencies, Community and society, Other guidelines and measures related to shareholders and stakeholders

Shareholders

Policy and Guidelines on Treatment of Shareholders

1. Respect and promote execution of shareholders' rights to ensure that the shareholders are taken care of and are facilitated properly and adequately as well as treating all shareholders fairly and justly. This includes encouraging participation in various aspects of the company as appropriate, through company activities organized to present operational direction and performance results to analysts and investors, either through in-person meetings or online, activities for listed companies to meet with investors, and the production of newsletters presenting the company's financial status, etc.

2. Perform duties with integrity and make any professional decisions with discretion, prudence, and fairness towards major and minor shareholders, for the utmost benefits of the overall shareholders.

3. Control and safeguard against improper depreciation or loss of property of the Company

4. Present the Company's actual status, performance, financial status, accounting and other significant reports to shareholders in a regular and complete manner as well as communicate the Company's current and future directions both in positive and negative ways, based on probability and sufficient supporting information.

5. Manage to ensure that the Company has high capacity to achieve long-term and short-term objectives effectively and efficiently as well as competitiveness to achieve its goal to generate shareholders' annual returns in the form of dividend according to the announced dividend policy.

6. Prohibit all directors, executives and employees from disclosing any non-public information of the Company for their own personal gains or those of their family members and close relatives and/or take any actions that may lead to conflicts of interest with the Company.

The Company recognizes and places importance on the basic rights of all shareholder and ensures they equally receive fair treatment. To enhance confidence among shareholders and investors, the Company has, therefore, defined the basic rights of shareholders in writing in the Company's corporate governance policy. The basic rights of shareholders consist of the right to buy, sell, and transfer securities held; the right to receive profit sharing from the Company; the right to attend Shareholders' Meeting; the right to express opinions; the right to communicate between each other where the Company will not prevent or create obstacles; the right to take part in making decisions on the Company's significant matters, such as dividend allocation and stock repurchase; the rights to the purchase of additional shares, the appointment or removal of directors, the consideration of directors' remuneration, the appointment of auditor, the approval of significant transactions that affect the Company's business directions and the amendment of the Memorandum of Association and Articles of Association of the Company; and the right to receive sufficient, accurate and timely information. Thus, in case a shareholder agreement contains a significant impact on the Company or other shareholders, the Company shall immediately provide an explanation.

The Company has a strong intention to operate its business with transparency and efficiency, based on honesty and ethics while creating good performance results and sustainable growth and with great effort to ensure business sustainability. The Company adheres to the obligation given to its shareholders to enhance their satisfaction and maximize their long-term benefits by taking into account good returns to the shareholders in a continuous manner and disclosing reliable information to the shareholders in a transparent manner, the Company has therefore set a policy and practice guidelines for shareholders as follows:

Shareholders' Rights

1. Facilitation provided to shareholders at the AGM

- The Company has a mission to promote and facilitate all shareholders, including major shareholders, individual shareholders, institutional shareholders, and foreign shareholders, to fully exercise their rights through the Shareholders' Meeting to allow the shareholders to participate in making decisions on significant matters of the business or matters that affect one's own benefits in various aspects. The Company, therefore, has a policy to

facilitate and encourage shareholders to attend the Company's Shareholders' Meeting by setting the appropriate date, time and venue for the meeting. The meeting is not held during public holidays or more than 3 consecutive holidays. The meeting is held during normal business hours at 08.30 - 16.00 hours and sufficient meeting time is provided. The meeting venue is in Bangkok where the Company's headquarters is located and has easy access to public transport, including buses, electric trains (MRT, Airport Rail Link), and shuttle bus service is also provided for shareholders' pick-up and drop-off, providing convenience for the Company's shareholders to attend the meeting.

In the past year, the company's board of directors has mandated that shareholder meetings be conducted exclusively in the format of an "Electronic Annual General Meeting" or "e-AGM." Additionally, live streaming of the meetings has been arranged from the main office of the company, serving as the meeting venue. This allows shareholders to follow the proceedings in cases where physical attendance is not possible. The live stream can be accessed at https://pr9web.praram9.com/agm/, or by scanning the QR code provided in advance for shareholders' convenience.

- The Company provides duty stamp service in the proxy form free of charge at the registration point for both proxies attending physical meeting and via e-AGM in order to reduce shareholders' burden of stamp duty costs incurred.
- In case of proxy granting, the Company has established guidelines on shareholders' identification documents. The proxies can use a copy of the identity card, a copy of the passport, a copy of the affidavit of shareholders, a copy of appointment order of administrator of estate, and a copy of other documents instead of the original documents to prevent complications or restriction of shareholders' right to attend the meeting
- The Company has placed importance on protecting the privacy of the shareholders' personal data to be in line and comply with the Personal Data Protection Act, B.E. 2562 (2019). Therefore, the shareholders will be informed of the objectives of collecting, using and disclosing their personal data as well as their rights in accordance with such law.

2. Preparation prior to the Shareholders' Meeting

- The Company has a policy to allow shareholders to propose additional agenda and nominate qualified persons to be elected as the Company's directors at the Annual General Shareholders' Meeting. This includes the opportunity for shareholders to submit questions on the Company or about the agenda in order to inquire on doubtful issues to the Company in advance, prior to the Company's Annual General Shareholders' Meeting. The Company has published details and criteria for granting such right on the Company's website at www.praram9.com under the Investor Relations section and on the SET's website for acknowledgement of shareholders and investors. Details are as follows:

Proving the shareholders with the right to propose additional agenda, nominate qualified persons to be elected as directors, and submit questions prior to 2025 Annual General Meeting of Shareholders		
Meeting date • 25 April 2025 (via electronic means)	Providing the right to propose additional meeting agenda and nominate person to be elected as director • 1 October 2024 - 31 December 2024	Providing the right to submit questions prior to the meeting • 1 October 2024 – 31 March 2025

Remarks : No shareholders proposed additional agenda items, nominated individuals for election as directors, or submitted advance questions.

A for the 2026 Annual General Meeting of Shareholders, the Company provided shareholders with the opportunity to propose additional agenda and nominate qualified persons to be elected as the Company's directors in advance, starting from 1 October 2025 to 31 December 2025. Shareholders can submit questions about the Company prior to the meeting from 1 October 2025 to 31 March 2026.

- The Company notified the SET of the resolutions of the Board of Directors Meeting on the determination of date of Annual General Meeting of Shareholders immediately after the end of the meeting or at least by 9.00 hours of the next following day via the SET's website and the Company's website, www.praram9.com, under Investor Relations Section, so as to quickly inform the shareholders and investors of the schedule and agenda.

The Company has a policy to publish the Invitation Letter to the Shareholders' Meeting and supporting documents in both Thai and English on the Company's website at www.praram9.com under Investor Relations menu at least 30 days prior to the meeting date. The meeting invitation and other document, both in Thai and English, are also sent by post at least 21 days prior to the meeting. The invitation letter clearly and adequately stated the date, time, meeting format, meeting venue, agenda, objectives and rationales for each agenda, and user manual for e-shareholder meeting system to support decision making and voting in each agenda and it was published in daily newspapers for three consecutive days at least three days prior to the meeting to inform the shareholders of the Shareholders' Meeting in advance and provide sufficient information for their preparation for attending the meeting.

In addition, voting is separated on each matter, such as the election of directors (The election of directors and the election of new directors were set as 2 separated agenda items.) as well as the determination of directors' authority and the determination of directors' remuneration were set as 2 separated agenda items as well.

Dissemination of meeting documents and newspaper publication of the notice of the 2024 Annual General Meeting of Shareholders		
Meeting date of the AGM • 25 April 2025 (via electronic means)	Dissemination of meeting documents on the Company's website • 24 March 2025	Electronic advertising announcement. • 1 - 3 April 2025

- The Company had a policy to allow shareholders, including individual shareholders and institutional investors to register to attend the Shareholders' Meeting prior to the meeting date. The Company viewed that it was a channel that can help facilitate all shareholders and prevent delays on the meeting date.
- The Company held the 2025 Annual General Shareholders' Meeting in the format of electronic shareholders' meeting (e-AGM) only on Friday, 25 April 2025 at 15.00 hrs. at Praram 9 Grand Hall Room, on the 5th Floor, Praram 9 Hospital Building A (existing building), No. 99, Rama IX Road, 99 Rama IX Road, Bangkapi, Huai Khwang, Bangkok. The procedures for attending the e-Shareholders' Meeting were different from those of a physical meeting. Using the service of Digital Access Platform Company Limited (DAP), a company of SET's group of companies, the 2025 Annual General Shareholders' Meeting was held in accordance with the law governing meetings held via electronic means. The Company distributed the manual for attending the meeting held via electronic means to the shareholders, such as registration process, presenting identification documents for registration, attending the meeting, voting, and vote counting to the shareholders together with the documents for the shareholders' meeting, the details of which are summarized as follows:

(1) Preparation before using DAP e-Shareholder Meeting system

(2) Registration procedures via E-Register system : The Company provided the shareholders who wished to attend the meeting with the opportunity to register to attend the meeting and identify themselves via e-Shareholder Meeting system from 1 April 2025 at 08.00 hrs. to 25 April 2025 (until the closing e-Shareholder Meeting system), the Company verified the validity of the identification documents submitted and notified the registration result back to the

shareholders together with username and password via e-mail for logging-in to the e-Shareholder Meeting system. The shareholders can reset their password.

(3) Procedures for attending the meeting : The shareholders could log in to the e-Shareholder Meeting system to attend the shareholders' meeting on 25 April 2025 since time 13.00 hrs., with their username and password, together with one-time password (OTP).

(4) Use of question submission functions : In submitting questions during the meeting, the shareholders were required to return to the log-in page of the e-Shareholder Meeting system they had previously logged in and click "raise hand" in order to put their questions in queue or type questions for submission via e-Shareholder Meeting system.

(5) Use of voting functions : The shareholders must cast votes for "approved, disapproved, or "abstained from voting" within one minute. If votes are not cast within the specified period, the shareholders shall be deemed to approve the matters.

(6) Meeting recording and dissemination on the Company's website : The Company recorded video and audio throughout the Shareholders' Meeting. After the meeting, the recorded video and audio were disseminated on the Company's website www.praram9.com under Investor Relations Section.

The Company has a policy to protect shareholders' rights in the event that shareholders are not able to attend the meeting in person. The Company allow the shareholders to appoint any other persons or Company's independent directors to attend the meeting on their behalf. The Company has assigned no less than two independent directors to be the proxies and has specified the information of the independent directors as proxies in the proxy forms which are delivered together with the invitation letter to the shareholders as well as details of documents and necessary evidence for shareholders and proxies to be presented to the Company on the meeting date in order to protect shareholders' right in attending the meeting.

3. Operations on the Shareholders' Meeting day

The Company explained the procedures for attending the meeting, submission of questions, voting and vote counting in various channels, such as the invitation letter, the publication on the SET's website, the publication of the Company's website, in order to enable all shareholders to clearly and accurately understand the procedures of the Shareholders' Meeting. During two hours before the meeting, the Company presented the video demonstration for the electronic conferencing, interspersed with the operations of its various service centers for the shareholders' acknowledgement.

- Before the meeting started, the Company Secretary introduced the directors, executives, legal advisors who reviewed the accuracy of vote counting, representative from the Thai Investors Association, and representative from SET (if any) to the participating shareholders. In addition, two attending shareholders (if any) were invited to be the witness of the vote counting together with the legal advisors.

The Company reported to the meeting the ratio of attending shareholders and proxies and explained the voting procedure and method. After the clarification of the Board of Directors in each agenda, the Chairman of the Board opened an opportunity for the shareholders to ask questions and express opinions by allocating sufficient and appropriate time. The Board of Directors answered the questions related to the operations and meeting agenda, which were recorded in the shareholders' meeting minute. The Company also arranged an interpreter to facilitate foreign shareholders in asking and answering questions to ensure all shareholders equally have full understanding.

Even if the Company adjusted its meeting format in conformity with the aforementioned situation, but the Company continued to take into account and place its importance on shareholders and related persons of the Company as follows:

1) The shareholders were able to submit questions in advance to the Company Secretary in order to inquire about agenda via two channels as follows:

- Email: marisarat@praram9.com
- By postal service to the Company Secretary Praram 9 Hospital Public Company Limited 99 Rama IX Road, Bangkapi, Huai Khwang, Bangkok 10310

2) The Company gave advance notice to the shareholders at least 60 days prior to the meeting date that the Company would hold the meeting in the form of e-Shareholder Meeting only. The notice was given on 19 February 2025 and the Meeting was held on 25 April 2025.

3) The Company delivered the documents relating to the meeting to the shareholders for acknowledgement in advance at least 21 days prior to the meeting. The e-document format, featuring a QR code, aims to reduce paper usage and allows all shareholders to download documents instead of submitting full copies. This includes meeting invitations and related documents such as Form 56-1 One Report 2024, proxy forms, and information on nominees for re-election as directors. The documents were delivered on 3 April 2025.

4) The Company arranged for live broadcast of the 2025 Annual General Shareholders' Meeting (Live streaming) from the meeting room of the Company's head office at 5th Floor, Praram 9 Grand House Meeting Room, Praram 9 Hospital Building A (existing building), No. 99, Rama IX Road, Bang Kapi Sub-district, Bang Kapi District, Bangkok 10130.

The shareholders could view the live meeting at https://pr9web.praram9.com/agm/ or through QR Code scan as shown on the invitation letter to the 2025 Annual General Shareholders' Meeting to facilitate the shareholders who were interested but unable to attend the Meeting via electronic devices.

The percentage of Directors and the first four executives attending the meetings at the Head Office, the venue of the meeting, was 100 percent, as follows:

Names	Positions	No. of attendance / No. of meetings entitled to attend	
		2018 - 2025	2025
1. Mr. Bhanapot Damapong	Chairman of the Board of Directors (Non-Executive Director)	8/8	1/1
2. Dr. Satian Pooprasert	Vice Chairman of the Board of Directors / Member of the Executive Committee / Chief Executive Officer	8/8	1/1
3. Dr. Viroon Mavichak	Director / Member of the Executive Committee / Senior Deputy Managing Director of Medical Department	8/8	1/1
4. Dr. Prasert Trairatvorakul	Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainability Development Committee / Senior Deputy Managing Director, Nursing and Medical Services Department	8/8	1/1
5. Mr. Attapol Sariddipuntawat	Director / Chairman of the Executive Committee (Non-Executive Director)	8/8	1/1
6. Mr. Kanit Patsaman	Independent Director / Chairman of the Audit Committee / Member of the Corporate Governance and Sustainability Development Committee	8/8	1/1
7. Mrs. Vilasinee Puddhikarant	Director / Member of the Nomination and Remuneration Committee (Non-Executive Director)	8/8	1/1
8. Mr. Piset Chiyasak[1]	Independent Director / Chairman of the Corporate Governance and Sustainability Development Committee / Chairman of the Nomination and Remuneration Committee/ Member of the Audit Committee	8/8	1/1
9. Dr. Tanai Charinsarn[2]	Independent Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainability Development Committee	1/1	1/1
10. Police Lieutenant General Boriharn Sungarom[3]	Independent Director / Member of the Audit Committee/ Member of the Nomination and Remuneration Committee	0/0	0/0
11. Miss Kamaporn Tumpipit[4]	Deputy Managing Director, Accounting and Finance Department (Chief Financial Officer)	2/2	1/1
12. Dr. Wittaya Wanpen[5]	Deputy Managing Director Business Development and Strategy Office	1/1	1/1
13. Dr. North Techawathanawanna[5]	Deputy Managing Director Medical and Human Resources Department	1/1	1/1
Individual and committee meeting attendance		**100**	**100**

Remarks : (1) Mr. Piset Chiyasak was appointed by the Board of Directors meeting No. 2/2021 on February 16, 2021, to the position of Nomination and Remuneration Committee Member (Independent Director) replacing Mr. Attapol Sariddipuntawat, who resigned from the position, effective February 17, 2021. He was also appointed by the Board of Directors meeting No. 2/2022 via electronic means on February 15, 2022, to the position of Chairman of the Nomination and Remuneration Committee, replacing Clinical Professor Dr. Sarana Boonbaichaiyapruck.

(2) Dr. Tanai Charinsarn was appointed by the Annual General Meeting of Shareholders 2024 on April 23, 2024, to the position of Independent Director and was appointed by the Board of Directors meeting No. 3/2024 on April 23, 2024, to be an additional member of the Executive Committee and to be a member of the Corporate Governance Committee, replacing Dr. Prasert Trairatvorakul.

(3) Police Lieutenant General Boriharn Siangarom was appointed by the Annual General Meeting of Shareholders on April 25, 2025, to serve as an independent director and by the Board of Directors meeting No. 3/2025 on April 25, 2025, to be a member of the Nomination and Remuneration Committee and the Audit Committee, replacing Professor (Honorary) Lt. Cmdr. Dr. Sirinthara Singharana Na Ayutthaya, who has retired from the company as a director due to the expiration of her term.

(4) Miss Kamaporn Tumpipit assumed the position of Deputy Managing Director, Accounting and Finance (highest responsible person in the Accounting and Finance division), replacing Mr. Teeraphan Disayabutara, effective March 1, 2024.

(5) Dr. Wittaya Wanpen assumed the position of Deputy Managing Director, Business Development and Strategic Planning Office, and Dr. North Techawathanawanna assumed the position of Deputy Managing Director, Medical and Human Resources, effective February 18, 2025.

In addition to the directors and senior executives, there were the legal advisors, auditors, and representatives from various authorities attending the Meeting as follows:

- The legal advisors who attended the Meeting at the Company, the venue of meeting:

  Mrs. Pattrasupang Chalermnong and Miss Machamon Chalermnon from Able & Primton Co., Ltd., who reviewed the accuracy of vote counting at the Meeting;

- The auditors who attended the Meeting via electronic means:

  Miss Manee Rattanabunnakit Certified Public Accountant (Thailand) No. 5313, and Miss Benyapa Suksamorn, the representatives of EY auditors, who answered questions and provided clarification of facts relating to the shareholders, related persons, and stakeholders;

- The representatives of various authorities who attended the Meeting via electronic means:

  Miss Nuchanee Uthong, a representative from Thai Investors Association, attended the Meeting as an observer.

- Voting, vote counting, and vote counting method in each agenda: The Company provided ballots for every agenda. On the agenda concerning the appointment of Directors, the Company provided shareholders with an opportunity to vote for each individual nominated candidates for the appointment of Directors by using advanced technology for shareholders' convenience, and for faster and more accurate vote counting in order to enable the Company to present the vote counting results to the shareholders for prompt acknowledgement as follows:

  (1) For in-person meetings (Physical Meetings), a barcode system will be used for registration.

  (2) For electronic meetings (e-AGM), an e-Proxy Voting system will be used to facilitate shareholders in appointing independent directors of the company to attend and vote via proxy through the Investor Portal of Thailand Securities Depository Co., Ltd. This method eliminates the need for shareholders to attach documents or send proxy forms by mail to the company. Individual shareholders who are members of the Investor Portal and have verified their identity with the National Digital ID can access the Investor Portal at https://ivp.tsd.co.th. The e-Proxy Voting system will be available from the day after the postal sending of the shareholder meeting invitation until 5:00 PM on the day before the shareholder meeting. The company will provide stamp duty for proxy forms free of charge, and the e-voting system will be used for counting votes in each agenda item.

In 2025, the Company conducted an e-Shareholder Meeting, however the shareholders were able to vote for each individual nominated candidate for the appointment of Directors. In order to comply with the relevant laws and the Company's Articles of Association as well as to ensure transparency in voting and counting vote, the Company engaged an outside independent legal advisor, who was considered as a representative of the shareholders to witness and check the vote count.

Last year, the shareholders' meeting was conducted through electronic means; therefore, no representative of the shareholders jointly observed the vote count with the outside independent legal advisor, the same as the year before when the shareholders' meeting was held physically.

- The Company had a policy to conduct the Shareholders' Meeting in accordance with the order of the meeting agenda as stated in the invitation letter, without adding any sudden significant information during the Shareholders' Meeting as well as avoid adding other agenda that were not scheduled in advance or change the order of the meeting agenda or significant information without notifying the shareholders in advance. This was to inform the shareholders of the matters to be considered in advance for decision making in attending the meeting.
- The Company had a policy to provide all shareholders with equal rights to independently express opinions, suggestions or ask questions on related agendas and allocated appropriate time prior to the voting. The Company's Directors and executives shall appropriately answer questions and provide clarification in the meeting. The Company shall record in the meeting minute the shareholders' questions and opinions as well as the Company's answers to such questions to keep the shareholders who do not attend the meeting informed. The information is published on the Company's website, www.praram9.com under the Investors Relations Section.
- In determining director remuneration, such as regular remuneration, meeting allowance, there benefits (if any), the Company established a clear policy, methods and criteria by benchmarking with other companies in the same industry, meeting plans of the Board of Directors and subcommittees, business expansion and profit growth, which shall be approved by the Nomination and Remuneration Committee and the Board of Directors before proposing to the Shareholders' Meeting for approval.

4. After the Shareholders' Meeting

- Preparation and dissemination of the minutes of the Shareholders' Meeting

- To allow the shareholders to acknowledge and verify the accuracy of information of the Shareholders' Meeting at the appropriate time, the Company has a policy to disseminate the minutes of the Shareholders' Meeting both in Thai and English on the Company's website at www.praram9.com under Investors Relations section within 14 days after the meeting date. The resolutions of the Shareholders' Meeting along with the vote results will be disseminated after the Shareholders' Meeting or at least within 9.00 hours of the next business day from the date of the Shareholders' Meeting through the SET's website and the Company's website at www.praram9.com under Investors Relations section.
- The Company records and prepares the correct and complete minutes of the Shareholders' Meeting in both Thai and English, such as meeting format, the proportion of shareholders attending the meeting, criteria and methods for voting and vote counting, the number of ballots used in each agenda, names and positions of directors, top executive, the first four executives, auditors, legal advisors, representative of shareholders who served as the witness of the vote count in the meeting and the representative from the Thai Investors Association, key content of each meeting agenda, questions and answers, suggestions, comments, and meeting resolutions, together with voting results i.e. approval, disapproval, abstention and void ballots (voting via DAP e-Shareholder Meeting system in the case of no void ballots) and delivered them to the relevant authorities within the limitation period prescribed by law. The minutes of the Shareholders' Meeting will be posted on the Company's website, www.praram9.com, under the Investor Relations Section in order that Thai and foreign shareholders can quickly and equally have access to the information as well as verify the accuracy of information. In case the shareholders have suggestions or questions or opinions regarding the minutes of Shareholders' Meeting, they can request for clarification or submit their opinions to the Company Secretary without waiting for the next meeting.

In 2025, the Company reported through SET's website that it had posted the 2025 Annual General Shareholders' Meeting of minutes on its website according to the foregoing details on 8 May 2025 in order for both Thai and international shareholders to quickly and equally receive the information. The Company also encouraged the shareholders to express their opinions and amend the minutes from 8 May 2025 – 9 June 2025 through the Company

Secretary via Email: marisarat@praram9.com or tel. 02-202-9999 ext. 39605, 39607 In addition, the Company announced that in the next shareholders' meeting, the Company would not add approval of minutes as an agenda for the shareholders' consideration.

However, at the end of the said period, no shareholder expressed opinions and/or requested for amendment to the minutes of the Shareholders' Meeting.

The Company submitted a copy of the said minutes to the Stock Exchange of Thailand and the Department of Business Development, the Ministry of Commerce on 8 May 2025, within the time required by laws, 14 days from the meeting date.

In addition to encouraging shareholder participation through company meetings, the company also conducts various internal information dissemination activities, such as investor meetings/online conferences to present information, operational direction, and company performance, and analyst meetings, etc.

5. Violation/ Non-compliance with regulations

In the past year, the company was not fined, charged, or subjected to civil action by regulatory agencies, including the Securities and Exchange Commission of Thailand and the Ministry of Commerce, regarding unfair treatment of shareholders in share repurchase agreements, non-compliance with share repurchase regulations, exclusion of shareholders from communication, and concealment of shareholder agreements that significantly impacted the company or other shareholders.

Equitable Treatment of Shareholders.

The Company recognizes and places importance on equitable treatment of shareholders. The Board of Directors has, therefore, established a policy by taking into account the protection of rights of every group of shareholders, including major shareholders, retail shareholders, institutional shareholders or foreign shareholders, to ensure that they are treated equally and their interests are safeguarded correctly, fairly and transparently, in order to protect shareholders from being exploited by the regulator as follows:

1. Types of shares and voting rights

The Company has one type of shares according to the Article of Association, which are ordinary shares with specified shareholders names. All shareholders have the right to vote in proportion to their shareholding, with one share equivalent to one vote. Majority of votes are considered as the meeting's resolution. In case of a tie vote, the Chairman of the meeting shall cast the deciding vote, as one extra vote apart from voting as a shareholder.

2. Shareholding structure of the Company

The Company has a policy to disclose its shareholding with a shareholding ratio of 0.5 percent of paid-up capital but not less than 10 shareholders, namely major shareholders, shareholders with controlling power, and shareholders who are institutional investors, as well as the proportion of minor shareholders (Free Float) of the Company. The Company's minor shareholders account for 40 percent of the total shareholders, which complies with SET regulations on the proportion of minor shareholders. As of the book closing date to determine the list of shareholders entitled to attend the 2025 Annual General Shareholders' Meeting on 13 March 2025, the Company's minor shareholders accounted for 58.63 percent. The Company has disclosed the Company's shareholding structure in an annual report, an annual registration statement (Form 56-1 One Report), the Company's website www.praram9.com and the SET's website. In addition, the Company has transparent and accountable operating structure and the shareholding structure is not too complex to identify the beneficial owners and does not have cross holding or pyramid holdings in any way.

3. Invitation letter to the Shareholders' Meeting

The Company places importance on equitable treatment of each shareholder regardless of major, minor or foreign shareholders. In organizing the Annual General Shareholders' Meeting, all shareholders will receive information on the

meeting agenda in advance. Although the majority of the Company's shareholders are Thais, the Company prepares the invitation letter to the Shareholders' Meeting and related documents in two languages – Thai and English, to facilitate both Thai and foreign shareholders. The Company also publishes a newsletter on the SET's website to inform shareholders of the complete invitation letter and other document in Thai and English that are published on the Company's website, www.praram9.com, no less than 30 days prior to the meeting date. The Company sends the invitation letter to the Shareholders' Meeting along with supporting documents through Thailand Securities Depository Co., Ltd. (TSD) at least 21 days prior to the meeting for the shareholders to study in advance. Details are as follows:

Publication and distribution of the invitation letter and supporting documents for the 2025 Annual General Meeting of Shareholders		
AGM meeting date • 25 April 2025 (via electronic devices)	Publishing the invitation letter and supporting document on the Company's website • 24 March 2025	Delivery of the invitation letter and supporting document to shareholders • 3 April 2025 (21 days in advance)

4. Proxy forms and grants of proxy for the Shareholders' Meeting

The Company prepares proxy forms in accordance with the Ministry of Commerce formats, Form A, Form B and Form C (only for the custodian), posted on the Company's web site: www.praram9.com. All proxy forms were also delivered together with the invitation letter to the shareholders by specifying documents and evidence necessary for the shareholders and proxy holders to present for identity verification as part of the registration process as well as clear step-by-step instructions on grants of proxy for the shareholders to be able to correctly prepare and not having problems in attending the meeting. This is to facilitate and protect the right to attend the meeting of shareholders who cannot attend the meeting by themselves.

5. Live streaming of the AGM and video recording of the meeting for dissemination on the Company's website

In the past year, the Company arranged a live streaming from the meeting room of the Company's Head Office, the venue of the Meeting, 99 Rama IX Road, Bangkapi, Huai Khwang, Bangkok 10310. The shareholders were able to view the live streaming of the meeting at https://pr9web.praram9.com/agm/ or scan the QR Code as appeared on the invitation letter to the 2025 Annual General Meeting of Shareholders.

Only shareholders listed as entitled to attend the meeting as of March 13, 2025 (Record Date) are eligible to watch the live broadcast. They must use their 10-digit shareholder registration number, as shown on the meeting documents provided by Thailand Securities Depository Co., Ltd., to verify their identity and access the live broadcast on April 25, 2025. Furthermore, the company will record the entire meeting as a video recording for distribution to shareholders upon request. This recording is conducted in accordance with the Personal Data Protection Act (PDPA), with the consent of shareholders whose images and sounds may be recorded, to promote transparency and widespread access to information.

6. Report on conflict of interest of the Board of Directors and Executives

To comply with the Securities and Exchange Act of Thailand and ensure fairness to all stakeholders, the Board of Directors has therefore formulated a policy on the reporting of conflicts of interest of the Company's directors and executives, requiring the directors and the top four executives to report to the Company of the interest of their own or of the related persons. In case of there is conflict of interests related to the operations of the Company or its subsidiaries (if any), the Directors or executives shall report their conflict of interest as follows:

(1) First reporting: Directors or executives shall inform the Company's Secretary at the beginning of their term of office.

(2) Reporting upon changes in interests: report without delay within three business days from the date of data change, by specifying the number of time of changes. The Company Secretary shall send a copy of the revised report to the Chairman of the Board of Directors and the Chairman of the Audit Committee for acknowledgement within seven working days from the date the Company receives the said report.

(3) Reporting on conflict of interest or involvement in the consideration item: The Directors and executives, who have conflict of interest or are involved in the transactions to be considered by the Audit Committee or the Board of Directors, shall inform the Company Secretary of the relationship or the conflict of interest of one's own and persons involved in the said transaction at least 10 days prior to the consideration of agenda in the Board of Directors Meeting (or at least three days before sending the invitation letter and/or supporting documents) and record them in the minutes of the Audit Committee or Board of Directors Meeting at that time, and shall not participate or have voting rights during the consideration, and have no authority to approve the transaction.

In 2025, the company had three new directors and executives appointed to their positions: Police Lieutenant General Boriharn Siangarom, Independent Director, Audit Committee Member, and Nomination and Remuneration Committee Member; Dr. Wittaya Wanpen, Deputy Managing Director, Business Development and Strategic Planning Office; and Dr. North Techawathanawanna, Deputy Managing Director, Medical and Human Resources. Copies of the conflict of interest report were submitted to the Chairman of the Board and the Chairman of the Audit Committee for their information and retention. Furthermore, the notification of information, certification, and consent of the company's directors and executives (Form 35-E1) was submitted to the Securities and Exchange Commission (SEC), and the SEC has received the form.

7. Policy Requiring Directors and Senior Executives to Report Securities Trading of the Company

In accordance with the Securities and Exchange Act B.E. 2535 (including amendments) and the Securities and Exchange Commission Announcement No. Sor.Jor.6/2567 regarding the reporting of changes in securities holdings and derivatives contracts, directors, executives, and auditors are required to prepare reports and disclose information on changes in their own securities holdings of listed companies, their spouses or cohabiting partners, and their minor children. This includes legal entities in which such persons collectively hold more than 30 percent of the total voting rights of that legal entity (directors, executives, auditors, and related persons), in electronic format via the online system to the Securities and Exchange Commission within 3 business days from the date of the transaction or upon completion of the period specified in Announcement No. 6/2024. Therefore, the Board of Directors has established the following policies and guidelines regarding the trading of the Company's securities:

(1) The top 4 directors and executives must notify the Company Secretary of any trading of the Company's shares at least 1 day in advance of the transaction so that the Company Secretary can facilitate the reporting of changes in securities holdings to the Securities and Exchange Commission. Subsequently, the top 4 directors and executives must report such changes in securities holdings to the Board of Directors meeting quarterly.

(2) The top 4 directors and executives must send a copy of the report according to Clause 7(1) to the Company Secretary on the same day that the report is submitted to the Securities and Exchange Commission.

In the past year, spouses of directors and executives acquired/purchased securities of the Company (further details are shown in the Disclosure and Transparency section).

8. Financial Assistance

In the past year, The company has no transactions that constitute financial assistance to other companies, such as loans or loan guarantees, in proportion to the joint venture agreement.

9. Violations/Non-compliance with Asset Trading Regulations

In the past year, the company did not engage in any asset trading that violated or failed to comply with the regulations of the Stock Exchange of Thailand.

Policy on the Role of Stakeholders

The Company has a strong intention to operate its business with transparency and efficiency, based on honesty and ethics while creating good performance results and sustainable growth and with great effort to ensure business sustainability. The Company adheres to the obligation given to its shareholders to enhance their satisfaction and maximize their long-term benefits by taking into account good returns to the shareholders in a continuous manner and disclosing reliable information to the shareholders in a transparent manner, the Company has therefore set a policy and practice guidelines for shareholders as follows:

Policy and Guidelines on Treatment of Shareholders

(1) Respect and promote execution of shareholders' rights to ensure that the shareholders are taken care of and are facilitated properly and adequately as well as treating all shareholders fairly and justly.

(2) Perform duties with integrity and make any professional decisions with discretion, prudence, and fairness towards major and minor shareholders, for the utmost benefits of the overall shareholders.

(3) Control and safeguard against improper depreciation or loss of property of the Company

(4) Present the Company's actual status, performance, financial status, accounting and other significant reports to shareholders in a regular and complete manner as well as communicate the Company's current and future directions both in positive and negative ways, based on probability and sufficient supporting information.

(5) Manage to ensure that the Company has high capacity to achieve long-term and short-term objectives effectively and efficiently as well as competitiveness to achieve its goal to generate shareholders' annual returns in the form of dividend according to the announced dividend policy.

(6) Prohibit all directors, executives and employees from disclosing any non-public information of the Company for their own personal gains or those of their family members and close relatives and/or take any actions that may lead to conflicts of interest with the Company.

Employee

The company has always recognized that employees are its most valuable resource and a crucial factor in achieving success. Therefore, it is the company's policy to strive to develop and promote a corporate culture of love and unity within the company, and to uphold the principle of treating employees fairly in all aspects, including opportunities, career advancement, compensation, benefits, skill and knowledge development, personal rights, and safety and health. This is based on the following principles:

Policy and Practice Guidelines on Treatment of Employees

(1) Treat all employees fairly and equally and offering proper compensation.

(2) Treat employees politely with respect for individualism and human rights principles.

(3) Determine fair employee remuneration with respect for human rights, non-discrimination and appropriateness according to their roles, duties and responsibilities in line with Company short-term and long-term performance results.

(4) Promote employees' career advancement by clearly determining employees' development plan and ensure that all levels of employees are systematically and continuously developed, such as giving an opportunity for all employees to propose to their supervisors in each function the interesting trainings and seminars that may be beneficials to perform their duty and each function will propose the trainings and seminars to the Human Resources Department for consideration and to proceed according to Company's internal procedures as deemed appropriate. In determining seminars and training programs, each function has to review every year and arrange approximately four

trainings / seminars per annum. Each function may invite external speakers or adopt a mentor system or send employees to attend external trainings, which enable employees to perform their duty with efficiency and to be ready for more responsibilities in the future.

(5) Use a merit system as a basis for salary increase and/or promotion, by also considering knowledge, responsibilities, and potential of each employee altogether.

(6) Put in place the process to protect a complainant or a person reporting misconduct from any trouble related to whistleblowing as well as fair investigation process of employee misconduct and proper employee punishment based on the Company's regulations.

(7) Determine anti-corruption guidelines as well as instill among all employees the commitment to compliance with relevant laws and regulations such as strict prohibition on the use of insider information.

(8) Conduct annual employees' satisfaction and loyalty assessment to analyze and identify the areas of improvement to reduce employees' turnover rate and to inform all employees of the assessment result. The Company's employee loyalty and work happiness index prior to being listed on the SET and today have all remained at high level.

Policy and Practice Guidelines on Employee Compensation and Benefits

The Company focuses enhancing quality of life of all employees as a motivation to drive the organization to mutual success. The Company has therefore formulated employee compensation and benefits policy on a fair and appropriate manner based on knowledge, experience at fair rates between male, female and employees with disability. The Company considers salary adjustment and bonus on an annual basis. In addition, the Company utilizes KPI (Key Performance Indicator) as an incentive for short-term compensation for employees to encourage them to contribute and increase value to the Company. Long-term incentives are considered based on related laws and regulations, righteousness and fairness to encourage employees to work with the Company in the long run with passion and loyalty. Details are as follows:

(1) The Company pays salaries, wages, bonus, and special compensation, and provides benefits on a fair and appropriate basis in line with its business performance and profitability, and in a competitive rate within the same industry.

(2) The Company provides provident fund and social security for employees, who proportionately receive the Company's contributions serving as their security, as well as tax benefits. (Please refer to further details in the Corporate Governance Structure Section 7.5.2, Reserves for Retirement Benefits Fund.)

(3) The Company provides employees with medical treatment benefits, discounts for medical expenses for family members, including father/mother, husband/wife and underage children, the right to pay medical fee in installments, as well as child delivery and maternity expenses.

(4) Praram 9 Hospital Cooperative was established to promote and encourage savings of members who are the Company's employees, and to provide loans with special interest rates lower than that of financial institutions, in case members have some financial difficulties

(5) The Company provides subsidy of loan interest in the Government Housing Bank.

(6) The Company provides cheap accommodation near the hospital for nurses, providing them with convenience and availability to perform their duties in rush hours and emergency.

(7) The Company provides other benefits as appropriate, such as vaccinations, holidays, financial assistance for cremation, special events or activities for employees, employee's uniforms, employee's transportation, birthday gifts, token of appreciation for employees completing their 9-year and 20-year services, and special payments.

(8) Post-retirement healthcare benefits for directors and/or executives who are founders are provided in accordance with the criteria for considering the company's healthcare benefit policy.

(9) Training and activities providing financial management advice from qualified and experienced individuals both from within and outside the organization aim to promote employee financial literacy, the importance of saving and financial security, and the selection of appropriate investment policies tailored to their age and risk tolerance. This serves as a guideline for preparing for life after retirement.

Based on the aforementioned remuneration details, the Company provides two categories of remuneration and compensations as follows:

Short-term compensation includes. Salary, wage, bonus, provident fund, fringe benefits, etc.
Long-term compensation includes. : Performance assessment in accordance with the Key Performance Indicators (Balance Scorecard), : Employee Stock Option Program (ESOP), Employee Joint Investment Program (EJIP)

Policy and Practice Guidelines on Knowledge and Capability Development

The Company aims to continuously develop its employees of all levels and functions. The company considers individual employee's performance appraisal and identifies areas of improvement before determining support and training programs. The company also considers employees' interest by allowing employees to propose programs or courses they are interested in before preparing and submitting a training plan, including internal and external courses, to the Human Resources Department for the following benefits:

(1) Promoting human resources' capability and efficiency which are critical factors contributing the Company's readiness in handling challenges that come with business growth opportunities.

(2) Sharing knowledge with team members for mutual benefits.

(3) Making achievements according to the Company's performance index to support long-term growth.

(4) Strengthening employees' relationship with the Company and reducing loss of capable employees.

Policy and practice guidelines on employees' health and safety

Realizing an importance of safety, occupational health and working environment and hospital service recipients, the Company has therefore established a security and safety plan policy to create and sustain hospital safety culture. The Company has also specified and developed the components of safety culture, cleaning procedure, sanitization process for equipment and building, and appointed the "Facilities Management and Safety Committee" to be responsible for examining, searching and assessing safety risks within the organization to present safety and security improvements. The Company has determined significant practice guidelines on safety and occupational health as follows:

- Safety culture components:
  (1) Accountability for safety is clear
  (2) Safety is clearly recognized value
  (3) Safety is integrated into all activities
  (4) Safety lead is clear
  (5) Safety is learning driven

- Occupational Safety Goals:
  (1) Zero work-related accidents annually.
  (2) Zero work-related illnesses annually.

The company has established key safety and occupational health practices and improvement plans as follows:

(1) Promote knowledge, understanding and awareness of safety, occupational health, and working environment among directors, management, and employee

(2) Support the issuance of the Company's rules, regulations and practice guidelines for safety, occupational health, and working environment in correspondent to relevant standards and laws

(3) Campaign for its employees' cooperation in implementing the Company's safety, occupational health, and working environment plan, as well as express opinions to improve working environment and working safely approach

(4) Ensure that employees could work safely with good occupational health by establishing accident prevention measures and raise safety awareness among employees, as well as organize trainings and promoting good hygiene among employees

(5) Monitor, evaluate, develop and improve safety, occupational health, and working environment systematically and continuously by creating awareness on safety, occupational health, and working environment among employees as their responsibility, with great emphasis on participation of all executives and employees

Amidst the corona virus (COVID-19) and Monkeypoxy outbreaks, the Company announced measures to prevent the spread of such diseases for its employees and patients to ensure safety and effectiveness in infection control and prevention. The Company established a special committee in charge of this situation called the "Emerging Infectious Disease Preparedness, Prevention and Response Committee" to enable the Hospital to prepare, prevent and solve problems related to emerging diseases. The committee comprises doctors, nurses and other departments, including buildings and facilities, pharmacy, business development, management, quality, risk management, human resource, infectious disease control nurses, and emergency department. The committee is responsible for implementing the Hospital's policy across the entire organization. Its roles and responsibilities are as follows:

(1) Formulate policy and plan to prepare, prevent, control and handle emerging diseases in accordance with the situation and supervise the implementation to achieve objectives.

(2) Prepare and improve strategic plan considering current trend and situation, cooperate with the hospital and related government organization in implementing the plan and monitor the implementation results.

(3) Set up the cooperation system, support preparedness operations and ensure effective and comprehensive implementation by all internal organizations

(4) Formulate supervision measures and facilitate the hospital staff members when they perform their duties or are affected by the operations

(5) Appoint and assign a working committee or persons as deemed appropriate to ensure operational efficiency and effectiveness

(6) Perform other tasks as assigned by the Chief Executive Officer

Customer

The Company has a policy on the responsibility towards service recipients based on quality and fair, transparent and ethical service standard, including reasonable drug prices and service fees, to best address customers' needs, create trust and satisfy customers to maintain their loyalty and inspire them to spread the word of mouth that encourage others to seek medical treatment or advice at the Hospital. As a result, the Company has received the "Ethical Hospital" Certificate from the Department of Internal Trade, Ministry of Commerce. The certificate clearly underlines the Company's commitment to service recipients. The Company has also provided a channel for service recipients to report any inconvenience or problems and give advice on service improvement, which is through the Company's website, www.praram9.com, allowing the Company to quickly seek prevention and solution to the problems. The Company has formulated the policy and practice guideline on treatment of service recipients as follows:

Policy and practice guideline on treatment of service recipients:

(1) Provide fast, accurate and reliable services with courtesy, sincerity, mindfulness and enthusiasm.

(2) Have physicians and medical personnel with different expertise, and good quality and modern medical equipment to ensure that service recipients are properly treated in accordance with medical standards and procedure. The Company adopts international hospital standards and criteria such as Joint Commission International Accreditation Standards in its service process.

(3) Provide accurate, adequate, and timely information to its service recipients to acknowledge and utilize it to make a decision effectively, without exaggeratedly advertising of its services.

(4) The Company shall maintain the confidentiality of every service recipient without using it for Company's own or related person's benefit and shall not disclose the information of its service recipients without permission from the service recipients or Company's authorized person, unless it is the information that must be disclosed to the related person for clarification or regarding a legal process.

(5) Follow up and measure satisfaction results of service recipients for better service development and improvement by introducing a survey on the service recipients' satisfaction towards the Hospital's overall services and by department. In the past year, according to the results of the survey conducted through the Hospital's Call Center, it was found that service recipients' satisfaction was 98.75 percent on average. (More information is presented in the Information Disclosure and Transparency under the topic: Customer Satisfaction Level).

(6) Establish communication channels for service recipients to inquire and make a suggestion to the Company or to ask for support and advice relating to the Company 24 hours a day via either call center number 1270 or the Company's website, www.praram9.com.

Service quality

The company is committed to continually developing the quality of its services, incorporating state-of-the-art medical technologies capable of treating complex and severe illnesses, with a focus on placing the service recipient at the center. In cases where the company cannot provide treatment due to various significant factors, it will refer individuals to hospitals with higher capabilities in terms of medical equipment and readiness. Coordination will be ensured to provide comprehensive and detailed treatment information. The company has established policies and practices regarding information communication, including channels for communicating the impact of services, such as medication labels, prescription envelopes, user manuals, and medication usage instructions. Additionally, guidelines have been set for creating advertisements for the company's products or services to align with the characteristics and features of the service. As a result of these efforts, the company has been recognized and certified for various quality standards by external organizations., such as:

Summary of quality standard certifications from the past to the present.
1) ISO 9002 certification from 2000-2003 2) ISO 9001 certification from 2003-2009 3) Hospital Accreditation (HA) certification from the Healthcare Accreditation Institute (Public Organization) from 2004-2010. 4) Thailand Top Company Awards 2018, Healthcare Service Industry Category, Thai Chamber of Commerce University and Business Magazine. 5) Joint Commission International (JCI) accreditation since 2010-Present 6) Clinical Care Program Certificate (CCPC) by JCI, namely CCPC Kidney Transplant for the Institute of Nephrology and Kidney Transplantation and CCPC Diabetes Mellitus for Diabetes and Metabolic Center. 7) Certification of Conformance with GHA Covid-19 Guidelines for Medical Travel Programs in 2020. 8) World's Best Hospitals 2022-2025 List released by Newsweek. 9) The ranking places the company as the 3rd most admired private hospital in Thailand with the highest level of trust (Thailand Most Admired Company 2023-2025). 10) Best Specialized ASIA Pacific 2024 Thailand's Top-Ranked Orthopedic Hospital from Newsweek 11) Receiving the "Outstanding Medical Management Award" from the Bangkok Life Hospital Awards 2025.

Business competitors

The Company has a policy regarding ethical and transparent business conduct, adhering to principles of fair competition to practice responsibly against competitors within the legal framework of competition laws. This approach has been consistently emphasized and implemented throughout the years as a fundamental guideline for conducting business. In the past year, there were no disputes between the company and any trade competitors. The company has established criteria and practices in this regard. The Company has formulated the policy and practice guidelines for competitors as follows:

(1) Perform business operation within the widely accepted framework of good competition.

(2) Support and promote free and fair trade without engaging in restrictive practices, reducing competition, or imposing exclusivity requirements that mandate trading solely with the company.

(3) Refrain from breaching and eliciting of competitors' confidentiality using dishonest, illegal, or unethical approach.

(4) Refrain from destroying competitors' reputation using accusation.

(5) Refrain from entering into trade agreement or any act leading to unfair competition or trade monopoly.

(6) Refrain from defamation, abuse, or distorting competitors' facts.

Suppliers

The company has policies and processes for fair and honest dealings with business partners, refraining from unfair practices, and promoting the potential and capabilities of business partners. This includes collaboration in product, service, and innovation development, as well as planning to enhance the potential of business partners. The aim is to improve the efficiency of both business partners and the company, considering the mutual benefits based on sustainable and equitable returns for both parties. Work plans have been established for selecting business partners, along with company practices towards business partners, considering accurate legal compliance, regulations, and significant customary practices. Additionally, adherence to contractual obligations with business partners is emphasized to ensure fairness and mutual benefits for all parties involved:

Policy and Practices towards Suppliers

(1) Supplier selection process which based on equal information given and establish a committee to select suppliers, using identical criteria of selection to ensure fairness as follows:

- Business size and/or financial status
- Workforce or team readiness
- Readiness of equipment or source of raw material used in production
- Experience, expertise, and past performance
- Ability to deliver
- Guarantee and after-sales services
- Credibility in terms of financial records and growth capacity

(2) There is a procurement process that is environmentally friendly (Green Procurement), and the preparation of contracts and agreement records is done in an appropriate and fair manner.

(3) The company has a clear policy for selecting vendors or subcontractors, that is, in addition to having all the necessary components in terms of reliability, product quality, or service quality, the vendors or subcontractors must also be certified in both general standards and environmental standards.

(4) Strictly adhere to the agreed conditions and urgently inform the suppliers in the event that such conditions cannot be met to mutually find solution based on business relationships.

(5) Neither call for, nor accept, or pay any benefit, in a dishonest way, to suppliers.

(6) Support, encourage, and invite suppliers, persons, and/or agencies related to suppliers to operate business with fairness in accordance with the principles of good corporate governance, to oppose the corruption in all forms in line with the Company's guidelines, and to return the Form of Confirmation of Support for Anti-corruption to the Company, in order to strengthen collaborative actions with the Company towards sustainable business growth and development.

(7) Provide information and ensure suppliers' respect for human rights, fair labor treatment, and social and environmental responsibility.

(8) Establish channels for suppliers to report abuses or unfair treatment in any case to the Company's Audit Committee. All complaints or clues of misconduct reported to the Company will be kept confidential. The Audit Committee will call for an investigation and find solutions (if any) and will further report to the Board of Directors.

Reporting Channels

(1) Post: Audit Committee Praram 9 Hospital Public Company Limited 99 Rama IX Road, Bangkapi, Huai Khwang, Bangkok 10310

(2) Phone: 1270

(3) The Company's website at www.praram9.com under the Investor Relations Section under Whistleblowing

Creditors

The Company has a policy on fair treatment and responsibility towards creditors, including trade creditors and financial institution creditors, and obliges to pay debt within an agreeable time frame to maintain its credibility by adhering to practices towards creditors to ensure fairness as follows:

(1) Adhere strictly to the terms and conditions of contracts, agreements, and various commitments with all types of creditors. This includes matters related to the purpose of fund utilization, repayment of principal and interest, collateral management, guarantee conditions, capital management, and measures to prevent breaches of debt repayment obligations under the relevant agreements. Additionally, the company is committed to maintaining the quality of securities or any other agreed-upon terms. In the event that the company is unable to fulfill any specific condition, immediate notification will be given to the creditor to jointly seek a mutually agreeable solution. Formulate a strategy to manage capital for security and stability in order not to cause difficulty

(2) Formulate strategies for capital management to ensure stability and resilience, preventing the company from being in a difficult financial situation when repaying debts to creditors. Additionally, manage liquidity to be prepared for timely debt repayment as specified in the agreed-upon timeframe.

(3) Correctly and adequately report the Company's financial status, financial information, or any other facts to creditors regularly and in the event that the Company is unable to comply with any conditions under agreements, the Company will strictly proceed to the requirement of information disclosure and will urgently inform its creditors to mutually and reasonably seek solutions on capital management.

(4) In the event that the Company faces financial problems or there are issues that might significantly affect its financial status or repayment ability, the Company sets its plan to resolve the financial problem by taking into consideration fairness against creditors and stakeholders and the management has duties to constantly report resolutions to the Board of Directors.

(5) To maintain the interest-bearing debt ratio of less than 2 times, under the rate specified by institution creditors

Government agencies

The Company defines the policy of employment of Government Employee to hold office of director, management team, personnel, employee or advisor of the Company. There must be procedure of recruitment, hiring approval, framework of remuneration, and control process to ensure that the employment of government employee is not in return for obtaining any benefits subservient to the Company, breaking images on credibility and integrity in performing duties which increase risks of fraud and corruption.

Community and society

The Company recognizes the importance of sustainability in business under corporate social responsibilities principle, by focusing on operating its business with care for all stakeholders in all aspects of economy, society, to environment morally and ethically, as well as adhering to the principle of good corporate governance to operate business in compliance with related laws and acting against corruption of all forms. The Company expects that its business under corporate social responsibility will be a key driver for sustainable development of society. The Company pays attention to and places its importance on the safety and quality of life of directly and indirectly related people in the society. The Company encourages its employees to be conscious, responsible, and strictly compliant to relevant laws and regulations. The Company also took part in a number of activities aiming to develop and preserve the local cultures in the area where it operates, such as blessing high level executives on Songkran Day, Kathin ceremony, presentation of candle on Buddhist Lent Day, and food offering to monks in nearby temples on New Year Day. The Company determines its policy and practice guidelines on social and community responsibilities as follows.

(1) Promote honesty, fairness, and ethics in business operations within competition framework and in compliance with laws, regulations, and ethics, as well as reject behaviors that obstruct fair competition

(2) Promote respect for human rights and fair treatment towards others, regardless of difference in race, skin color, gender, age, language, religion, mental status, and social status

(3) Develop human resources and fair treatment of labors, such as providing the disabled with opportunity to work with the Company, and not hiring children or illegal foreign workers

(4) Promote the regular development of the Company's services to ensure service recipients' good health and satisfaction and that the Company is able to meet the needs of the customers

(5) Promote and support caring activities and take responsibility for all stakeholders in the society in a continuous manner by disseminating knowledge and providing medical support to the general public as well as monitoring and measuring results on both short-term. More information is published in the Responsibility for Society and Environment chapter.

Policy on the responsibility towards communities

The Company promotes good relations with nearby communities and in the areas that it provides services as follows:

(1) Respect human rights and treat everyone equally.

(2) Support projects or activities related to medical processes aimed at improving the quality of life without any cost. Analyze the expectations of communities/societies to understand their actual needs and design activities or projects that are appropriate and involve the community.

(3) Providing basic life-saving training (CPR) for children and adults, conducting activities to teach self-breast examination for early detection, and offering basic first aid services to various organizations.

(4) Enhance and provide health benefits to help develop communities to become self-reliant and sustainable, fully capable of operating hospital-based businesses.

Other guidelines and measures related to shareholders and stakeholders

Environment

The Company has established a policy on environmental care by requiring that operations under Company's business must strictly comply with environmental management related laws, regulations, and standards, as well as acting and monitoring to ensure its compliance with the laws relating to environmental care and maintenance such as Promotion and Conservation of National Environmental Quality Act, B.E. 2535 (1992), Health Ministerial Regulation on Infectious Waste Disposal B.E. 2545 (2002), Bangkok Metropolitan Administration's Regulation on Waste Collection and Disposal of Waste or Solid Waste B.E. 2544 (2001) and Ministry of Natural Resources and Environment Announcement on Type of Foods and Sources of Pollution that must be Controlled on Discharging Waste Water into Public Water

Sources or into the Environment, and other related laws. The Company also determines preventive and corrective measures in case of environmental impact arising from its business operation. Moreover, the Company utilizes natural resources effectively and efficiently. The Company has a system in place, which is of good quality and standards to treat production waste and to assess environmental management system. The Company determines its guideline on environment as follows:

(1) The Company manages its waste disposal system by hiring an external entity that has been certified to dispose garbage, infectious waste, and hazardous waste according to the legal guideline to prevent environmental impacts due to substandard management of waste systems.

(2) The Company hires an external juristic person that has been certified to measure the quality of the environment in the Hospital according to the legal guideline, which is one of the measures to monitor health of personnel working in the Hospital. This is achievable by measuring and evaluating the working environment in physical, chemical and biological aspects. The results of this measurement will be used to increase the efficiency of hazard control and prevention, hazard surveillance, and to prevent possible work-related diseases.

Policy on efficient use of resources

With commitment to conducting its business with responsibility towards all stakeholders, including the society, community and environment, the Company recognizes the importance of optimizing resources while minimizing effects on the society and environment. The Company believes that effective and efficient management and allocation of resources will enable the organization to achieve the goal of creating value for the business and promoting sustainable growth. The Company has therefore established a policy on efficient use of resources, requiring executives and employees to control and appreciate the value of resources, as well as reducing the use of natural resources and supporting the reuse of natural resources that have been used for the utmost benefit, coupled with cultivating and developing concrete guidelines to prevent or to reduce the impact on the environment. The Company supports the economic use of natural resources. This matter is considered along with the approval of the company's annual budget and is the responsibility of all executives and employees to cooperate and comply with the prescribed measures. The guidelines for the effective use of natural resources are as follows.

(1) Support and campaign for natural resources and energy saving both within the Hospital and office, for example, a campaign for the use the stairs instead of elevators, switching off electrical appliances when not in use, and using energy saving devices, etc.

(2) Promote, campaign for and introduce measurable guidelines to ensure that all employees are aware of and cooperate to reduce unnecessary use of resources as well as the efficient use of natural resources for utmost benefit by adhering to the principles of Reduce, Reuse, and Recycle

(3) Enable an e-Document system in order to adopt an electronic working system in the work process to increase working speed, reduce the work process, and to reduce the use of documents and consumables.

(4) Improve and review projects which have already been implemented to update and concretely increase efficiency

Environmental knowledge and use of resources trainings

The Company recognizes the importance of the environment and foresees that most of the environmental issues are caused by misunderstanding of users. Therefore, the Company has a policy to promote and encourage all of its employees to be aware of the value of resources in all aspects, as well as the impact of business operation on the environment by organizing environmental trainings for its employees to support their operation and enhance their knowledge.

In the year 2025, the company has reported its electricity and water consumption figures (please refer to the details under the section "Driving Sustainable Business" for performance results in energy management).

Fair Labor Treatment

Policy

The Company recognizes the importance of human resource development and fair labor treatment which is a factor promoting business value and enhancing its competitiveness and sustainable growth in the future. The Company has set out the following policy and practice guidelines:

1. Equally respect employees' rights according to human rights principles regardless of sex and provide opportunity for the disabled and underprivileged persons to work with the Company as well as comply with the labor law.
2. Ensure fair employment process and employment conditions as well as consider performance based on evaluation process on a fair basis.
3. Promote personnel development via trainings and seminars and various related academic training to enhance employees' knowledge, competency and potential of personnel as well as cultivate positive attitudes, morality, ethics and teamwork.
4. Provide various benefits for employees as required by law and beyond.
5. Focus on organizing work environment and facilities required for work to ensure safety and ability of employees to perform their duty safely with good hygiene in the workplace.
6. Allow employees to express their opinions or complaints about unfair treatment or wrongdoing in the Company as well as protect the employees who report such matters.
7. Encourage all employees to adhere to and respect the rights of others, starting from refraining from using aggressive words in writing and speaking or gestures that suggest aggressiveness, obscene, threat, abuse, harassment, or adversary actions while communicating with others

Policy on Non-infringement of Intellectual Property and Copyright

The Company applies the concept of corporate social responsibility in its business to build confidence among all related parties without taking advantage of other benefits obtained from illegal and unethical acts. One of the important guidelines is to respect the intellectual property rights of others. The Company does not support the operation that violates intellectual properties, whether they are copyrights, patents, trademarks or trade secrets. The Company has defined relevant practice guidelines as follows:

1. The Company will not use information, documents, publications, or trade secrets without permission to legally use or obtained unlawfully. If the Company uses information, documents, media or publications of others, the Company shall refer to the source of information or the author, or showing link connecting to the work of the creator.
2. Every employee's computer will only install software that is legitimate and in case employees require specific software, the Information Technology Department will install copyrighted software that the Company has purchased.
3. Regularly review of information, documents and publications that will be used in the business to ensure that they are not copyrighted works of others and lawful action should be taken if required.

Personal Data Protection Policy

Personal Data Protection Policy has been prepared with an objective to protect personal data of a person who seeks the service or visits website or uses applications of the Hospital, effective 28 April 2020. New amendments of the Personal Data Protection Policy, effective 27 May 2022, included setting the Privacy Policy separately for patients and their relatives, medical professionals, employees and job applicants, stakeholders and outsiders, the details of which are as follows:

"Personal data" means information that enables direct and indirect identification of a person but not includes information about a deceased person.

Collection of personal data

1. The Company directly and indirectly collects personal data for an appropriate period of time for the benefits of providing service. This includes the information a person provides to the Company or when a service is requested through website, application and other channels.
2. The Company may receive personal data from the third party, such as business within the group, sales agents or the Company's service providers and government agencies.

Collected personal data

Personal data is collected depending on the information collection and type of service requested from the Company. The personal data shall be used to enable the Company to complete online and offline transactions or requested services. The information collected from the service recipients or from the third party are, for example, authentication information, contact information, payment information, service received, participation in marketing activities, statistics, information about visit to the Company's website, health information, information about drug and allergy, feedback and treatment results.

The Company will not collect sensitive personal data, such as race, religious belief and criminal record unless it is required by laws or regulations or permitted by the person.

Use of personal data

The Company shall use personal data for the purpose of supplying or delivering services, making appointment with doctors, delivering news, introducing the Company's services, coordinating and transferring information that will accelerate patient transfer, identifying patient, reminding patients on appointment or offering assistance, facilitating and presenting privileges for marketing purpose, sales promotion, customer relations, accounting and financial purpose, security, job application, employment, compliance with the Company's regulations, and compliance with laws, rules and regulations, and to fulfill requests from government agencies. The information shall also be used for other purposes that supports the aforementioned activities or as permitted by the person case by case.

Disclosure of personal data

The Company may disclose or transfer personal data to the third party in or outside the country, including business partners, banks and payment agents, creditors with security and safety, immigration and customs, government agencies, regulators and other organizations as permitted by laws. The Company shall follow necessary or appropriate measures or comply with regulations and laws.

Link to a third-party website

The Privacy Policy does not apply for the third-party website. The Company shall not be responsible for the use of personal data by the third party, which is out of the Company's control.

Personal data protection and safety

1. Personal data shall be kept as long as necessary for different purposes according to the Privacy Policy or legal requirement or for the purpose of legal action.
2. The Company shall implement safety and security measures as well as appropriate information management to protect the safety of the personal data collected by the Company.

Right of the owner of the personal data

1. Right to withdraw consent
2. Right of access
3. Right to rectification
4. Right to erasure
5. Right to restriction of processing

6. Right to data portability
7. Right to object
8. Right to complain

Channels and Processes for Managing Personal Data

If the data owner wishes to exercise the rights of the data owner, including the right to lodge a complaint, they can contact the Company directly by filling out the form requesting to exercise the rights of the data owner. The Company's Data Protection Officer (DPO) will then consider the facts according to the process and present them to the authorized person for consideration, and then inform the data owner.

Furthermore, in 2025, the company did not receive any complaints regarding violations of customer personal data to the Personal Data Protection Commission, the Consumer Protection Commission, the Consumer Council, etc.
(More details are available on the Company's website, www.praram9.com in Investors Relations Section.)

Tax Policy

The Company adheres to and complies to the tax laws and other related laws, and operates its business in accordance with generally accepted standards and law intent. The Company has specified Tax Policy which will be used as practice framework with the key essence as follows:

Tax ethics

1. Organization's ethics: The Company's tax ethics is based on corporate governance policy and prepared with an intention to promote organizational efficiency and ensure the Company has good corporate governance and manage its business with ethics, fairness, transparency and accountability.
2. Determining price for related businesses: The Company pays tax according to the tax laws and determines appropriate trading price that corresponds with the value after normal business transaction. The Company shall calculate goods and services price with reference to market prices.
3. Tax structure: The Company avoids fraudulent tax structure and shall not create complication for tax benefit or in a manner to avoid tax payment.
4. Tax system for corporate sustainability: The Company demonstrates responsibility towards shareholders by being a corporate with excellent financial status, efficient operation, appropriate governance on tax and increase sustainable value to shareholders.
5. Tax incentives: The Company legally and efficiently exercises its tax incentives based on decision to operate a business with sustainability and appropriateness and support the creation of tax system efficiency. Tax incentives may cover other benefits depending on each country's policy or local administration and are applied with qualified businesses.
6. Relations with tax regulator: The Company respects the government's right to determine tax structure, tax rate and tax collection mechanism. The Company openly and positively contacts tax regulator to strengthen professional relationship and efficiency.

Tax risk management

1. Tax process compliance: The Company is committed to managing tax with responsibility through compliance with laws and regulations related to tax. The Company adheres to prudence and transparency in carrying out operations related to tax in case the tax laws do not have clear provision.

The Company also strictly follows its practice guideline in timely submitting accurate and complete tax documents in accordance with the related standards. The Company also strictly controls to reduce risks related to information correction, penalty fee and additional amount.

Supporting the country's economic development, which also includes tax responsibility, is one of the Company's important missions. The Company ensures that its tax payment is correct and appropriate considering the country in which it operates.

The Company has applied the control system to the management of debt and tax.

2. Monitoring and reporting: The Company has appropriately and transparently monitored and reviewed income tax, which is audited by independent auditor and officers at the Revenue Department (as specified), and correctly reported income tax expenses and deferred tax.
3. Reputation risk: The Company regularly monitors and operates according to the management of tax-related reputation risks. The Company also regularly studies and analyzes quality and unity of tax collection, accuracy and completeness of tax information, tax form, tax forecast report, tax-related risks and deferred income tax.

(More details about "Tax Operations" were disclosed on www.praram9.com under the Investor Relations Section.)

6.2 Business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company has established the written policy on Corporate Governance and the Code of Conduct to serve as a standard to which the Company's directors, executives, and employees at all levels adhere in performing their assigned duties and responsibilities. In promoting compliance with the Company's Code of Conduct, the management and employees are required to understand and strictly uphold ethical standards to ensure that they perform their duties with efficiency and transparency and take into consideration the Company's best interest and fairness to all related stakeholders. Any discrepancy shall result in disciplinary actions.

Essence of the Code of Conduct and Corporate Ethics are as follows:

1. Conflict of Interests Policy
    - No personal interest and conflicts of interest
    - Policy on Preservation and Use of Company's Assets and Data /Confidentiality
        - Maintaining confidentiality and not using the inside information for own benefit
3. Policy on Security Trading and Use of Inside Information
4. Policy on Internal Control System and Internal Audit System and Accounting and Financial Reporting
    - Transparent and equal treatment to all contractual bindings with the creditors
    - Putting in place efficient internal control and internal audit systems
    - Policy on Responsibilities towards Shareholders
    - Executive and Employee Treatment Policy
        - Supporting employee rights and creating employee engagement
        - Corporate Social Responsibilities (CSR) Policy
            - Respect for laws and the international human rights principles
            - Free and fair competition
            - Transparent procurement process and fair supplier treatment
            - Responsibility towards community and society
            - Safety and hygiene promotion and environment conservation
            - Response to customers' needs and responsibility towards consumers
            - Corporate Governance Policy
            - Personal Data Protection Policy
            - Anti-Corruption Policy
                - Maintaining the political neutrality
                - Setting out guidelines for accepting and giving gifts, assets or other benefits

The Board of Directors has adhered to the principles of good corporate governance and therefore formulated the corporate governance policy in writing. The Board of Directors has prepared a corporate governance manual and published it on the Company's website, www.praram9.com, the Investor Relations Section. The manual serves as guidelines for the performance of duties for all directors, executives and employees of the Company as well as all relevant stakeholders for acknowledgement and adherence to as practice guidelines in the same direction.

In addition, to achieve its intention to conduct business with transparency, morality and responsibility towards stakeholders as well as the society and the environment, which is the key to sustainable business operations, the Board of Directors has therefore established the Code of Business Conduct (Corporate Ethics) in writing and published it on the Company's Website at www.praram9.com, the Investor Relations Section and announced and communicated it to the Board of Directors, executives and all employees for acknowledgement and strict compliance.

Additional information about the Company's corporate governance and business ethics is available on its website, www.praram9.com, under the Investor Relations Section.

Policy and guidelines related to business code of conduct : https://investor.praram9.com/storage/download/corporate-governance-policy/201490605-pr9-business-ethics-th.pdf

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of conflicts of interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Preventing the misuse of inside information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work, Other guidelines related to business code of conduct

Prevention of conflicts of interest

The Company has established a policy and practice guidelines on the prevention of conflict of interest based on the principle that any decision on business activities shall be done for the best interests of the Company and shareholders and shall avoid actions that cause conflict of interest to ensure fairness to all stakeholders. The Company, therefore, sets a policy to prevent exploitation of personal interests from being a director, executive or employee of the Company. As a result, the Company has determined practices for directors, executives and employees of the Company as follows:

Practices to prevent conflicts of interest.

1. Avoid conducting related party transactions or connected transactions with oneself or related persons that may cause conflict of interest with the Company, except for transactions that will support medical services and/ or transactions that are reasonable and create benefits to the Company.
2. Refrain from seeking own benefits or benefits of others by using and disclosing information or internal information that has not been disclosed to the public or is confidential to outsiders.
3. Not use documents or information obtained from being the Company's director, executive or employee in doing his/her own business or other persons' business that is in competition to or having common characteristics or related to the Company's business.
4. In case a conflict of interest is found, the matter shall be reported immediately to the supervisor.

The Company has communicated the conflict-of-interest prevention policy to Directors, executives and employees through various communication channels, such as on orientation day, Intranet, and the Company's documents, and organizes an annual training for review.

In the past year, the internal auditor reviewed the operational process and found that the implementation of the aforementioned persons and departments completely met the policy requirements. In addition, no violations or wrongdoing arising out of a conflict of interest was found.

Reference link for prevention of conflicts of interest : https://investor.praram9.com/storage/download/corporate-governance-policy/20210909-pr9-cg-policy-en.pdf

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Anti-corruption

The Company adheres strictly to the transparency, ethics, and good governance, and complies fully to the laws related to anti-fraud and corruption and bribery of government officials or private sector. The Company has created organizational structure that clearly segregates responsibilities, operational processes and line of command to ensure balance of power and appropriate cross-audits. The Company also clearly sets good practice guidelines for Directors, executives and employees in anti-fraud and corruption as follows:

Practices to prevent involvement in corruption and collusion.

1. Prohibit Directors, executives and employees from direct and indirect practices or accept fraud and corruption in all forms. This applies to all related organizations. A regular monitoring and review of the anti-corruption policy is implemented to best address the changing rules, regulations and legal requirements.
2. Directors, executives and employees hold the responsibility to report to the Company on all fraud and corruption related practices by informing their immediate supervisors or responsible persons and shall cooperate in fact finding activities.
3. The Company shall fairly treat and protect whistleblowers who report information about fraud and corruption to the Company as well as those who cooperate with the Company in the fraud and corruption investigation process.
4. The Board of Directors and executives shall act as a role model in fighting against fraud and corruption and encourage and promote anti-fraud and corruption policy by communicating with employees and all related parties, reviewing the appropriateness of related policies and measures to better address the changing business environment, rules, regulations and legal requirements.
5. Those involved with fraud and corruption shall be subject to disciplinary actions in accordance with the regulations set by the Company and may be subject to legal actions if an illegal act is committed.
6. The Company arranges training and disseminates knowledge and information to Directors, executives and employees to ensure their understanding of anti-fraud and corruption policy and to promote ethical practices, integrity, responsibility and their own duties.
7. The Company encourages its counterparties, trade partners and other persons performing duties that are related to the Company's operations to report on the infringement of the Company's anti-fraud and corruption policy.
8. The Company has a policy to fairly and adequately nominate and select persons, promote, train, assess performance, and determine remuneration of its employees and contractual staff to prevent fraud and corruption within the organization and provides employees and contractual staff with security.

(More information is presented in "Anti-Fraud and Corruption Policy" in the Corporate Governance, Attachment 5 and on the Company's website at https://investor.praram9.com/th/company-info/corporate-governance/corporate-governance-policy)

Reference link for anti-corruption : https://investor.praram9.com/storage/download/corporate-governance-policy/20230828-pr9-anti-corruption-policy-en.pdf

Whistleblowing and Protection of Whistleblowers

The Company has the policy to protect and ensure fair treatment to directors, executives and employees who report the information or provide clues on corruption or non-compliance with the laws, regulations, Articles of Association of the Company as well as the Code of Business Conduct (Whistleblower Policy) which are as follows:

Method of complaint and misconduct report filing

1. The complainant shall directly send complaints or clues of the wrongdoing and fraud in writing to the responsible supervisor (from manager level up). However, in a situation where it is not appropriate or inconvenient, the complainants can report via the Company's Intranet system, e-mail, comment box or send a letter to the Manager of Quality Department.
2. The supervisor who receives a complaint or clue of wrongdoing and corruption shall notify the Manager of Quality Department without delay or within three working days, to proceed with the investigation process.
3. In the event that the complainant chooses not to disclose the name, the complainant shall clearly specify facts or sufficient evidence to prove that there is a reason to believe that there is fraud or violation of laws, regulations and Articles of Association of the Company or the Code of Business Conduct of the Company.

Fact finding process

1. In conducting an investigation and collecting facts, the complaint recipient shall present the complaint to the following persons ("Inspector") for inspection and fact collection related to the complaint.

1.1 In case where the person being complained is an employee in the level lower than executive, the Deputy Managing Director and/or the persons or units assigned by the Deputy Managing Director to act as the inspector.

1.2 In case where the person being complained is an employee in executive level and higher, the Audit Committee and/or the persons or units assigned by the audit committee to act as the inspector.

In case where there are inquiries or questions, the inspector can invite any employee or supervisor who is directly responsible for the complainant to provide information or request to send any documents related to the investigation.

2. If the inspection shows that the complaint is true, the Company shall proceed within seven days as follows:

2.1 In the case of complaints related to fraudulent acts or non-compliance with the laws or regulations, Articles of Association or Code of Business Conduct, the inspector shall consider proposing such complaint along with opinions to the Audit Committee for further consideration

2.2 The inspector shall inform of the progress and results of the investigation on complaint on misconduct and corruption to the complainant who has provided name, address, telephone number, email or other contact information. However, in some cases and for privacy and confidentiality of personal information, the Company may not be able to provide detailed information of the investigation or disciplinary action.

2.3 In case where such complaint is significant, such as the matter that affects the reputation, image or financial position of the Company, conflict with the Company's business policy or related to high-level executives, the inspector shall consider proposing the said matter with comments to the Board of Directors for further consideration.

2.4 In case where the complaint causes damage to any person, the inspector shall propose appropriate and fair measures to mitigation such damage to the victims under the framework set by the Board of Directors and/or the Audit Committee.

2.5 The Internal Auditor shall find the cause and solutions to the misconduct or wrongdoing in order to prevent reoccurrence and shall report to the Audit Committee for acknowledgement and implementation of the solution.

Safeguarding the whistleblower

1. The complainant can choose not to reveal oneself if he/she feels that the disclosure may cause damage. However, the complainant shall specify clear and sufficient details of facts or evidence proving that there is a reasonable cause to believe of such fraudulent act or violation of laws, rules, regulations and Articles of Association of the Company or Code of Business Conduct. However, if the complainant chooses to reveal oneself, the complaint recipient will be able to proceed faster.

2. The Company considered the information related to the complaint as confidential and will disclose only as necessary considering safety and damage of the whistleblower, source of information or the related persons. The person responsible in all procedures shall keep the information at the highest level of confidentiality and shall not disclose it to others. Violation of such practice will be considered a violation of discipline.
3. In case where the whistleblower considers that he/she may be insecure or troubled or damaged, the complainant can request the Company to provide appropriate protection measures or the Company may establish protection measures without receiving request by the whistleblower if it considers that the matter is likely to cause damage or insecurity.
4. Employees who treat other people with unfair manner, discrimination or cause damage to other persons who report or complain or provide clues on corruption or non-compliance with laws, rules, regulations or business ethics of the Company, or file a lawsuit or be a witness or give statements or cooperation to the court or government organizations, the employees shall be considered performing and offense of discipline and shall be punished. Such persons may be punished as specified by law if the persons commit offense under the law.
5. Those who have suffered or damaged will be compensated through appropriate and fair methods and process considered by the Quality Department.

In addition, external stakeholders can ask for information, report complaints or clues of illegal acts, inaccuracy of financial reports, defective internal control system or violation of the Company's Code of Business Conduct or violation of rights through the complaint channels as follows :

1. By mail : The Audit Committee Rama 9 Hospital Public Company Limited No. 99 Rama IX Road, Bangkapi, Huai Khwang, Bangkok 10310
2. By phone: 1270
3. The Company's Website, www.praram9.com, under the Investor Relations Section, on the Whistleblowing Page.
4. The Company's Website, www.praram9.com, on the Contact Us Page for submitting suggestions, feedbacks, questions or complaints
5. Public Relations Signage by scanning the QR Code on the signage to submit suggestions, feedbacks, questions or complaints.

The information, complaints and clues of misconduct that are reported to the Company will be kept confidential. The Audit Committee shall command for the inspection of information to find solutions and shall further report to the Board of Directors.

Protection of Directors, Executives and Employees

1. The Company assures Directors, executives and employees that they will not be demoted, punished or affected when they refuse to take bribery even though such action causes the Company to lose business opportunity. The Company believes that the anti-corruption and bribery policy and practices would create long-term value for the Company.

The Company does not allow anyone to threaten, harass or detain Directors, executives and employees who are committed to anti-corruption policy

2. In case a Director, executive or employee believes he/she is threatened, harassed or detained, the person should immediately report the clue or file a complaint to the supervisor or the Human Resource Department. If the case is not being attended properly, the person shall report through the Company's reporting channels.

Cooperation to adopt the Company's anti-fraud and corruption policy and measures

The Company has realized the importance of transparency in business operations and anti-fraud and corruption practice. In addition to campaigning and encouraging employees to fight against corruption, the Company informed in

writing, requesting cooperation from trade partners, business partners, and related persons and/or organizations to fight against corruption by following the practice guidelines published within and outside the Company via its website: www.praram9.com, under Corporate Governance section in About Us menu. Should the persons intend to cooperate with the Company, the persons should send back to the Company the Confirmation Form in support of the adoption of the Company's anti-corruption policy and measures.

Persons who encounter corruption within the Company can report the information, complaints or clues to the Company by sending a letter to the Audit Committee, or via telephone or the Company's website.

Monitoring and handling procedures when receiving information, complaints, or reports of wrongdoing

In 2025, the Company did not receive any information about any wrongdoings resulting from corruption. The Risk Management Manager has summarized the report to the Audit Committee meeting every quarter. However, the Company has communicated to executives and employees to be aware of the regulations, practices, including the anti-corruption policy and penalties, in addition to training new employees on the employee orientation day and reviewing it regularly every year.

Reference link for whistleblowing and protection of whistleblowers :	https://investor.praram9.com/storage/download/corporate-governance-policy/20230828-pr9-anti-corruption-policy-en.pdf
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Preventing the misuse of inside information

The Company places importance on the supervision of the use of internal information and confidentiality, maintenance of information and confidential documents of customers, and information security in the information technology system. The Company shall not publicly disclose or release confidential information and documents as well as unpublished internal information for own and others' direct or indirect benefits and with or without returns. The Company's securities shall not be traded using confidential information and documents or internal information, unless it must be disclosed as required by law. The Company has therefore established a policy on the use of information and confidentiality as guidelines for keeping and preventing the use of internal information that may be significant and may affect the changes in the Company's stock price as follows:

Practices to prevent the unauthorized use of internal information and maintain confidentiality.

1. Prohibit individuals or units that perceive internal information to disclose such information to unrelated individuals or units unless the Company has already publicly disclosed such information
2. Directors, executive directors, employees and staff members, including advisors to the Chief Executive Officer, who have acknowledged significant internal information which has or may have an effect on the price of the Company's securities as well as financial information, shall refrain from trading of the Company's securities during the 30-day silence period prior to the disclosure of financial statements or internal information to the public and during the 24 hours after the Company's information has been publicly disclosed. Those related to such information shall not disclose that information to other persons, unless such information has been notified to the SET.
3. Doctors, consultants and staff members who play significant roles must sign a non-disclosure agreement to protect the Company's business information, trade information and confidential information.

The Company has disclosed a policy on the prevention of the use of internal information and confidentiality on the Company's website, www.praram9.com, for all directors, executives and employees to acknowledge and use as practice guideline. The Company has also included the policy in the orientation program for new employees. In the past year, there was no insider trading case.

Policy on Securities Trading and the Use of Inside Information

The Company has a policy to comply with the law regarding the use of internal information, ensuring fairness and impartiality to all shareholders equally, and to prevent any unlawful activities. Therefore, the Company has established practices as follows:

Practices to prevent insider trading of the Company's securities

1. Directors, executives and auditors of the Company which issues securities are obliged to disclose and report of their securities holding, their spouses or partners as well as minor children, juristic person in which they, their spouses or persons living together as husband and wife, and minor children holding more than 30 percent of the total voting rights of the juristic person, according to the regulations of the SET and the SEC
2. Employees at all levels of the Company, as well as their families who have knowledge or may have access to non-public information, are prohibited from engaging in the buying or selling of the Company stocks, or encouraging others to buy, sell, offer to buy, or offer to sell the Company's stocks, either personally or through agents, while in possession of undisclosed information. The Company and the Stock Exchange of Thailand consider such securities transactions as trading for profit or benefiting a particular group. Therefore, directors, executives, employees, and contractors of the Company, including advisors with access to significant non-public information that may impact changes in the Company's stock prices, must refrain from trading the Company's stocks within the 30 day period prior to the disclosure of financial statements or internal information to the public. This restriction applies within the 24 hours following the public disclosure of such information by the Company.
3. The Company has established a security system in the workplace to safeguard files and confidential documents. The Company has also restricted access to non-public information by providing only to necessary and related persons. This is considered the duty of the information owner or the person who possesses the non-public information to urge those involved to strictly follow the security procedures.

Violators of the use of internal information shall be subjected to disciplinary actions and/or laws, as the case may be, ranging from verbal warning, written notice, probation and termination.

Support from the Company’s Secretary

With regard to the internal operations, the Company Secretary shall inform the Directors, executives and concerned employees of the blackout period and the schedule of the Board of Directors’ Meeting and the annual general meeting of shareholders one year in advance.

In addition, around five days prior to each quarterly meeting, the Company Secretary shall inform the Directors, executives, management, employees, staff members and advisors who receive material inside information that could influence any changes in the Company’ s security price of the blackout period by email in order to prevent insider trading.

In the past year, none of the persons mentioned above traded the Company’s securities within 30 days before the financial statements and inside information were publicly disclosed, and 24 hours after they are publicly disclosed.

Reference link for misuse of inside information : https://investor.praram9.com/storage/download/corporate-governance-policy/20210909-pr9-cg-policy-en.pdf

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Gift giving or receiving, entertainment, or business hospitality

To support and prevent a loophole that may lead to corruption, the Company has clearly determined the gift giving and receiving policy as follows:

Practices regarding the giving and receiving of gifts by the Company.

1. Directors, executives or employees shall not ask for, receive or accept to receive money or other benefits from those with related businesses.
2. Directors, executives or employees may receive or give gifts according to the tradition. The gift shall not worth over 3,000 baht (Three thousand Baht). In case the value exceeds 3,000 Baht (Three Thousand Baht), the person shall report to their immediate supervisor. Accepting gift shall not have impact on any business decision of the receiver.

Reference link for gift giving or receiving, entertainment, or business hospitality : https://investor.praram9.com/storage/download/corporate-governance-policy/20230828-pr9-anti-corruption-policy-en.pdf

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Compliance with laws, regulations, and rules

Violation / Non-compliance with regulations

In the past year, the Company was not fined, charged, or brought into any civil action regarding equitable treatment of shareholders in the case of share repurchase. There was no obstruction in the case that the shareholders wish to communicate with each other and there was no concealment of agreements between the shareholders who had significant impact on the Company and other shareholders.

Violation of Laws related to Labor, Employment, Consumers, Trade Competition and the Environment

In the past year, the Company did not take action that violated the laws related to labor, employment, consumers, trade competition and the environment.

Execution by Regulatory Agencies

In previous year, the Company had issued a notice of important incident within the period specified by laws, and consequently was not accused of failing to report and there has been no action taken against the Company by regulatory agencies.

In addition, none of the Company's Directors was reported on the news, or fined, or accused of, or prosecuted for a civil offense by the Securities and Exchange Commission, the Stock Exchange of Thailand, or, Office of the National Anti-Corruption Commission, concerning committing fraud or unethical acts.

Information and assets usage and protection

The Company gives priority to the monitoring of the use of inside information and confidentiality of the Company, the protection of confidential information and document of the patient, and the confidentiality of information technology system. No confidential information and document of the Company, including inside information not disclosed to the public shall be allowed for disclosure or use or exploitation for anyone's interest, either directly or indirectly, regardless of compensation. In addition, trading the Company's securities by using the confidential information and document of the Company, as well as inside information, except for the information required to be disclosed according to the law, is prohibited.

Policy on god corporate governance and any requirements of the Company

The Company determines the directors, executives, advisors and employees of the Company to strictly abide by the good corporate governance policy and all requirements expressly announced by the Company as follows:

1. The Organization's Governance Plan
2. Ethics and Code of Conduct for directors, executives and employees
3. Organizational morality

4. Policy on the use of inside information and confidentiality
5. Working rules
6. Strategic plan of Company
7. Management and security of information and information technology
8. Safety of the computerized data
9. Access to medical records of the patients
10. Release of patient's medical records

Level of confidentiality and confidential document

The Company establishes level of confidentiality of the information and document due to their respective importance

Providing information to the third party

The Company makes an additional requirement for the providing information to a third party such as an advisor of the Board of Directors, an advisor of the Executive Committee, any other advisors, staff and employees of the Company's contractor as follows:

1. Providing inside information must be within the assigned obligation and accountability only (Need-to-know basis).
2. Signing the Confidentiality Agreement.
3. Carrying out duty at the fullest competency on neutral basis.
4. Not exploiting the information obtained from duty for self-gain or any other person's benefit without reasonable justification. The person violating the Policy on the use of inside information shall be taken to disciplinary action and/or legal action as the case may be. The person violating the Company's Policy on the use of inside information and the confidentiality shall be taken to disciplinary action and/or legal action as the case may be.

Preventing the use of inside information guideline

The Company has established guidelines on preventing the use of inside information as follows:

1. Educating the directors and executives of the Company for the duty of reporting the holding securities of theirs, their spouse or cohabiting couple, minor children and the juristic person of shares exceeding 30 percent are held by the said persons to the Securities and Exchange Commission in accordance with guideline specified in Section 59 and the punishment provision, Section 275 of the Securities and Exchange Act, B.E. 2535 (1992) (inclusive of the amendment thereto).
2. Requiring the directors and executives of the Company, including their spouse and minor children to prepare and disclose reports the holding of the Company's securities and change to such holding to the Securities and Exchange Commission according to Section 59 and the punishment provision, Section 275 of the Securities and Exchange Act, B.E.2535 (1992) (inclusive of the amendment thereto); and to submit the copy of this report to the Company Secretary within the same day of submitting the report to Securities and Exchange Commission.
3. Requiring the directors, executives, staff and employee of the Company that have acknowledge the significant inside information that impact or probably impact the price change of the Company's securities must refrain from trading the company's securities during the 30 days prior to the financial statements or such inside information are disclosed to the public and during the 24 hours after the Company's information has been disclosed to the public and those related to such information shall not disclose such information to another, unless it has been firstly notified to the Stock Exchange of Thailand. However, in case of violation of the said requirement, the Company shall consider it as a disciplinary offence according to the Company's working rule subject to the punishment as deemed appropriate ta each time, starting from verbal warning, written warning, putting on probation, dismissal.

Reference link for information and assets usage and protection : https://investor.praram9.com/storage/download/corporate-governance-policy/20210909-pr9-cg-policy-en.pdf

Anti-unfair competitiveness

The Company has a policy regarding ethical and transparent business conduct, adhering to principles of fair competition to practice responsibly against competitors within the legal framework of competition laws. This approach has been consistently emphasized and implemented throughout the years as a fundamental guideline for conducting business. In the past year, there were no disputes between the company and any trade competitors. The company has established criteria and practices in this regard. The Company has formulated the policy and practice guidelines for competitors as follows:

1. Perform business operation within the widely accepted framework of good competition.
2. Support and promote free and fair trade without engaging in restrictive practices, reducing competition, or imposing exclusivity requirements that mandate trading solely with the company.
3. Refrain from breaching and eliciting of competitors' confidentiality using dishonest, illegal, or unethical approach.
4. Refrain from destroying competitors' reputation using accusation.
5. Refrain from entering into trade agreement or any act leading to unfair competition or trade monopoly.
6. Refrain from defamation, abuse, or distorting competitors' facts.

Information and IT system security

The Company places importance on the use of information technology as a major component of business processes to increase service efficiency, quality, precision and speed, thereby increasing competitiveness and creating sustainable growth. The Company also recognizes possible risk factors caused by the use of information technology. The Company has therefore established a policy on information management and safety protection as a framework and guidelines for information management for employees at all levels as well as outsiders related to the Company's information. The policy covers the management of information safety risks to ensure accuracy, credibility, safety and availability. The Company has disclosed such policy to all employees for acknowledgement and made the policy available on the Company's website. The practice guidelines can be summarized below.

1. The Company determines and limits the right to access to different types of information of employees in the hospital as deemed necessary and appropriate according to the classification of information groups based on information levels.
2. Determine practice guidelines on the use of software on employees' computers by installing only software with standards and if any units have to use other software or upgrade software for the Company's operations, those units have to proceed with a written request for approval of purchase of additional software copyright and have the information technology unit install or upgrade software to prevent problems of software copyright and computer safety.
3. The Company's employees must comply with the information privacy and confidentiality processes.

In order to preserve data integrity, the Company determined data security measures, such as determining the right of access to information, authorized users having access to different types of information, data users' obligations to protect confidential information, guidelines for the incidents of infringement of personal data, privacy protection and confidentiality protection.

The Company has therefore established the Data Security Policy applicable to all hospital personnel using data. For example,

- Policies on response to IT emergencies and Business Continuity Plan
- Electronic Data Classification Policy

- Information Technology Infrastructure and Network Security Policy
- Wireless System Security Policy
- Access Control Policy
- Policy on Physical Security of IT Resources
- Electronic Data Backup and Recovery Policy
- Computers and appliances Security Policy
- Data Transmission Policy
- System controls and security policy
- Policy on the supervision of vendors and system maintenance service providers
- Mobile Device Security Policy

The IT Management Committee has been assigned to set goals and proceed with the improvements to manage data security risk as well as to follow up on clinical information updates to ensure such risk is reduced or removed.

In addition, the IT Management Committee has set the data integrity policy to ensure data accuracy, precision and consistency at every access point of data users and conducted training sessions and assessment for new employees as well as a yearly refreshment training session for the existing employees.

The IT Management Committee has also put in place the guidelines for the incidents of infringement of personal data, privacy protection and confidentiality protection, whereby the eyewitness can report the incident immediately to his/her direct supervisor and complete the Incident Report as specified in the Incident Report System. Procedures on investigation, remediation, and punishment shall be by the Company's regulations and applicable laws.

Information Security Procedures and/or Plans

1. The IT Security Contingency Plan and Business Continuity Plan consist of plans and guidelines for performing annual IT system testing in case of adverse events that could impact the Hospital' s operations, covering all IT resources. As for the IT operations, guidelines for developing an IT contingency plan in support of the Company's business operations and in accordance with relevant laws must be set out. The rehearsals of both planned downtime and unplanned downtime will be conducted at least once a year each.

2. The budget plan for IT investment and annual maintenance for each equipment category, and comprehensive IT operations control has been set, the details of which are as follows :

2.1) Selection of hardware, software, operating system and resources for the communication system.

2.2) Data backup and retention capabilities

2.3) List of assigned persons responsible for the implementation of the IT Contingency Plan.

2.4) Supporting documents necessary for system testing according to the Contingency Plan for the Computer System and Business Continuity Plan.

Security Administration of Restricted Systems

The IT Department performs its duties in monitoring threats to the IT system, prompting warnings, and determining proper prevention measures for IT system security or programs internally used. Security control of data transmission among departments must be carried out at both the operational and management levels. Confidentiality and business data protection and control must be implemented by the management and all data users. The Company has adopted the following standards for the use of its IT system.

1. All documents about system controls are required to defined as the Company's assets, which include installation, usage verification, maintenance, security monitoring, data storage/retention, and data recovery time after a disaster.
2. System Administrator must perform risk assessment of power system, physical environment control, data connection risk, maintenance data, and regular tests of systems acquired from vendors and system maintenance service providers.

3. Disabling or prohibiting File Transfer Protocol (FTP), Simple Mail Transfer Protocol (SMTP) and control over any excessive requests unnecessary for the assigned tasks.
4. Virus protection for network security. The Company has set out effective measures on virus protection including antivirus software installation, keeping updated with the evolution of new computer virus threats and protection against viruses from opening files from all removable storage media.
5. Installing patches on the Company's internal computer system which requires a regularly scheduled review of the patch on a periodic basis. A system test must be conducted before patching to consider whether the existing problems can be fixed. System administrators are responsible for the installation of all new patches and prepare a manual or detailed documentation of the changes in the system.
6. Installing network intrusion/detection tools to prevent illegal access by hackers, and carrying out usage review and analysis.
7. The assigned IT personnel have appropriate qualifications to perform their duties of verifying user access rights. Remote access from authorized users must be closely monitored; data encryption must be inspected; and system access must be regularly reviewed by using access logging.
8. Data Security System. Based on the physical structure of the computer network, data storage of each system and program on the computer network are separated, such as application server, Mail server, etc.
9. Putting in place regular system detection of abnormal behaviors on computer network and appliances in order to find appropriate solutions to minimize risks on the computer network beforehand.
10. The host computers of every work system and program developed are required to be documented, tested, reviewed and regularly updated at least every 2 years to control and prevent any unauthorized access to the host computer network and follow up system control results to assure security of all systems.

Environmental management

The Company has established a policy on environmental care by requiring that operations under Company's business must strictly comply with environmental management related laws, regulations, and standards, as well as acting and monitoring to ensure its compliance with the laws relating to environmental care and maintenance such as Promotion and Conservation of National Environmental Quality Act, B.E. 2535 (1992), Health Ministerial Regulation on Infectious Waste Disposal B.E. 2545 (2002), Bangkok Metropolitan Administration's Regulation on Waste Collection and Disposal of Waste or Solid Waste B.E. 2544 (2001) and Ministry of Natural Resources and Environment Announcement on Type of Foods and Sources of Pollution that must be Controlled on Discharging Waste Water into Public Water Sources or into the Environment, and other related laws. The Company also determines preventive and corrective measures in case of environmental impact arising from its business operation. Moreover, the Company utilizes natural resources effectively and efficiently. The Company has a system in place, which is of good quality and standards to treat production waste and to assess environmental management system. The Company determines its guideline on environment as follows:

1. The Company manages its waste disposal system by hiring an external entity that has been certified to dispose garbage, infectious waste, and hazardous waste according to the legal guideline to prevent environmental impacts due to substandard management of waste systems.
2. The Company hires an external juristic person that has been certified to measure the quality of the environment in the Hospital according to the legal guideline, which is one of the measures to monitor health of personnel working in the Hospital. This is achievable by measuring and evaluating the working environment in physical, chemical and biological aspects. The results of this measurement will be used to increase the efficiency of hazard control and prevention, hazard surveillance, and to prevent possible work-related diseases.

Policy on efficient use of resources

With commitment to conducting its business with responsibility towards all stakeholders, including the society, community and environment, the Company recognizes the importance of optimizing resources while minimizing effects on the society and environment. The Company believes that effective and efficient management and allocation of resources will enable the organization to achieve the goal of creating value for the business and promoting sustainable growth. The Company has therefore established a policy on efficient use of resources, requiring executives and employees to control and appreciate the value of resources, as well as reducing the use of natural resources and supporting the reuse of natural resources that have been used for the utmost benefit, coupled with cultivating and developing concrete guidelines to prevent or to reduce the impact on the environment. The Company supports the economic use of natural resources. This matter is considered along with the approval of the company's annual budget and is the responsibility of all executives and employees to cooperate and comply with the prescribed measures. The guidelines for the effective use of natural resources are as follows.

1. Support and campaign for natural resources and energy saving both within the Hospital and office, for example, a campaign for the use the stairs instead of elevators, switching off electrical appliances when not in use, and using energy saving devices, etc.
2. Promote, campaign for and introduce measurable guidelines to ensure that all employees are aware of and cooperate to reduce unnecessary use of resources as well as the efficient use of natural resources for utmost benefit by adhering to the principles of Reduce, Reuse, and Recycle
3. Enable an e-Document system in order to adopt an electronic working system in the work process to increase working speed, reduce the work process, and to reduce the use of documents and consumables.
4. Improve and review projects which have already been implemented to update and concretely increase efficiency

Environmental knowledge and use of resources trainings

The Company recognizes the importance of the environment and foresees that most of the environmental issues are caused by misunderstanding of users. Therefore, the Company has a policy to promote and encourage all of its employees to be aware of the value of resources in all aspects, as well as the impact of business operation on the environment by organizing environmental trainings for its employees to support their operation and enhance their knowledge.

In the year 2025, the company has reported its electricity and water consumption figures (please refer to the details under the section "Driving Sustainable Business" for performance results in energy management).

Human rights

The Company values and respects human rights, which are considered the basic rights of human being. The Company has continuously and strictly complied with the laws and international principles on human rights in accordance with the Universal Declaration of Human Rights (UDHR). The Company requires all doctors, nurses, medical staff, related persons and employees to equally treat each other, patients, service recipients, and stakeholders, including trade partners and suppliers, contractors, competitors, etc., without discrimination. The Company also promotes equality in the organization and does not discriminate based on gender, race, religion or culture., respect for others' right to express opinions, and opportunity for the disabled to work with the Company, and is not involved in child labor and illegal foreign workers. Hospital customers and all related persons therefore receive the services and are treated equally according to their rights.

The Company seriously focuses on and recognizes the right of individual and patients as seen in the integration of service culture training, in which patient rights are highlighted, into the new employee orientation program. This enables employees to acknowledge, understand and properly execute as well as communicate with the patients on their rights and responsibility. The major guidelines are as follows:

Respect for Human Rights

1. All patients are entitled to the basic right to receive medical treatment and healthcare services that meet professional standard and without discrimination
2. Patients have the right to receive true and sufficient information about illness, examination, treatment, and the advantages and disadvantages on the examination and treatment by professionals to support their decision, except in case of emergency and life-threatening situation.
3. Patients in life-threatening condition have the right to be treated immediately as needed without asking for it.
4. Patients have the right to know the name and profession of the person providing medical treatment.
5. Patients have the right to request for opinions on health-related matters from others persons who do not provide the medical treatment to them, and the right to change the healthcare professionals or the medical service providers within the scope of their existing healthcare rights.
6. Patients have the right to personal data protection, except when consent is given, or in case that the healthcare service creates direct benefits to the patients or as required by laws.
7. Patients have the right to receive full data before joining or withdrawing from research conducted by healthcare professionals
8. Patients have the right to receive personal data in the Hospital's record according to the hospital procedure and shall not infringe on others' rights or other persons' information
9. Father, mother or legal representative may exercise the right on behalf of an underage patient aged not over 18 years and person with physical or mental responsibility

Non-discrimination practice

The Company respects the rights of all stakeholders, fully complies with the related laws and equally treats all stakeholders without discrimination or providing special treatment for a particular person, or giving more right to one person over others, and does not exempt its duty due to difference in nationality, religion, skin, gender, social status, mental condition, opinion, illness or other status.

Promoting a human rights culture within the organization,

The Company enhances its organizational culture through training and periodic assessments of human rights risks throughout the value chain. This is aimed at fostering knowledge and understanding among the company's employees. In the year 2025, the company conducted training in human rights for its employees, achieving a 100% participation rate. The training covered topics such as labor rights violations, non-exploitation of child labor, the prohibition of child labor, and fair treatment of persons with disabilities, among others. In the past year, the company did not receive any complaints or reports related to human rights issues.

Safety and occupational health at work

Realizing an importance of safety, occupational health and working environment and hospital service recipients, the Company has therefore established a security and safety plan policy to create and sustain hospital safety culture. The Company has also specified and developed the components of safety culture, cleaning procedure, sanitization process for equipment and building, and appointed the "Facilities Management and Safety Committee" to be responsible for examining, searching and assessing safety risks within the organization to present safety and security improvements. The Company has determined significant practice guidelines on safety and occupational health as follows:

Safety culture components:

1. Accountability for safety is clear
2. Safety is clearly recognized value
3. Safety is integrated into all activities
4. Safety lead is clear
5. Safety is learning driven

The Company has set the practice guidelines for occupational health and safety as follows:

1. Promote knowledge, understanding and awareness of safety, occupational health, and working environment among directors, management, and employees
2. Support the issuance of the Company's rules, regulations and practice guidelines for safety, occupational health, and working environment in correspondent to relevant standards and laws
3. Campaign for its employees' cooperation in implementing the Company's safety, occupational health, and working environment plan, as well as express opinions to improve working environment and working safely approach
4. Ensure that employees could work safely with good occupational health by establishing accident prevention measures and raise safety awareness among employees, as well as organize trainings and promoting good hygiene among employees
5. Monitor, evaluate, develop and improve safety, occupational health, and working environment systematically and continuously by creating awareness on safety, occupational health, and working environment among employees as their responsibility, with great emphasis on participation of all executives and employees

Amidst the corona virus (COVID-19) and Monkeypoxy outbreaks, the Company announced measures to prevent the spread of such diseases for its employees and patients to ensure safety and effectiveness in infection control and prevention. The Company established a special committee in charge of this situation called the "Emerging Infectious Disease Preparedness, Prevention and Response Committee" to enable the Hospital to prepare, prevent and solve problems related to emerging diseases. The committee comprises doctors, nurses and other departments, including buildings and facilities, pharmacy, business development, management, quality, risk management, human resource, infectious disease control nurses, and emergency department. The committee is responsible for implementing the Hospital's policy across the entire organization. Its roles and responsibilities are as follows:

1. Formulate policy and plan to prepare, prevent, control and handle emerging diseases in accordance with the situation and supervise the implementation to achieve objectives.
2. Prepare and improve strategic plan considering current trend and situation, cooperate with the hospital and related government organization in implementing the plan and monitor the implementation results.
3. Set up the cooperation system, support preparedness operations and ensure effective and comprehensive implementation by all internal organizations
4. Formulate supervision measures and facilitate the hospital staff members when they perform their duties or are affected by the operations.
5. Appoint and assign a working committee or persons as deemed appropriate to ensure operational efficiency and effectiveness.
6. Perform other tasks as assigned by the Chief Executive Officer

Other guidelines related to business code of conduct

Information disclosure and transparency

The Company realizes the importance of information disclosure, which is demonstrates operational transparency and creates confidence among shareholders, investors and all stakeholders. The Company, therefore, has the policy to disclose the information together with financial information, performance results and other non-financial information related to the Company in an accurate, complete, precise, timely and regular manner to ensure that shareholders, investors and stakeholders of the Company are able to access the information equally through a simple and convenient channel to receive information.

The information disclosed via the SET's system will be made available on the Company's website in both Thai and English languages under Investor Relations section. Other significant information on the website will be regularly updated to keep pace with situations and create the utmost benefits for the recipients. The Company has established an information disclosure policy and guidelines as follows:

1. Clearly explain the shareholder structure, without the nominee, such as names of major shareholders or persons with controlling authority and the proportion of minor shareholders, to allow the information users to be able to clearly know the beneficial owner of the Company.
2. Implementation of the principles of good corporate governance

The Board of Directors places importance on and adheres to the policy to operate business in accordance with the good corporate governance principles, ethics, respect for the rights, and responsibility towards all shareholders. The Company also commits to operating the business for social benefits and the environment in order to achieve the sustainability.

3. Company's objectives, long-term goals, and business strategies

The Company operates a private hospital business, overnight-stay patient type, the details of which are as follows

Objectives and Long-term Goals

- To strive to be a leading hospital with expertise in providing comprehensive medical services covering treatment of diseases, disease prevention and control, physical health rehabilitation, and health promotion.
- To focus on expanding all groups of customers covering from general customers, elderly patients, patients with complicated diseases, intensive care patients and critically ill patients to those placing importance to health promotion & wellness at a reasonable price.
- To continuously develop in all areas of services, including new building expansion, improving service areas in the existing buildings to support growth of the customer base, increase its capacities and scope of service provided by the existing medical centers, and establishing new medical centers to enable more comprehensive and complete services.
- To set a goal of becoming a Digital Hospital, and adopt advanced technologies in providing medical services, including examination, diagnosis, treatment and health promotion.

4. Financial status and operating performance (More details are presented in the Description of financial status analysis and operating performance.)
5. Customer satisfaction level

With the nature of the Company business that must pay close attention to the service recipients, therefore the Company emphasizes on creating customer satisfaction and is used as it as a tool to improve works and increase competitive advantages and business opportunities for the Company

From the Company's mission to offer the best and most cost-effective options in healthcare services, prevention, treatment, and patient care with a team of highly skilled professionals and state-of-the-art medical equipment the company places great emphasis on managing customer satisfaction at every stage of the service experience. To achieve this, the company has established policies and operational guidelines to assess and enhance the Patient Experience, gathering feedback from both outpatients (OPD) and inpatients (IPD). This continuous evaluation enables the company to refine and tailor its services to better meet customer needs effectively.

- Outpatient (OPD) Patient Experience Rate: 93.6%
- Inpatient (IPD) Patient Experience Rate: 96.6%

6. The Company has a policy to disclose the information on the shareholding of directors, executives and the shareholding of their spouses or partners as well as minor children in Form 56-1 One Report and the Company's Annual Report. (More details can be found in the section of Details on directors, executives, controlling persons and company secretary) and require directors and executives to report the trading of the Company's shares of one's own, of spouses or partners, and minor children to the Board of Directors Meeting on a quarterly basis.

In 2025, directors and the first 4 executives of the Company acquired and sold shares as follows:

Names of Directors and Executives	No. of shares held and changed				No. of Shares Acquired / (Sold)	% shareholding
	As of 31 December 2024		As of 31 December 2025			
	Direct	Indirect(1)	Direct	Indirect(1)		
1. Mr. BhanapotDamapong	1,000,000	-	1,000,000	-	-	0.1272
2. Dr. SatianPooprasert	10,550,000	1,000,000	10,550,000	1,000,000	-	1.4751
3. Dr. ViroonMavichak	9,250,000	-	9,250,000	-	-	1.1764
4. Dr. PrasertTrairatvorakul	9,950,000	616,833	9,950,000	616,833	-	1.3439
5. Mr. AttapolSariddipuntawat	-	-	200,000	-	200,000	0.0254
6. Mrs. VilasineePuddhikarant	-	-	-	-	-	-
7. Mr. Kanit Patsaman	-	-	60,000	-	60,000	0.0076
8. Mr. Piset Chiyasak	-	-	-	-	-	-
9. Dr. Thanai Charinsarn	-	-	-	-	-	-
10. Police Lieutenant General Boriharn Siangarom	-	-	-	-	-	-
11. Dr. Somchai Pinyopornpanich	150,000	-	150,000	-	-	0.0191
12. Mr. Songsak Premsuk	-	-	-	-	-	-
13. Ms. Khamaporn Thumpiphith	-	-	-	-	-	-
14. Dr. Wittaya Wanpen	-	-	-	-	-	-
15. Dr. North Techawathanawanna	26,000	-	31,000	-	5,000	0.0039

Remarks: (1) Shareholding of Spouses, Domestic Partners, and Minor Children

(2) Dr. Thanai Charinsarn was appointed as an Independent Director by the Annual General Meeting of Shareholders 2024 held on April 23, 2024. He was also appointed by the Board of Directors Meeting No. 3/2024 on the same date as a member of the Executive Committee and a member of the Corporate Governance Committee, replacing Dr. Prasert Trirattanaworakul.

(3) Police Lieutenant General Boriharn Siangarom was appointed by the Annual General Meeting of Shareholders on April 25, 2025, to serve as an independent director and by the Board of Directors meeting No. 3/2025 on April 25, 2025, to be a member of the Nomination and Remuneration Committee and the Audit Committee, replacing Professor (Honorary) Lt. Cmdr. Dr. Sirinthara Singharana Na Ayutthaya, who has retired from the company as a director due to the expiration of her term.

(4) Dr. Somchai Pinyoapornpanich and Mr. Songsak Premsuk serve as Executive Directors.

(5) Miss Kamaporn Tumpipit assumed the position of Deputy Managing Director, Accounting and Finance (highest responsible person in the Accounting and Finance division), replacing Mr. Teeraphan Disayabutara, effective March 1, 2024.

(6) Dr. Wittaya Wanpen assumed the position of Deputy Managing Director, Business Development and Strategic Planning Office, and Dr. North Techawathanawanna assumed the position of Deputy Managing Director, Medical and Human Resources, effective February 18, 2025.

7. Auditor and auditor remuneration (More details are available in the Auditor Remuneration Section)
8. Publication of annual reports (Form 56-1 One Report)

The Company has a policy to simultaneously disseminate an annual report or 56-1 One Report both in Thai and English versions on the Company's website and submit it to SET no less than 30 days prior to the Annual General Shareholders' Meeting as well as within 120 days from the end of the accounting period as specified by SET.

Dissemination of Form 56-1 One Report on the Company's Website and Submission to the Stock Exchange of Thailand		
Annual General Meeting of Shareholders - 25 April 2025 (Meeting conducted via electronic means)	Dissemination of Form 56-1 One Report on the Company's Website - 24 March 2025	Submission of Form 56-1 One Report to the Stock Exchange of Thailand - 24 March 2025

9. Provide various channels for communicating the Company's information, such as the SET's website, the Company's website, analyst meetings, quarterly performance report, Annual Information Disclosure Form, annual report (Form 56-1 One Report), press conferences, newsletters, etc. In addition, the Company has prepared the published and presented information in both Thai and English languages for equal accessibility of Thai and foreign shareholders.
10. Public information shall be accurate, complete, and transparent, with no objective to create the Company's securities the price that is different from the actual data based on the Company's performance and is cautious on providing the information that may cause misunderstanding and does not publish significant information prior to public disclosure via the SET's website.
11. The Company has established an Investor Relations Unit to serve as a center for public relations and disclosure of significant and useful information for shareholders, investors, as well as supervise financial reporting processes such as presentation of performance, financial statements, financial reports, management discussion and analysis (MD&A) as well as significant information notified to the Stock Exchange of Thailand both in Thai and English.

In addition, in 2025, the Company organized public relations activities to present its operational direction and performance to the analysts and investors as follows:

Activities	2025 (Time)
Analysts Meeting	4
Participated in "Listed Companies Meet Investors"	4
Participated in presenting the Company's information to investors	-
Meetings with investors/ telephone meetings	39
Dissemination of newsletters presenting the Company's financial position.	4

In addition, Investor Relations Officers also participated in the activities organized by Investors Relations Club to exchange knowledge and experiences and apply this learning to practice to enhance the investors relations functions.

Investor Relations Officers participated in the following training programs/seminars that supported their performing of duties.

Courses
- Basic IR (Industry Relations) course organized by the Thai Listed Companies Association. - Investor Relations Professional Development Program organized by the Thai Listed Companies Association. - Basic Finance for IR (Industry Relations) course organized by the Thai Listed Companies Association. - SET Training for the Service Sector: Introduction to the SET Sustainability Reporting Guide based on ESG Metrics at the basic and industry levels, organized by the Stock Exchange of Thailand. - Stock Exchange of Thailand: Digital Asset and Business Growth Opportunities (New S-Curve) for Listed Companies course, organized by the Stock Exchange of Thailand. - SET: Preparing for Climate Change and Guidelines for Reducing Greenhouse Gas Emissions (3rd Session). - SET x IAA Course: Techniques for Adding Value to Listed Companies from a Securities Analyst's Perspective. - GRI Standards 2021: The Revised GRI Universal Standards. - Online Seminar with EY - Audit Committee. - Training Course: "Techniques for Adding Value to Listed Companies from a Securities Analyst's Perspective" (2nd Session). - Seminar on Guidelines for ESG Information Disclosure in One Report. - Techniques for Valuing Companies Appropriately for the Business. In the current era: - Facilitating the Growth of Thailand’s Carbon Market Seminar - Technology and the Operations of Listed Companies - Training on Disclosure of Information via the SETLink System 3rd/2023 - A Step toward Sustainable Growth - Taking Another Step Towards the Sustainable Development Goals of Thai Listed Companies (3rd Edition) - Seminar on Improving the One Report System - Carbon to ESG: How to Build Net Zero and CBAM - Training: MASTER OF ONE PAGE SUMMARY - Seminar on Financial Statement Fraud, Economic Update, ESG Trends and Carbon Dioxide by EY - Webinar: SET Sustainability Assessment 2024 - Sharing Experiences: Building Sustainability, Connecting Communities to the Global Market - Seminars and Training to Disseminate Knowledge on "Setting Net Zero Targets According to the Thailand Greenhouse Gas Management Organization (TGO) Guidelines" - Online Seminar: "Investing for Communities Towards Sustainable Development" - Seminar: The Next Step for SET RSG Ratings: Preparing for Assessment by FTSE Russell - Training Series 102: Workshop on FTSE Russell ESG Scores: In-depth Analysis of Assessment Topics (Group 5) - How to Implement ESG? To enhance the appeal from an analyst and investor's perspective, Phase 2 includes: - Updates on significant transaction (MT) and related party transactions (RPT) guidelines for listed companies - Introduction to the e-One Report (Phase 1) function on the SETLink system - Human Rights in Business - Financial Reporting Standards 2024 and interesting accounting issues for listed companies - TCFD Disclosure and Climate Risk - IR Sharing 1/2024: 'IR Communications Practices' - IR Sharing 3/2024: "Techniques for Presenting Opportunity Day”

Courses
- IR Sharing Webinar: The secret of success for Investor Relations - Topic: The roles and responsibilities of AC, IA, and CFO in enhancing corporate governance - Seminar on improving the One Report system - Seminar on ESG-related risks and management: A practical guide for listed companies - Training Course: Basic RPA system usage (UI Path) - JCI Standard Course No. 8 - Training K2 Overview - Leading with Urgency: Climate Action for Boards - EY - Seminar for Audit Boards 2024 - Training Course: Getting to Know IFRS S1 and S2 - Webinar: SET Sustainability Assessment 2024 - Sharing Experiences: Building Sustainability, Connecting Communities to Global Markets - Seminars and Training to Disseminate Knowledge on "Setting Net Zero Targets According to the Thailand Greenhouse Gas Management Organization (TGO) Guidelines" - Online Seminar: Investing for Communities Towards Sustainable Development - Seminar: The Next Step for SET RSG Ratings: Preparing for the FTSE Russell Assessment - Training series 102 Workshop on FTSE Russell ESG Scores: In-depth analysis of assessment topics (Group 5) - How should ESG be implemented? To enhance the appeal from an analyst and investor's perspective, Phase 2 includes: - Updates on significant transaction (MT) and related party transactions (RPT) guidelines for listed companies - Introduction to the e-One Report (Phase 1) function on the SETLink system - Human Rights in Business - Financial Reporting Standards 2024 and interesting accounting issues for listed companies - TCFD Disclosure and Climate Risk - IR Sharing 1/2024: 'IR Communications Practices' - IR Sharing 3/2024: "Techniques for Presenting Opportunity Day” - IR Sharing Webinar: The secret of success for Investor Relations - Topic: The roles and responsibilities of AC, IA, and CFO in enhancing corporate governance - Seminar on improving the One Report system - Seminar on ESG-related risks and management: A practical guide for listed companies - Training Course: Basic RPA system usage (UI Path) - JCI Standard Course No. 8 - Training K2 Overview - Leading with Urgency: Climate Action for Boards - EY - Seminar for Audit Boards 2024 - Training Course: Getting to Know IFRS S1 and S2

In 2025, Investor Relations participated in the following external training and seminars:

Courses
External Training/Seminars Stock Exchange of Thailand - SET Carbon: Digital Solution for Sustainable Business - Disclosure of Information via SETLink System No. 1/2025 - Preparing e-One Report (Phase 1) on SETLink System - First Year with FTSE Russell ESG Scores: Stepping Towards Sustainability with International Standards - The Future of Sustainable Supply Chain Management: Sharing from Leaders in Action - Using the Corporate Value Up (Thai ESG) Planning Function - SET Sustainability Assessment 2025 - SET Experts Pool – Sharing "ESG Integration: Unlocking Value through Sustainable Investment Practices" - SET Experts Pool - Decoding IFRS S1 S2: Transforming Reports into Truly Sustainable Business Driving Forces - SET Experts Pool – Sharing "Climate Risk 360^0 from the Perspective of Listed Companies and Consulting Firms" - In-depth Analysis of the FTSE Russell ESG Scores Assessment for 2025 - SET Experts Pool – Seminar: Net Zero Actions & Collaborative - JUMP+ Planning Deep Dive • Workshop on Achieving Net Zero Operations - e-One Report Preparation Training Association of Listed Companies - Inside the ESG Rater's Mind: Guide to Achieving a Good FTSE Russell Score from Professional Assessors - IR Sharing 2/2025: The Role of Collaboration between CFO and IR - Integrating Human Rights into Business - IR & CS Networking: Lessons Learned from e-One Report to Annual Report - IR Sharing 3/2025: How to Write an Effective MD&A - Revolutionizing Internal Control with AI: Building a Robust Business Defense - TLCA CFO Professional Development Program 7/2025 - Disclosure of risk information according to IFRS S1 and IFRS S2 in Form 56-1 One Report-S - Biodiversity: Why Business must act Others - KKP Year Ahead 2025 Annual Investment Outlook Seminar - KKPS: Hedge Fund Investment "Introduction to Balyasny Atlas Enhanced Fund" - EY – Transforming One Report with IFRS S Integration - EY – Decarbonization in ASEAN: separating fact from fiction - Understanding IFRS S1 and S2 Sustainability Disclosure Standards - PWC Thailand's Sustainability Seminar: IFRS S1 and S2 – Ready or Not?

2. The Company has disclosed significant information on the Company's website for interested shareholders and investors to study and download at www.praram9.com. The available topics are:
   (1) Shareholding structure
   (2) Vision, mission, goals
   (3) Nature of business
   (4) Organizational structure
   (5) Details and information about shareholding of directors and the first four executives
   (6) Financial positioning and operating performance

(7) Corporate Ethics, Corporate Governance Policy, Personal Data Protection Policy, Personal Data Protection Policy for Shareholders, Anti-corruption Policy, Tax Policy, Implementation on tax, regulations, charters and the Company's important documents.

(8) Sustainability management policy and goals

(9) Annual Report (From 56-1 One Report)

(10) Invitation to shareholder meeting , Shareholders' meeting minute

(11) Investor relations information

Policies related to vision and mission

The Board of Directors has the duty to determine and consider objectives, vision, mission strategies, business directions, goals, policies, business plans, management structure and Company's approval authorities as well as supervise and monitor the performance of management to accurately and appropriately be in accordance with the goals under the framework of legal requirements and business ethics for the benefit of the Company, shareholders and all stakeholders.

In the year 2025, the company's board of directors considered and approved the company's strategy, goals, budget, and business plans, covering environmental, social, and governance (ESG) aspects. There was a thorough and vigilant review to ensure alignment with the company's vision, mission, and business direction, as well as the economic situation of the country.

Monitoring the Implementation of Strategies

To follow up on the implementation of strategies and business plans as assigned, the Board of Directors has added an agenda in its quarterly meeting requiring the Management to regularly report its performance to the meeting, including the operating performance according to the strategic plan, quality development plan and budget, and to report the performance of all committees, namely the Executive Committee, the Audit Committee (which is also responsible for risk management), the Nomination and Remuneration Committee and the Corporate Governance and Sustainability Development Committee and Non-Executive Committee. The Board of Directors shall provide recommendations and express opinions on an area of improvement according to its responsibility and duty in order to directly and indirectly support the Company's operations for future growth.

Policy on the prevention/ solutions to violation of business ethics

Prevention of Business Ethics Violation

The Board of Directors has a policy to prevent violation of business ethics by promoting correct, appropriate and sufficient knowledge and understanding of related laws, rules, regulations, corporate governance policy, and business ethics, through various activities, such as communicating and arranging training for new directors, executives and employees as part of the orientation program, conducting a test after the training and providing answers on each item. The Company requires all new employees to attend the training and pass the test.

The Company also set a policy to make it a compulsory training for employees to revisit at least once a year. Every employee shall attend the training to review knowledge and understanding and pass the test where answer of each item is clearly explained. The training is considered a part of the employment regulations. The result of the test will be used as an index to measure knowledge and understanding of employees. Should most employees lack knowledge or understanding on any particular items, the Company shall arrange additional training under the same course and/or new related training course and communicate throughout the organization and closely monitor compliance with the Company's Code of Business Conduct through the reports of the Audit Committee. To ensure that the policy and guidelines are in line with the rules and regulations of the regulator organizations and corporate governance principle, as well as best address the changing situation business environment, the Board of Directors shall regularly review the business ethics on an annual basis.

Solution to business ethics violation

The Company communicates with employees at all levels through Intranet system and/or e-mail to ensure acknowledgement and understanding. In case employees continue to violate business ethics, the Company shall issue warning, probation or terminate the employees if the case is very serious. For outsiders, including business partners and stakeholders, the Company has published the principle on its website, www.praram9.com, on corporate governance section to create good understanding and encourage cooperation and support in preventing such issue.

The Company's Internal Auditor's 2025 report showed that directors, executives and employees neither committed any unethical acts or found in violation of the Code of Business Ethics of the Company nor corrupt acts and that no complaint and whistleblowing on such issues was filed through the Company's whistleblowing channels.

The establishment of Internal Audit, Internal Control and Risk Management Unit

The company has provided for an internal control system to effectively supervise and control internal operations at management and operating levels. The Company has established the Internal Control Unit and outsource auditor service to Accounting Revolution Co., Ltd. to evaluate the sufficiency of the Company's internal control system with Mrs. Sasivimol Suksai serving as the Head of Internal Audit Unit. Lt. Panitta Pakakij, Manager of Strategic Plan Department and the Secretary to the Audit Committee, serves as the coordinator between the Company and the head of Internal Audit Unit of the outsourced company. To ensure the Internal Audit Unit is independent from the management, the Board of Directors required the head of the Internal Audit (Internal Auditor) to directly report the audit result to the Audit Committee, enabling the committee to efficiently audit and monitor the business operations. The head of Internal Audit's responsibilities are as follows:

(1) Conduct internal audit

(2) Review the Audit Committee's Charter

(3) Review policies related to the responsibility of the Audit Committee

(4) Provide opinions on the correctness and accuracy of collateral documents and self-assessment form on anti-corruption measures

(5) Assess the sufficiency of internal control system

(6) Prepare the Audit Committee's Report

The Company has also established the Risk Management Working Committee and hire an outside risk management consultant to formulate the risk management policy that covers the entire organization and to ensure the risk management process was appropriate to appropriate reduce impact of risk on the Company. The Working Committee shall assess and monitor the implementation of risk management result which is in line with the Company's strategy and business direction in support of the internal and external risk management policy. More information on the Company's Internal Auditor is available in "Details of the Head of Internal Audit and Head of Corporate Governance" Section.

Supervision of the Company's operations

The Board of Directors has established a Compliance Unit and has assigned Miss Marisara Thanasaksiri, the Company Secretary, to act as Chief of Compliance, whose roles, duties and responsibilities are as follows :

1. Supporting the Board of Directors in performing its duties of overseeing the performance of the Company's Board of Directors, executives, employees and various units to be in compliance with the laws and relevant regulations of regulatory agencies such as SEC, SET and Thailand Securities Depository Co., Ltd.
2. Coordinating with related regulatory agencies to ensure accuracy and transparency of the Company' operations. The Board of Directors will consider and determine operational plans, performance overseeing, monitoring and

evaluation system and improving the annual operational supervision plan in response to the changing circumstances and regulations.

Additional details of the Chief of Compliance Unit are presented in the Section "Details of the Board of Directors and Sub-Committees" under the topic "Details of Directors, Executives, and Company Secretary",

Appointment of Company Secretary

The Board of Directors has prescribed that there shall be a Company Secretary appointed by the Board of Directors Meeting. The appointment of Company Secretary shall be in accordance with the criteria specified by the law and good corporate governance guidelines. The Company Secretary shall be a person with knowledge and graduated in law or accounting and has completed training courses related to the performance of duties of the Company Secretary to provide legal and regulatory advice to the Board of Directors and supervise the activities of the Board of Directors. This includes to make an appointment, prepare a meeting invitation letter together with supporting documents for the meeting accurately, completely and sufficiently as well as coordinate to ensure the implementation in accordance with the Board of Directors' resolutions.

Miss Marisara Thanasaksiri was appointed as the Company Secretary and Chief of Compliance. More details of the roles, duties and responsibilities of the Company Secretary are disseminated in the Section "Details of the Board of Directors and Sub-Committees" under the topic "Details of Directors, Executives, and Company Secretary".

Responsibility of the Board of Directors

All directors understand the roles, duties and responsibilities and are aware of the responsibility as the organization leader to ensure that the Company has in place good and effective management with transparency and in compliance with the laws, rules, regulations and Articles of Association of the Company. The roles, duties and responsibilities of the Board of Directors and the management team are clearly segregated. The Company places importance on the policy on the responsibilities of the Board of Directors as follows:

Roles, Duties and Responsibilities of the Board of Directors

The roles, duties and responsibilities of the Board of Directors are determined in accordance with the Board of Directors' Charter. The objective is to supervise the performance of the Board of Directors to ensure for the highest efficiency and effectiveness, consisting of the following guidelines:

Responsibility as an organization leader

The Board of Directors has recognized the significance of directors' roles as the organization leader, whose duties and responsibilities are as follows:

- Overseeing the organization to ensure efficient management, including setting the Company's vision, goals, strategies, policies, as well as managing critical resources to achieve the Company's objectives and goals.
- Monitoring, assessing and supervising to ensure accuracy of the Company's performance reporting to create sustainable value for the business and maximize return on investment to shareholders.
  - Creating relationship, values and good corporate image for stakeholders, surrounding communities and the general public as well as promoting conducting business based on the principles of social and environmental responsibility.
  - Supporting education and human resource development.

Solution to business ethics violation

The Company communicates with employees at all levels through Intranet system and/or e-mail to ensure acknowledgement and understanding. In case employees continue to violate business ethics, the Company shall issue warning, probation or terminate the employees if the case is very serious. For outsiders, including business partners and stakeholders, the Company has published the principle on its website, www.praram9.com, on corporate governance section to create good understanding and encourage cooperation and support in preventing such issue.

The Company's Internal Auditor's 2025 report showed that directors, executives and employees neither committed any unethical acts or found in violation of the Code of Business Ethics of the Company nor corrupt acts and that no complaint and whistleblowing on such issues was filed through the Company's whistleblowing channels.

Policy on the Segregation of Positions of Chairman of the Board of Directors and the Chief Executive Officer.

According to the Company's policy, the Chairman of the Board of Directors shall not be the same person as the Company's Chief Executive Officer to ensure checks and balances and no relationship with the management department. The Company has clearly segregated duties and responsibilities in policy formulation, monitoring and supervision of operations and management. The Chairman of the Board of Directors has a significant role in determining the policy, monitoring and overseeing that the business operations of the Company are in accordance with the policies set forth. As well as provide support and advice on the operations of the management without interference with the works under the management's responsibility. The Company has clearly defined and segregate the duties and responsibilities of the Chairman of the Board of Directors and the Chief Executive Officer, which can be summarized as follows:

Position	Duties and responsibilities
Chairman of the Board	● Participate in considering and determining meeting agenda with the Directors, including Chairman of the Executive Committee, the Chief Executive Officer and with at least one Independent Director participating in considering and approving the meeting agenda each meeting. ● Encourage the Board of Directors to attend the Board of Directors Meeting and Shareholders' Meeting and lead and control the meetings to achieve results effectively. ● Encourage the Board of Directors to participate in the meetings, allocate sufficient time for the management or related persons to present information, support and offer an opportunity to raise questions and express opinions freely, control discussion issues and conclude meeting results ● Provide assistance, suggestions and comments that are beneficial to the Company's business operation ● Consider matters that may have conflicts of interest to ensure accuracy and transparency. ● Encourage and support the Board of Directors to perform duties within the scope of authority, duties and responsibilities of the Board of Directors to achieve the objectives of laws, Charters and the principles of good corporate governance. ● To strengthen the relationship among the Company's directors, whether independent directors, non-executive directors or executive directors, as well as the Board- Management relationship.
Chief Executive Officer	● Act as the Company's chief of management team with responsibility as assigned by the Board of Directors and the Executive Committee in operating business and overseeing the business management of the Company. ● Supervise, manage and perform for the benefits of the Company and to be in accordance with the vision, business direction, objectives and regulations as well as rules, resolutions, policies, business strategies and annual budget plan that have been approved by the Board of Directors and/or approved by the Shareholders' Meeting under the relevant legal framework and the scope of authority determined by the Board of Directors. ● Inspect, monitor and evaluate the operating performance of the Company's management to ensure that the management implements the strategy and business plan laid down to be in accordance with the Company's policies and goals as well as report to the Board of Directors on a quarterly basis. ● Perform duties as assigned by the Board of Directors and have the authority to take any actions necessary for the performance of such duties.

More details on the responsibilities of the Chairman of the Board of Directors and the Chief Executive Officer are presented in the Management Structure Section under "Roles and responsibilities of the Chairman of the Board of Directors" and "Scope of duties and responsibilities of the Chief Executive Officer".

Policy on the Independence of the Board of Directors from the Management

Policy on the Independence of the Board of Directors from the Management

All directors are independent in expressing their opinions on the operations of the management; by clearly separating the roles, duties and responsibilities of the Board of Directors and the Chief Executive Officer and has clearly delegated authority to manage the business for the management in writing to enable the Board of Directors to truly perform their duties independently from the management The Board of Directors has a duty to set policies, vision, mission, objectives and main goals in business operations, directions and business strategy plans so that the management can implement and supervise the management by determining the audit methods In order to counterbalance the work of the management and supervising the management's operations to be efficient, transparent, and in compliance with laws and regulations to ensure that the operation of the Company is appropriate and for the best benefits of the company and shareholders. (More details are presented in the Section of "Management Structure")

Policy regarding the Board of Directors Meeting

In order to ensure that the Board of Directors is able to continuously monitor and control the Company's operations, the Company has therefore formulated a policy for the Board of Directors Meeting as follows:

1. According to the Company's Charter, the Board of Directors shall convene at least four times a year (once very quarter) and can hold special meetings as deemed necessary. To ensure compliance with the principles of good corporate governance, the Board of Directors has therefore a policy prescribing that there shall be more than six meetings per year for effective monitoring of the Company's operations.

   In 2025, the Company convened the Board of Directors' Meeting 6 times. Every meeting in a hybrid format
2. The Company will determine the agenda and the dates of the Board of Directors' Meeting, Sub-Committees' Meeting and the Annual Shareholders' Meeting one year in advance with the participation in considering and approving of the Board of Directors and every Sub-Committee. This allows all Directors and Sub-Committee members to be able to allocate sufficient time and attend all meetings at the scheduled date and time.

In addition, the Company notifies the directors, executives, and employees, who have access to significant inside information that may influence changes in the Company's security price, of the period of time when they must refrain from trading in the Company's securities and sets annual meeting schedule of the Board of Directors. During the year, before the disclosure of each quarterly financial statements, the Company Secretary will consistently notify directors and executives 5 days in advance via group message room of the Board of Directors and executives on the Line Platform and via e-mail.

In previous year, the Company received full cooperation from the aforementioned persons during the period of time when they should refrain from any trading in the Company's securities and no trading in the Company's securities was made during such period of time.

3. In determining the agenda of the Board of Directors Meeting, the Chairman of the Board of Directors and the Chief Executive Officer will approve the meeting agenda by having Chairman independent director to participate in considering the agenda of the Board of Directors Meeting in order that the matters prescribed by law and other significant matters related to the Company be completely included in the agenda.
4. However, in accordance with best practice, the company requires the company secretary to send meeting invitations and supporting documents as electronic files (PDF files) via email, or to provide physical document files only upon request from the directors.. This aligns with the resolution made at the 4th/2023 board meeting on 15 May 2023, which approved amendments to the board's regulations to comply with the Public Limited Companies Act of 1992 B.E. and the company's regulations regarding meetings. This includes sending meeting invitations and supporting documents and conducting electronic meetings under the specified conditions, procedures, and methods, allowing the board members sufficient time to review the information before attending the meeting, unless there is an urgent necessity. To preserve the rights or benefits of the company, notifications for meeting appointments may be made through other means or the meeting date may be scheduled earlier.

5. The Company prepares the meeting minutes as well as collects and stores the certified documents for reference and accountability. In every meeting, the executives and related persons shall attend the meeting to provide information and details in making correct and timely decisions.
6. In the Board of Directors meeting, there shall be no less than one half of the total number of directors of the Company to constitute a quorum.
7. In the event that the Chairman of the Board of Directors is not present at the meeting or is unable to perform the duties, the Vice-Chairman of the Board of Directors shall act as the Chairman; or if the Vice Chairman is unable to perform one's duties as well, the directors who attend the meeting shall select one director to act as the Chairman of the meeting
8. In voting, one director shall have one vote. In voting for resolution at the Board of Directors Meeting, the minimum quorum shall be no less than two-thirds of the total number of directors.
9. In the event that a director having conflict of interest, the person will have no rights to vote on that matter. The director having such conflict of interest can participate in the meeting while considering on the matter to allow the meeting to directly inquire about details from the directors who have such conflict of interest. However, the director with such conflict of interest shall leave the meeting when voting is completed. If the votes are equal, the Chairman of the meeting shall cast an additional vote to be the decisive vote by using a majority vote and if there is a director opposing the resolution, the objections shall be recorded in the minutes of meeting.

Policy on Non-executive Directors Meeting

The Company's board of directors has a policy to support non-executive directors and independent directors in conducting meetings among themselves, without the participation of executive directors and management, at least once a year. The purpose of these meetings is to discuss various issues, including management matters that may be of interest. Following these meetings, the secretary convening the meeting will send a summary of the resolutions and suggestions to the company's board of directors, executive directors, management, and relevant parties for consideration and/or action based on the resolutions or suggestions. The secretary who convened the meeting will also monitor the progress and report to the next board meeting of non-executive directors (please refer to the details in Section 8, Reporting Key Performance Results in Corporate Governance, under the heading 'Participation in Meetings of the Company's Board of Directors and Subcommittees, Fiscal Year 2025').

Limiting the Number of Listed Companies in which Directors and the Chief Executive Officer (Head of the management) can Hold Directorships

The Company has determined the qualifications of directors who are allowed to hold directorships in other companies. However, such directorships shall not obstruct the performance of duties of the Company's directors and shall be in compliance with the SET's guidelines. To support the guidelines for good corporate governance and promote the highest efficiency in performing duties. The Company has therefore established a policy to allow the Company's directors and the Chief Executive Officer (the top management) to hold directorships in no more than five listed companies without any exemption and shall inform the Board of Directors at all times in the event that they wish to hold directorships in other businesses.

At present, none of the directors or the Chief Executive Officer of the Company holds directorships in more than five listed companies.

Policy for Determining Tenure of Directors

The Company has determined tenure of directors in accordance with the Public Limited Companies Act B.E. 2535 (1992) and the Company's Articles of Association, specifying that one-third of directors shall retire by rotation at every Annual General Shareholders' Meeting. After the first and the second year, the directors who hold the positions the longest shall retire by rotation. In the event where the number of directors cannot be divided into three parts, the

number nearest to one-third of the directors shall retire. The directors who vacate from the positions may be re-elected. The Nomination and Remuneration Committee shall consider nominating appropriate and qualified persons to the Board of Directors for consideration before proposing the matter to the Annual General Shareholders' Meeting.

The Company has also specified the limit on the number of years of directorship for independent directors at no longer than nine years from the appointment date without any exemption. The Company has disclosed the information on each director's appointment date and the list of independent directors. Currently, none of the Company's independent directors holds the position of independent director for more than 9 years. (More details are presented in the Details of Directors, Executives and the Company Secretary Section.)

Policy on Nomination of Directors and Top Executive

The Company has a policy to recruit directors by determining the director nomination criteria as well as qualifications of directors and appointment process of new directors clearly and transparently, whereby the Board of Directors shall consider the appropriateness of the structure and composition of the Board of Directors in accordance with the Board of Directors structure policy to be in accordance with the business strategy, by taking into account the requirements of qualifications, professional skills and specific expertise of the directors that the Company still lacks of according to the Board Skill Matrix such as medication, finance and accounting, law, marketing, management or other aspects to ensure diversity in different areas as well as qualifications and experiences that are consistent and in support of short-term and long-term business strategy of the Company, regardless of gender, race, nationality, and religion. In nominating the Company's new directors, the Company used outsourced services provided by professional search firms or selecting candidates from the Director Pool database to help make decisions in recruiting and creating a wide variation in the structure of the Board of Directors. For more details, please refer to the section on "Nomination and Appointment of Directors and Top Executive".

Policy on Performance Assessment of the Board of Directors, Subcommittees and Managing Director

The Board of Directors has therefore established a policy for the Board of Directors, Sub-Committees and the Chief Executive Officer to conduct performance assessment at least once a year to be used for considering and reviewing their performance, problematic issues and obstacles during the past year to ensure that the operational processes of governance, control and management are in accordance with the principles of corporate governance as well as for monitoring and assessing their performance against the objectives and goals set forth. The process and criteria for performance assessment are as follows:

More Details are presented under the topic "Performance Assessment of the Board of Directors, Sub-committees and the Chief Executive Committee.

Policy on the Development of Directors, Executives and Company Secretary

The Board of Directors has a policy to promote and continuously enhance capabilities of directors, executives, Company Secretary and employees every year by participating in considering the pattern and plan for the development of skills and knowledge necessary for the performance of their duties and responsibilities, including the knowledge about the Company's business, business sustainability and/or other areas that support their performance of duties. The training courses may be internally developed or organized by other organizations or institutes.

The Company has disclosed details of the trainings and seminars of the Directors, the first four senior executives and the Company Secretary in 8.1.1 Nomination, Development and Performance Appraisal of the Board and Sub-Committees.

Policy on the Succession Plan for the Top Executive Positions

The Board of Directors has developed a succession plan and continuity in appropriate management for executives from Assistant Managing Director, and Deputy Managing Director level up to the Chief Executive Officer. The Company has in place a clear and transparent nomination process with consideration on knowledge, experience,

competence, ethics and leadership to prepare personnel in response to business growth. The Company conducts an assessment of the efficiency and potential of the executives, promotes the development of appropriate knowledge and skills as well as continuously monitors the development results. The Company has disclosed the policy for succession plan all directors, executives and employees for acknowledgement through the Company's website, www.praram9.com , to ensure that the Company's operations continue with the highest efficiency.

Orientation program for Directors and employees

The Company has a policy to arrange orientation program for Directors, executives and employees. The objective is to present information about the Company and its business, such as vision, mission, operation plan, strategies, future growth targets, nature of business, organizational structure, roles and authority, business ethics, best practices in the workplace, as well as its work regulations and benefits and the Company's benefits, to help employees prepared to perform their duties. The Human Resource Department and other related departments are responsible for presenting such information that will support employees to perform their duty with efficiency.

Furthermore, following the training, a knowledge and understanding test was administered on the principles of good corporate governance and business ethics. All participants achieved a passing score (100%) as set by the company and signed an agreement to comply with these principles.

Such training course is considered as compulsory training that the Company is required to organize for its new employees and revise the course content every year as well as to monitor to ensure that all participants of the training course or 100% achieve a minimum passing percentage score.

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The Company has a policy to arrange orientation program for Directors, executives and employees. The objective is to present information about the Company and its business, such as vision, mission, operation plan, strategies, future growth targets, nature of business, organizational structure, roles, responsibilities, business ethics, best practices in the workplace, company regulations, and benefits to prepare participants for their duties. The Human Resources department and other relevant departments presented the details to support effective performance. Furthermore, following the training, a knowledge and understanding test was administered on adherence to good corporate governance principles and business ethics. All participants achieved a passing score (100%) and signed an agreement to comply with these principles.

This course is a mandatory training program that companies must provide to refresh the knowledge of their employees. Employees must pass a post-training test with a 100% score and sign an agreement acknowledging their commitment to comply with these requirements.

In addition, to achieve its intention to conduct business with transparency, morality and responsibility towards stakeholders as well as the society and the environment, which is the key to sustainable business operations, the Board of Directors has therefore established the Code of Business Conduct (Corporate Ethics) in writing and published it on the Company's Website at www.praram9.com, the Investor Relations Section and announced and communicated it to the Board of Directors, executives and all employees for acknowledgement and strict compliance.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks :	Yes
Anti-corruption networks or projects the company has joined or declared intent to join :	Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Certified

6.3 Material changes and developments in policy and corporate governance system over the past year

6.3.1 Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors' charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter : Yes

Material changes and developments in policy and guidelines over the past year : Yes

Significant changes and development of corporate governance policy, guidelines and system or charters of the Board and Sub-Committees in the previous year

Review of policies, guidelines, corporate governance system charters of the Board of Directors

The Company reviewed the corporate governance policy, corporate ethics and the charter of committees such as scope of authority, duties and responsibilities in order to improve corporate governance in all areas and to ensure actual implementation in business operation. The review takes place at least once a year in compliance with related laws, Corporate Governance Code (CG Code) of the Securities and Exchange Commission, the corporate governance principles of the Stock Exchange of Thailand, policies and recommendations of the Stock Exchange of Thailand, the criteria of the Institute of Directors and the criteria of ASEAN Corporate Governance scorecard.

Moreover, in the year 2025, at the meetings of the Sustainable Business Development, No. 2/2025 held in a hybrid format on 7 November 2025, and the company's Board of Directors, No. 6/2025 held in a hybrid format on 7 November 2025, respectively, the matter of reviewing the company's corporate governance policy was considered, and approval was given to the company to maintain its existing corporate governance policy. This was based on the finding that the recommendations for improving corporate governance by the Thai Institute of Directors Association in 2025 largely consisted of the same recommendations that the company had previously been informed of and considered.

In terms of the Articles of Association of the Board of Directors and the charters of its sub-committees, including the Management Committee, Audit Committee, Nomination and Remuneration Committee, and Sustainable Governance and Business Development Committee, the Board of Directors has reviewed and amended them to align with the Public Limited Company Act of 1992 B.E. and the company's regulations regarding meetings. This includes the procedures for sending meeting invitations, accompanying documents, and conducting meetings electronically, all in accordance with legal requirements. For further details, please refer to the section on the responsibilities of the committees in Section 4. (4.4) - Policies on Board Meetings in the Board's responsibility category.

6.3.2 Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

Review of the adoption of the Good Corporate Governance Principles for Listed Companies in 2024

The Company has established policies on corporate governance and the Code of Conduct and charters of the Board of Directors and all Sub-Committees to ensure compliance with the laws and related guidelines to ensure transparency and responsibility in their performing of duties. The Company has realized that creating confidence among all stakeholders, such as shareholders, investors, service recipients, suppliers, employees, communities, society, etc. is crucial for being a sustainable listed company.

Subsequently, after the company was listed on the Stock Exchange of Thailand on 30 October 2018, the Board of Directors recognized the importance of mechanisms and measures to oversee the company's operations for sustainable

growth in economic, social, and environmental dimensions. Consequently, the company has a policy to operate in compliance with the law, promoting transparency, fairness, and in alignment with ethical principles. Additionally, there is a regular review of corporate governance policies, organizational ethical codes, and regulations of various committees at least once a year. In the past year, 2024, the company has revised and improved its corporate governance principles to align with the good corporate governance principles for the registered companies in 2024. This is aimed at achieving effective development and adaptability to current situations, ensuring that business operations comply with laws and relevant regulations, and aligning with good corporate governance principles and organizational ethics. This is intended to generate benefits and returns to the company, society, and the environment comprehensively, leading to sustainable development.

In addition, the Audit Committee has followed up the implementation of the corporate governance policy as follows:

1. Oversee and review relevant processes such as quality of services, the code of conduct, ethics, receiving complaints or reports of clues or fraudulent acts through the reports of the Quality Department, Risk Management Working group, and the Internal Auditor.
2. Review the Company's operations to ensure adherence to the code of conduct, applicable laws and regulations.
3. Review to ensure the Company' readiness for continuous changes, such as, protection against the use of inside information and confidentiality protection, prevention of conflicts of interest, connected transactions and, related party transactions, requirements for directors and senior executives to report on trading in the Company's stock, etc.

In 2025, the Corporate Governance and Sustainable Business Development Committee Meeting No. 2/2025, held in a hybrid format on November 7, 2025, and the Board of Directors Meeting No. 6/2025, also held in a hybrid format on November 7, 2025, respectively, reviewed the company's corporate governance policies and practices. They approved the company to continue operating with the existing corporate governance policies, as it was deemed that most of the recommendations for improving corporate governance from the Thai Institute of Directors Association this year were the same recommendations that the company had already been informed of and considered.

However, based on recommendations from the Thai Institute of Directors Association, with the support of the Stock Exchange of Thailand and the Securities and Exchange Commission, there are areas where the company has not been able to comply with the policies and guidelines under the responsibilities of the Board of Directors. These are summarized as follows:

Unfulfilled Obligations	Reasons and Necessity
The Company should consider appointing an independent director as the chairman of the board.	The company's board of directors consists of 10 members: 3 directors involved in management or executive directors, 4 independent directors, and 3 directors not involved in management (1 of whom is a woman). The Chairman of the Board is considered a non-management director, possessing knowledge, skills, and experience in the business, and is well-respected by the board. Considering the company's current management structure, which is deemed systematic and efficient, the company currently has no plans to change the Chairman of the Board. However, the company has appointed Mr.Kanit Patsaman, an independent director, Chairman of the Audit Committee, and Chairman of the Independent Directors, to participate in determining the agenda of all board meetings, in addition to his other defined roles and responsibilities.
The company board should consist of more than 50% independent directors.	Currently, the company's board of directors consists of 10 members: 3 executive directors (those involved in management), 3 non-executive directors (one of whom is a woman), and 4 independent directors (one of whom is a woman). This represents 40% of the total board of directors. Considering the company's management structure, it exhibits a system of checks and balances and effective internal controls. Therefore, even though the number of independent directors is less than 50%, the 7 out of 10 non-executive and independent directors do not actively participate in the company's operations or oversee the management team. They do not hold significant decision-making power or the authority to provide input to management. The real power remains with the executive directors, who have been clearly delegated responsibilities by the board of directors.
More than three-quarters of the total number of directors attended training courses organized for directors, and during the past year, all directors attended training courses or participated in seminars that enhanced their knowledge in performing their duties.	• Currently, all company directors have completed training courses specifically designed for directors. As directors are highly qualified individuals with diverse skills and experience, their continued knowledge and professional development are essential to support the company's business operations and achieve its objectives and strategies. • In the past year, directors have attended training courses/ seminars related to their direct responsibilities as well as other courses of interest relevant to the business operations. This allows them to leverage the acquired knowledge and experience to further develop the organization, facilitate knowledge sharing, and exchange experiences among directors, management, and working teams. Furthermore, some directors have taken on roles as consultants and advisors to various organizations and individuals both within and outside the company.

6.3.3 Other corporate governance performance and outcomes

The Board of Directors has placed great importance on corporate governance and sustainable development and encouraged employees to apply such policies and guidelines to their day-to-day operations. This has resulted in the following achievements we have been proud of.

- SET Awards 2025, a prestigious accolade in the Thai stock market, was awarded for the second consecutive year in the category of Commended Sustainability Awards and the Business Excellence Awards group, which is ranked within the Outstanding Investor Relations Awards category.

- Sustainable Stock Ratings (SET ESG Ratings) achieved the highest AAA rating, successfully passing the selection process and consistently receiving recognition for the third consecutive year.

- Corporate Governance Ratings (CGR) in Thailand have consistently been rated as "Excellent" since the company's first year of listing on the Stock Exchange of Thailand. This achievement has been maintained for seven consecutive years, placing the company in the Top Quartile.

- The company has consistently received a perfect score of 100 points in the evaluation of the quality of its annual shareholder meetings since its initial listing on the Stock Exchange of Thailand. This accomplishment has been sustained for seven consecutive years.

The survey results were based on the consideration of the Company's information disclosed to the public, such as the information disclosed in the annual report (Form 56-1 e-One report) under the section Management Structure and Corporate Governance, invitation letter to the shareholders' meeting, minutes of the shareholders' meeting, shareholders' meeting arrangements and the Investor Relations Section on the Company's website.

In the past year, the Company has taken various actions to improve corporate governance and encourage actual implementation in business operations. Key essences of the improvement are as follows :

Summary of the implementation for Corporate Governance Development in 2025

1. Develop a sustainability action plan for 2025.
2. Monitor progress towards implementing the 2025 sustainability strategy in environmental, social, and economic aspects.
3. Provide additional guidance on communicating the sustainability strategy and energy goals to employees, and managing:
4. Food waste at the hospital, ESG budgeting, and efficient management of food quantities for inpatients and caregivers to achieve balance.
5. Monitor FTSE Russell ESG Scores
6. Revise the list and amend the scope, authority, and responsibilities of the Sustainable Business Development Working Group to include individuals and entities involved in sustainability operations in accordance with international standards and regulations such as JCI, FTSE Russell ESG Scores, IFRS, and TCFD.
7. Send invitation letters to clients, partners, and business associates to join the company's anti-corruption program to expand the membership network.
8. Supported and encouraged two business partners, ANC International (Thailand) Co., Ltd. and Master Laundry Co., Ltd., to declare their intention to become members of the Thai Private Sector Anti-Corruption Coalition.
9. Conducted online training on corporate ethics, best practices in the workplace, and anti-corruption for all executives and employees. Employees were required to complete a knowledge test after the training, which they must pass according to company standards. Following this, the company will assign a Risk Management Manager to monitor whether executives and employees have engaged in any unethical business practices or corruption, and report the results to the Audit Committee and the Board of Directors quarterly.
10. Study the evaluation criteria and disclosure guidelines according to the Corporate Governance Report of Thai Listed Companies (CGR) survey project to develop and improve policies and work processes for greater efficiency.
11. Review the anti-corruption policy and the company's corporate governance policy.
12. Encourage directors, executives, and employees to participate in training to enhance their skills, knowledge, and self-development according to their assigned roles and responsibilities, organized by various organizations. In summary:

The Thai Institute of Directors Association (IOD) offers the following courses:

- Board Nomination and Compensation Program (BNCP) Course, Batch 23/2568
- ESG in the Boardroom: A Practical Guide for Boards Course, Batch 13/2568
- Hot Issue for Directors Course: The Evolving Role of Audit Committee in Fostering Trust and Transparency
- Independent Director Forum 2025 Course: Role of Independent Directors in Overseas Expansion and International Market
- Director's Briefing 2/2024 Course: Leading with Urgency: Climate Action for Boards
- Director’s Briefing 4/2025 Course: ESG Risks Mitigation - What Directors Need to Know Before risk becomes a turning point for an organization.
- Company Secretary Forum 2025 Behind the Boardroom: The Art of Conflict Management for Company Secretaries
- Clarifying the CGR Project Survey Process for 2027
- ASEAN Corporate Governance Scorecard 2025 Coaching

Office of the Securities and Exchange Commission of Thailand (SEC)

- Seminar on Governance for Sustainability: Instilling Governance for Sustainable Value Creation

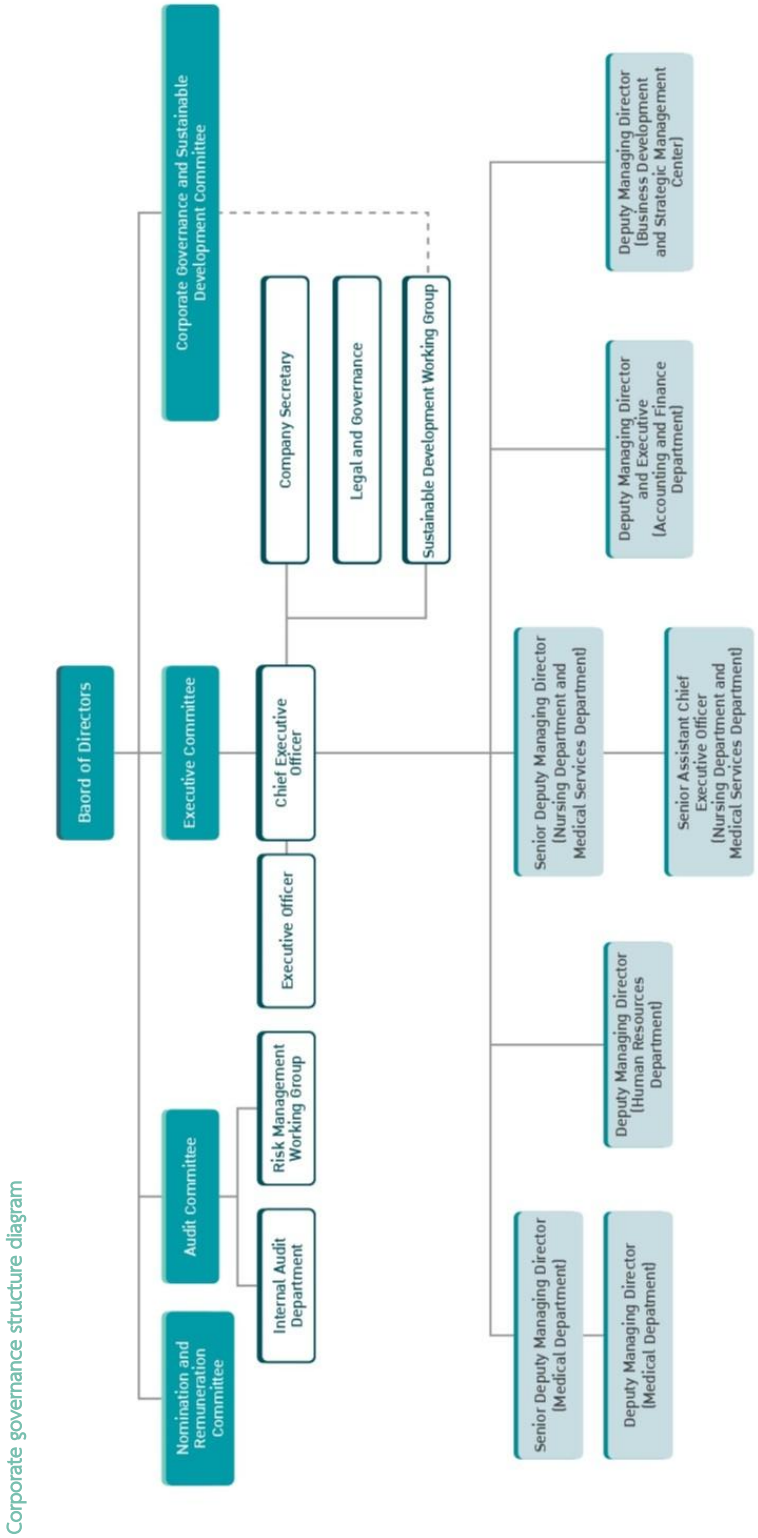
Summary of the implementation for Corporate Governance Development in 2025
Stock Exchange of Thailand (SET) ● Course: NEUROSCIENCE SOLUTION FOR BETTER FINANCIAL / INVESTMENT DECISION ● Seminar: "Insight in SET: ID & AC Focus – Comprehensive Knowledge for Growth and Sustainability in the Capital Market" ● Seminar: In-depth Analysis of Expectations for the Appropriate Role and Functions of Audit Committees (ACs) and Chief Audit Officers (CAEs), by the SET and the Federation of Accounting Professions ● Course: First Year FTSE Russell ESG Scores: Stepping Towards Sustainability with International Standards ● Course: ESG For Executives ● Webinar: SET Sustainability Assessment 2025 ● Training Course: How to Develop a Company Value Enhancement Plan using the Corporate Value Up (ThaiESG) function on the SETLink system Association of Listed Companies ● CS Knowledge Sharing Course 1/2025: Topic: Board of Directors Meetings ● CS Knowledge Sharing Course 2/2025: Topic: Preparing Conflict of Interest Reports and Inside Information Policy ● CS Knowledge Sharing Course 3/2025: Topic: Best Practices in Director Remuneration ● RIC Knowledge Sharing Course 2/2025: Topic: PDPA Mastery: Turning Law into Business Opportunity ● IR&CS Networking Course: Lessons Learned from e-One Report to Annual Report ● TLCA CFO Professional Development Program: Financial Reporting Standards on Disclosure of Information Sustainability IFRS S1 / IFRS S2 ● Integrating Human Rights into Business Course ● Human Rights in Business Course ● The Role and Responsibilities of AC, IA, and CFO in Enhancing Corporate Governance Course 13. The Risk Management Manager has maintained a register of complaints and whistleblowers regarding ethical misconduct and fraud and compiled a summary report of all reported ethical misconduct and fraud within the company.

7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

7.1 Corporate governance structure

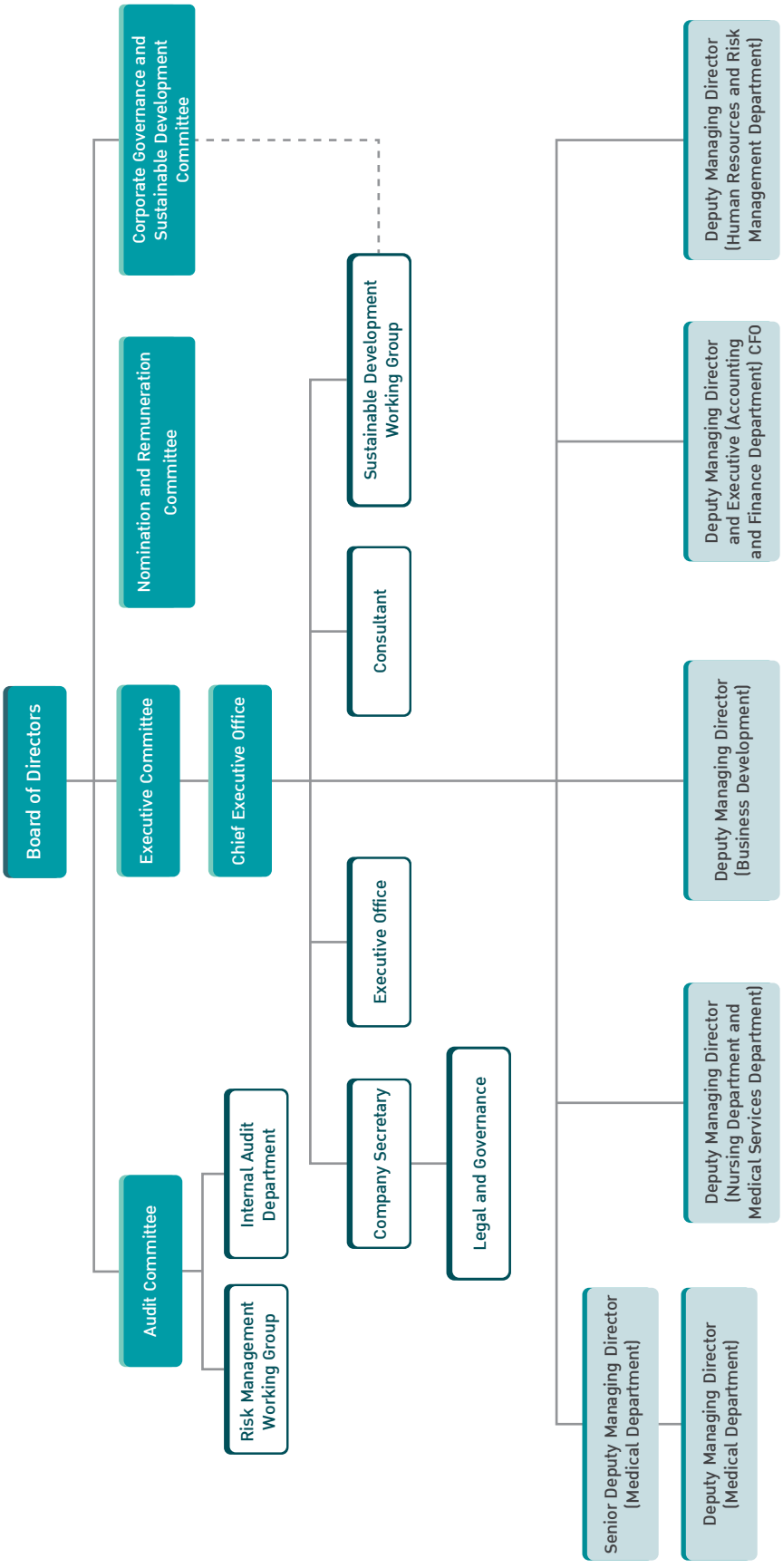
Corporate governance structure diagram

Corporate governance structure as of date : 31 December 2025



Corporate governance structure diagram

As of 1 March 2026, the company has implemented a new management structure, with modifications applied only to the top four executive positions. However, there have been no changes to the Board of Directors or subcommittees, as detailed below.



7.2 Information on the board of directors

7.2.1 Composition of the board of directors

	Number (persons)	Percent (%)
Total directors	**10**	**100.00**
Male directors	9	90.00
Female directors	1	10.00
Executive directors	3	30.00
Non-executive directors	7	70.00
Independent directors	4	40.00
Non-executive directors who have no position in independent directors	3	30.00

7.2.2 The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. BHANAPOT DAMAPONG Gender: Male Age : 76 years Highest level of education : Master's degree Study field of the highest level of education : Master of Social Studies Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : Yes DCP course : No **Shareholding in a company** • Direct shareholding : 1,000,000 Shares (0.127178 %)	Chairman of the board of directors (Non-executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	28 Mar 2018	Finance, Corporate Management, Corporate Social Responsibility

List of directors	Position	First appointment date of director	Skills and expertise
2. Mr. SATIAN POOPRASERT Gender: Male Age : 72 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : Yes DCP course : Yes **Shareholding in a company** • Direct shareholding : 10,550,000 Shares (1.341727 %) • Shareholding by persons related to directors, executives according to Section 59 (**) : 1,000,000 Shares (0.127178 %) Indirect shareholding details Domestic Partners	Vice-chairman of the board of directors (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	28 Mar 2018	Corporate Management, Health Care Services

List of directors	Position	First appointment date of director	Skills and expertise
3. Mr. VIROON MAVICHAK Gender: Male Age : 74 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : Yes DCP course : No **Shareholding in a company** • Direct shareholding : 9,250,000 Shares (1.176396 %)	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	28 Mar 2018	Corporate Management, Health Care Services

List of directors	Position	First appointment date of director	Skills and expertise
4. Mr. PRASERT TRAIRATVORAKUL Gender: Male Age : 76 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : Yes DCP course : No **Shareholding in a company** • Direct shareholding : 9,950,000 Shares (1.265420 %) • Shareholding by persons related to directors, executives according to Section 59 (**) : 616,833 Shares (0.078448 %) Indirect shareholding details Spouse	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	28 Mar 2018	Corporate Management, Health Care Services

List of directors	Position	First appointment date of director	Skills and expertise
5. Mr. ATTAPOL SARIDDIPUNTAWAT Gender: Male Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : Yes DCP course : No **Shareholding in a company** • Direct shareholding : 200,000 Shares (0.025436 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	28 Mar 2018	Corporate Management, Finance, Accounting
6. Mr. KANIT PATSAMAN Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : No DCP course : Yes **Shareholding in a company** • Direct shareholding : 60,000 Shares (0.007631 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	28 Mar 2018	Corporate Management, Finance, Accounting

List of directors	Position	First appointment date of director	Skills and expertise
7. Mrs. VILASINEE PUDDHIKARANT Gender: Female Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : No DCP course : Yes	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	28 Mar 2018	Corporate Management, Finance, Marketing, Information & Communication Technology
8. Mr. PISET CHIYASAK Gender: Male Age : 60 years Highest level of education : Doctoral degree Study field of the highest level of education : Organization Development Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : No DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	31 Jul 2018	Law, Corporate Management, Marketing, Media & Publishing

List of directors	Position	First appointment date of director	Skills and expertise
9. Dr. TANAI CHARINSARN Gender: Male Age : 52 years Highest level of education : Doctoral degree Study field of the highest level of education : Information Technology Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : Yes DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	23 Apr 2024	Information & Communication Technology, Corporate Management, Engineering, IT Management, Strategic Management
10. Police Lieutenant General BORIHARN SINGAROM Gender: Male Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Architecture, Public Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : No DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Newly appointed director not being replaced the ex-director	25 Apr 2025	Law, Human Resource Management, Architecture, Public Administration

Additional explanation :

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. BHANAPOT DAMAPONG	Chairman of the board of directors		✓		✓	
2. Mr. SATIAN POOPRASERT	Vice-chairman of the board of directors	✓				✓
3. Mr. VIROON MAVICHAK	Director	✓				✓
4. Mr. PRASERT TRAIRATVORAKUL	Director	✓				✓
5. Mr. ATTAPOL S ARIDDIPUNTAWAT	Director		✓		✓	
6. Mr. KANIT PATSAMAN	Director		✓	✓		
7. Mrs. VILASINEE PUDDHIKARANT	Director		✓		✓	
8. Mr. PISET CHIYASAK	Director		✓	✓		
9. Dr. TANAI CHARINSARN	Director		✓	✓		
10. Police Lieutenant General BORIHARN SINGAROM	Director		✓	✓		
Total (persons)		3	7	4	3	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Health Care Services	3	30.00
2. Media & Publishing	1	10.00
3. Information & Communication Technology	2	20.00
4. Law	2	20.00
5. Marketing	2	20.00
6. Accounting	2	20.00
7. Finance	4	40.00
8. Corporate Social Responsibility	1	10.00
9. Human Resource Management	1	10.00
10. IT Management	1	10.00
11. Corporate Management	9	90.00
12. Engineering	1	10.00
13. Architecture	1	10.00
14. Strategic Management	1	10.00
15. Public Administration	1	10.00

Information about the other directors

The chairman of the board and the highest-ranking executive are from the same person :	No
The chairman of the board is an independent director :	No
The chairman of the board and the highest-ranking executive are from the same family :	No
Chairman is a member of the executive board or taskforce :	No
The company appoints at least one independent director to determine the agenda of the board of directors' meeting [(1)] :	Yes

Remark : [(1)] *The Company has designated Mr. Kanit Patsaman, in his capacity as Chairman of the Audit Committee and Independent Director, to participate in the consideration and determination of the agenda for the Board of Directors' meetings.*

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of directors and the Management :	Yes
Methods of balancing power between the board of directors and Management :	Appointing an independent director to jointly consider the agenda of the board of directors' meeting

Chairman of the Board of Directors and the Chief Executive Officer shall oversee and approve the setting of meeting agenda. The Company has designated Mr. Kanit Patsaman, in his capacity as Chairman of the Audit Committee and Independent Director, to participate in the consideration and determination of the agenda for the Board of Directors' meetings.

Reference link for the measures for balancing the power between the board of directors and the management :	https://investor.praram9.com/storage/download/corporate-governance-policy/20240514-pr9-board-of-directors-charter-en.pdf
Page number of the reference link :	10

7.2.3 Information on the roles and duties of the board of directors

Board charter : Yes

Board of Directors

As of 31 December 2025, the Company's Board of Directors consisted of 10 members, which is the structure that constitutes board diversity, such as gender, age, racial and national origin diversity with optimal number of board members, appropriate for the Company's size of business. The Board of Directors is composed of members who have an appropriate mix of competence, professional skills, specialization and diverse expertise that are relevant to the Company's nature of business and in accordance with the board skill matrix, for example, having at least three directors with medical expertise, at least one director specialized in accounting and finance, at least one director with legal expertise, etc. as well as having at least 3 independent directors possessing qualifications required by the Company and in compliance with the notifications of Capital Market Supervisory Board as follows :

- Three directors who are involved in the internal affairs of the Company or executive directors account for 30 percent of the total number of the board members.
- Seven non-executive directors (One female) account for 70 percent of the total number of the board members.
- Three directors who are not involved in the internal affairs of the Company (1 female) account for 30 percent of the total number of the board members.
- Four independent directors account for 40 percent of the total number of the board members.
- Proportion by gender: -One female directors account for 10 percent of the total number of the board members. -Eight male directors account for 90 percent of the total number of the board members.

Board of Directors and Individual Controlling Persons

Name	Position
1. Mr. BhanapotDamapong[1]	Chairman of the Board of Directors (Non-Executive Director)
2. Dr. Satian Pooprasert	Vice-Chairman of the Board of Directors / Member of the Executive Committee / Chief Executive Officer
3. Dr. Viroon Mavichak	Director / Member of the Executive Committee / Deputy Managing Director
4. Dr. Prasert Trairatvorakul	Director / Member of the Executive Committee / Deputy Managing Director
5. Mr. Attapol Sariddipuntawat[1]	Director / Chairman of the Executive Committee (Non-Executive Director)
6. Mrs. Vilasinee Puddhikarant[1]	Director / Member of the Nomination and Remuneration Committee (Non-Executive Director)
7. Mr. Kanit Patsaman[1]	Independent Director / Chairman of the Audit Committee / Member of the Corporate Governance and Sustainable Development Committee
8. Mr. Piset Chiyasak[1]	Independent Director / Chairman of the Corporate Governance and Sustainable Development Committee / Chairman of the Nomination and Remuneration Committee/ Member of the Audit Committee
9. Dr. Tanai Charinsarn[1][2]	Independent Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainable Development Committee
10. Police Lieutenant General Boriharn Siangarom[1][3]	Independent Director / Member of the Audit Committee/ Member of the Nomination and Remuneration Committee

Remark : (1) 7 Independent directors/ non-executive directors account for 70 percent.

(2) Dr. Tanai Charinsarn Elected by the 2024 Annual General Meeting of Shareholders on 23 April 2024 as an additional independent director and appointed by the Board of Directors' Meeting No. 3/2024 on 23 April 2024 as an additional member of the Executive Committee and a member of the Corporate Governance and Sustainable Business Development Committee, replacing Dr. Prasert Trairatvorakul.

(3) Police Lieutenant General Boriharn Siangarom was appointed by the Annual General Meeting of Shareholders on April 25, 2025, to serve as an independent director and by the Board of Directors meeting No. 3/2025 on April 25, 2025, to be a member of the Nomination and Remuneration Committee and the Audit Committee, replacing Professor (Honorary) Lt. Cmdr. Dr. Sirinthara Singharana Na Ayutthaya, who has retired from the company as a director due to the expiration of her term.

Miss Marisara Thanasaksiri acted as the Company Secretary. Additional information and related details of the Board of Directors are presented in the Attachment 1 “Details of Directors, Executives, Controlling Persons, and Company Secretary”.

Qualifications of the Directors

1. A director shall possess knowledge and expertise, integrity and business ethics and have sufficient time to devote his/her knowledge and expertise and perform duties for the Company.
2. A director shall have the qualifications and possess no prohibited characteristics under the Public Limited Companies Act, the Securities and Exchange Act and other relevant laws. Moreover, the person shall have no characteristics indicating inappropriateness to be entrusted with managing a public company as stipulated by the Securities and Exchange Commission (SEC).
3. A director may assume directorship in other companies, but such directorship shall not be an obstacle to the performance of duties as a director of the Company and shall be in line with the guidelines of SEC and the Stock Exchange of Thailand (SET). The organization places particular emphasis on the management of risks and opportunities arising from climate change (Climate Change Risk and Opportunities) to ensure that it can effectively adapt and operate in alignment with greenhouse gas reduction targets and international standards. This approach

also enables the organization to respond proactively to evolving environmental and economic factors, thereby supporting sustainable business development and long-term resilience.

4. A director shall not undertake a business of the same nature and in competition with that of the Company or be a partner in an ordinary partnership or a partner of unlimited liability in a limited partnership, or be a director of other companies which operate a business of the same nature and in competition with that of the Company, whether for their own or others' benefits, unless the Shareholders' Meeting is notified prior to the appointment.
5. An independent director shall have the qualifications related to independence as determined by the Company and in accordance with the guidelines announced by the Capital Market Supervisory Board and shall safeguard the benefits of all shareholders equally without causing any conflict of interest. An independent director shall also attend the Board of Directors Meetings while expressing his/her opinions independently. Details on the definition of an independent director can be found in the "Independent Director" section.

Roles, Duties and Responsibilities of the Board of Directors

Scope of Authority, Duties and Responsibilities of the Board of Directors

1. Perform duties with responsibility, care and integrity for the best interest of the Company and all shareholders as well as ensure that operational compliance with the laws, corporate objectives, Company's regulations, and the resolutions of the Board of Directors and the shareholders' meeting.
2. Determine and approve the Company's objectives, vision, strategies, business directions, goals, guidelines, policies, business plans, management structure and approval authority as well as monitor and supervise management functions and follow up the management's performance.
3. Corporate governance aims to ensure that business operations adhere to the principles of good corporate governance, ethical conduct, respect for the rights and responsibilities of shareholders and stakeholders, and responsible conduct of business that benefits society, the environment, and governance. Special emphasis is placed on managing risks and opportunities arising from climate change to ensure the organization adapts and operates in line with greenhouse gas reduction targets and international standards, and can adapt to changing factors for sustainable business development.
4. Determine the approval authority on various matters in addition to the authority entrusted to the Chief Executive Officer in the Company's Articles of Association, such as approval of budget and investment, and implementation of various projects unless such transactions are approved by the Shareholders' Meeting. Such approvals, including entering into important agreements, appointment of directors vacating their positions during the year, and interim dividend payment to shareholders, shall be in accordance with relevant laws, notifications and/or regulations.
5. Prepare annual reports and is responsible for preparing and disclosing the Company's consolidated financial statements and separate financial statements at the end of the Company's accounting period, which are audited by the auditors to ensure accuracy and completeness and compliance with relevant rules, standards, and practice guidelines, before submitting them to the shareholders' meeting for consideration and approval.
6. Put in place an appropriate and efficient accounting system as well as establish systems for preparation of adequate, accurate and timely financial reports and disclosure of significant information in accordance with relevant regulations, standards, and practice guidelines.
7. Establish a risk management policy that covers the entire organization and supervise risk management and internal control systems or processes in an adequate, appropriate, and efficient manner.
8. Supervise the establishment of policy framework and remuneration structure that are appropriate and attractive for executives and employees at all levels.
9. Establish corporate governance policy and anti-corruption policy in writing in accordance with the corporate governance principles to ensure that the Company's responsibility towards all stakeholder groups with fairness by providing communication at all levels within and outside the organization to ensure practical implementation.

10. Supervise and manage conflicts of interest that may occur among the Company's stakeholders, including the prevention of inappropriate use of the Company's assets, information and opportunities as well as the execution of transactions with those who have inappropriate relationships with the Company.
11. Oversee to ensure that the arrangements are put in place to disclose the information of roles and duties of the Board of Directors and Sub-Committees, the number of meetings held and the details on meeting attendance of each director in the past year, and report the performance of all Sub-Committees.
12. Monitor and oversee the Company's management and different functions to ensure that they are conducted in accordance with the Company's policies, laws related to business operations and securities and exchange, Notifications of the Capital Market Supervisory Board, and SET's regulations, by mutatis mutandis, as not contrary to or inconsistent with other laws.
13. Approve various matters by taking into consideration the best interest of the Company's shareholders and all stakeholders in a fair manner.

Approval Authority of the Board of Directors

In addition to the approval authority of the Board of Directors as appeared in items Topic 7.2.3 Roles, Duties and Responsibilities of the Board of Directors No.2, 4 and 13 under the Scope of Authority, Duties and Responsibilities, the Board of Directors has additional approval authority as follows:

1. Approve the appointment of qualified persons without prohibited characteristics prescribed in the Public Limited Companies Act B.E. 2535 (1992), the law on securities and exchange as well as notifications, regulations and/or regulations of SET.
2. Approve the appointment of the Audit Committee, the Executive Committee and other Sub-Committees as well as define the scope of authority, duties and responsibilities.
3. Approve the appointment of the Chief Executive Officer, define the scope of authority, duties and responsibilities, and determine frameworks and policies on determination of salary, salary increase, and bonus, compensation and reward for the Chief Executive Officer.
4. Approve the appointment of the Company Secretary and determine the scope of authority, duties and responsibilities.
5. Approve and change names of the authorized directors to sign to bind the Company
6. Approve and provide opinions on the acquisition or disposal of assets unless such transactions shall be approved by the Shareholders' Meeting.
7. Approve and provide opinions on connected transactions unless such transactions shall be approved by the Shareholders' Meeting
8. Approve the arrangement of the Annual General Meeting.

Scope of Authority, Duties and Responsibilities of the Chairman of the Board of Directors

1. Set meeting agendas independently with the Chairman of the Executive Committee and Managing Director.
2. Encourage the Board members to attend the Board of Directors Meeting and the Shareholders' Meeting as well as lead and control the meeting effectively.
3. Encourage the Board members to participate in the meetings and allocate sufficient time for the management or related persons to present information, support and provide the Board members with an opportunity to ask questions or express opinions independently, control issues for discussion, and summarize meeting resolutions.
4. Provide assistance, suggestions and comments that are beneficial to the Company's business.
5. Consider matters that may cause conflicts of interest to ensure accuracy and transparency
6. Support and encourage the Board members to perform their duties under the scope of authority,

duties and responsibilities of the Board of Directors in order to achieve the objectives of the laws, charters and corporate governance principles of the Company.

7. Strengthen the relationship among directors, whether independent directors, non-executive directors or executive directors as well as the Board- Management relationship.

Scope of Authority, Duties and Responsibilities of the Deputy Chairman of the Board of Directors

1. Responsibilities as specified in the Public Limited Company Act and the company's regulations assigned by the chairman of the board.
2. Acting on behalf of the chairman of the board when the chairman is unable to perform their duties as usual until the chairman resumes their normal duties or when a new chairman is elected and appointed by the board.

Authorized Directors

As of 31 December 2025, authorized directors to sign on behalf of the Company in accordance with the Company's Articles of Association and Certificate of Juristic Person Registration issued by the Department of Business Development, Ministry of Commerce, were Mr. Satian Pooprasert, Mr. Viroon Mavichak, and Mr. Prasert Trairatvorakul, and two out of the three shall sign and affix the Company's

Reference link for the board charter : https://investor.praram9.com/storage/download/corporate-governance-policy/20240514-pr9-board-of-directors-charter-en.pdf

7.3 Information on subcommittees

7.3.1 Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls
- Risk management

Scope of authorities, role, and duties

1. Review the accuracy of the Company's financial reports and disclose correct and sufficient information in accordance with the generally-accepted accounting standards

2. Review the appropriateness and efficiency of the Company's internal control and internal audit systems with the auditor and internal auditor, consider the independence as well as the appointment, transfer and dismissal of the internal audit unit, and approve annual budget, manpower and resources necessary for the performance of the Internal Audit Department.

3. Approve an annual internal audit plan, supervise and ensure that the Internal Audit Department's performance is in accordance with the approved annual internal audit plan and the international standards of internal audit profession, and assess the quality of internal auditing on a yearly basis.

4. Review the Company's compliance with the laws related to securities and exchange, SET's regulations and notifications, and other relevant laws and standards applicable to the Company and/or the business of the Company.

5. Consider, nominate and terminate an independent person as the Company's auditor as well as propose the remuneration of such auditor.

6. Consider and provide opinions on connected transactions or transactions that may cause conflicts of interest to ensure full compliance with relevant laws and regulations as well as SET's regulations and notifications to ensure that such transactions are reasonable and conducted for the Company's utmost benefits.

7. Prepare the Report of the Audit Committee, signed by the Chairman of the Audit Committee, to be submitted to the Company's Board of Directors and disclosed in the Company's annual report.

8. Review and comment on various policies related to the authority and duties of the Audit Committee, such as the accounting policy, the corporate governance policy, the corporate social responsibility and anti-corruption policy.

9. Consider, assess and review the characteristics of risks the Company is facing or may affect the Company's operations, as well as identify risk appetite.

10. Consider and provide opinions on the policy and scope of the management of internal and external risks to ensure that they are comprehensive and support the Company's corporate strategies and business direction before presenting them to the Board of Directors.

11. Consider strategies and practice guidelines for risk management to ensure compliance with the Company's risk management policy, and to enable the Company to evaluate, monitor, and control the level of risk appetite as well as to approve risk assessment results, guidelines and risk management measures, including operational plans to manage risks.

12. Ensure that the Company has a specific person responsible for risk management compliance and has an effective risk management system throughout the organization and continuous implementation

13. Consider the structure and appoint a risk management working group responsible for assessment and monitoring of risk management implementation.

14. Consider budget and approaches to respond to risks that occur or may occur in the Company which will be used as practice guidelines for each type of risk and to propose them to the Board of Directors for approval.

15. Review the appropriateness and adequacy of the policy, strategies and practice guidelines on the Company's risk management to ensure that such policy, strategies and practice guidelines are in compliance with the Company's strategies and business direction, oversee the risk appetite, give advice and support to the Board of Directors on corporate risk management, continuously and consistently promote and support the improvement and development of the risk management system as well as report risks and risk management to the Board of Directors.

The Audit Committee is also responsible for risk management in accordance with items 9-15 of the scope of duties and responsibilities of the Audit Committee.

Reference link for the charter

https://investor.praram9.com/storage/download/corporate-governance-policy/20240326-pr9-audit-committee-charter-en.pdf

Executive Committee

Role

- Others
  - Oversee the Company's management

Scope of authorities, role, and duties

1. Develop the Company's vision, strategies, business direction, goals, guidelines, policies, business plans, budget, management structure and approval authority to be proposed to the Board of Directors for approval, proceed as approved by the Board of Directors as well as examine and monitor such performance in an efficient and effective manner.

2. Oversee the Company's general management through the Chief Executive Officer, monitor the Company's operations to ensure it complies with the corporate policy framework and goals approved by the Board of Directors, and ensure operational quality and efficiency.

3. Screen annual budget allocation proposed by the management before submitting to the Board of Directors for consideration and approval.

4. Study the feasibility of new project investments as well as exercise authority to consider and approve the Company's investments or joint investments in various projects considered appropriate by the Board of Directors, or agreements and/or any transactions related to normal business operations, or financial transactions with banks or financial institutions in order to support normal business operations according to authority limits, and/or as prescribed by the Board of Directors, and/or relevant laws and regulations, and/or in accordance with the Company's Articles of Association.

5. Consider and monitor the Company's operating performance and propose the interim or annual dividend payment before submitting it to the Board of Directors' Meeting for approval.

6. Set an organizational structure, organizational management authority and policy framework for nomination, recruitment, transfer, and termination of employment, remuneration structure for determining salary, compensation, bonus, and reward as specified in the Human Resources Management Authority Table approved by the Board of Directors.

7. Review and propose the Board of Directors to consider amending the scope of authority, duties and responsibilities of the Executive Committee to better address the changing situations.

Reference link for the charter

https://investor.praram9.com/storage/download/corporate-governance-policy/20230828-pr9-executive-committee-charter-en.pdf

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

Nomination

1. Establish a policy, rules and procedures related to nomination of directors, audit committee

members and the Chief Executive Officer of the Company and submit them to the Board of Directors and/or the Shareholders' Meeting for approval, as the case may be.

2. Consider and nominate qualified candidates with the required knowledge, experience and

expertise to be directors, audit committee members and the Chief Executive Officer for the Board of Directors' consideration and approval and/or further submission to the Shareholders' Meeting for consideration and approval (as the case may be).

3. Oversee the preparation of a succession plan in order to prepare for the succession of

the Chief Executive Officer and high-level executives.

4. Review the director nomination criteria and procedures to be submitted to the Board of

Directors prior to the nomination of directors to replace those retired by rotation.

5. Consider the independence of each director to ensure that Independent Directors fully

comply with the required qualifications.

6. Consider the format and prepare the development plans for the directors,

Sub-Committee members and the Chief Executive Officer to ensure that the existing and new directors well understand the Company's business, their roles and duties, as well as the current significant development, such as economic and industrial conditions, rules, regulations or laws related to the Company's business.

Determination of Remuneration

1. Consider and formulate a policy and criteria for determining remuneration and other benefits (whether in cash, securities or any other forms) of the Board of Directors, the Audit Committee and the Chief Executive Officer and submit to the Board of Directors' Meeting and/or the Shareholders' Meeting for consideration and approval.

2. Establish a policy and criteria on performance assessment of the Board of Directors, the Audit Committee and the Chief Executive Officer to support annual remuneration consideration and approval by the Board of Directors.

3. Disclose the policy and criteria for determining remuneration and other benefits and prepare a report on the determination of such remuneration to be published in the Company's Annual Report.

Reference link for the charter

https://investor.praram9.com/storage/download/corporate-governance-policy/20240326-pr9-nomination-and-remuneration-committee-charter-en.pdf

Corporate Governance and Sustainable Development Committee

Role

- Corporate governance
- Sustainability development
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

1. Review, revise and provide opinions on the policy and practice guidelines for corporate governance and ethics and any other policies and practice guidelines that will support the operation according to the principles of good corporate governance, standards and relevant regulations of related agencies including actions on social responsibility, environment and governance regarding risks or opportunities related to climate change, including sustainable development and propose them to the Board of Directors for approval.

2. Encourage directors, executives and employees to enhance their knowledge and understanding on corporate governance and ethics as well as promote the adoption of sound corporate governance practices with clear understanding to increase efficiency in corporate governance and ethics to achieve the set business goals.

3. Have the authority to appoint a working group to implement corporate governance tasks and perform other duties to support the Company's operations in accordance with the corporate governance principles as well as determine authority, duties and responsibilities of such working group.

4. Oversee the performance of the management and/or the working group to ensure that the set policy and goals are achieved.

5. Provide recommendations on appropriate guidelines related to the principles of corporate governance.

6. Review the Corporate Governance and Sustainable Development Committee's Charter in accordance with the changing circumstances and propose it to the Board of Directors for approval.

7. Conduct a performance assessment of the Corporate Governance and Sustainable Development Committee at least once a year.

8. Perform other duties as assigned by the Board of Directors or in accordance with the policy set by the Board of Directors.

9. Oversee the implementation of social and environmental responsibility and sustainable development of the Company and propose to the Board of Directors for approval.

10. Have the authority to appoint a working group to implement sustainability tasks and perform other duties to support the Company's operations in accordance with the principles of sustainability as well as determine authority, duties and responsibilities of such working group.

11. Provide appropriate recommendations and advices on sustainable development practices.

The Corporate Governance and Sustainable Development Committee is responsible for overseeing the Company's sustainability in accordance with items 9 -11 under the scope of authority, duties and responsibilities of the Corporate Governance and Sustainable Development Committee.

Sustainability Working Group

At its meeting No. 1/2020 on September 10, 2020, the Corporate Governance and Sustainable Business Development Committee resolved to appoint a Sustainability Working Group, established based on relevant positions. In the future, if there are changes to job titles and/or individuals replacing them, the original holder of the position before the change, or the replacing individual, shall continue to be responsible for the Sustainability Working Group. The Managing Director, or their authorized representative, is empowered to oversee climate change risk management and has the authority to modify the Working Group and its scope of responsibilities as needed.

In 2025, the company revised/added members to the Sustainability Working Group, defining their roles and responsibilities to align with the company's policies and strategies that prioritize economic/governmental, social, and environmental aspects. Members comprise senior executives, medical personnel, and company employees from various departments. In 2025, the Sustainability Working Group will hold meetings to support the company's sustainability initiatives as assigned (please see the company website for more details). (www.praram9.com, Category: Sustainable Business Development)

Scope of Authority, Duties, and Responsibilities of the Sustainability Working Group:

1. Manage and support the company's sustainability efforts in accordance with the policies and goals assigned by the Corporate Governance and Sustainable Business Development Committee.
2. Build knowledge and understanding, provide advice, and suggest best practices in sustainability.
3. Monitor performance and report to the Corporate Governance and Sustainable Business Development Committee.
4. Perform any other tasks as assigned.

Reference link for the charter

https://investor.praram9.com/storage/download/corporate-governance-policy/20240514-pr9-corporate-governance-and-sustainable-development-charter-en.pdf

7.3.2 Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. KANIT PATSAMAN(*) Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	28 Mar 2018	Corporate Management, Finance, Accounting
2. Mr. PISET CHIYASAK Gender: Male Age : 60 years Highest level of education : Doctoral degree Study field of the highest level of education : Organization Development Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	31 Jul 2018	Law, Corporate Management, Marketing, Media & Publishing
3. Police Lieutenant General BORIHARN SINGAROM Gender: Male Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Architecture, Public Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Newly appointed director not being replaced the ex-director	25 Apr 2025	Law, Human Resource Management, Architecture, Public Administration

Additional explanation :
(*) Directors with expertise in accounting information review

List of executive committee members

List of directors	Position	Appointment date of executive committee member
1. Mr. ATTAPOL SARIDDIPUNTAWAT Gender: Male Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	28 Mar 2018
2. Mr. SATIAN POOPRASERT Gender: Male Age : 72 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	28 Mar 2018
3. Mr. PRASERT TRAIRATVORAKUL Gender: Male Age : 76 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	28 Mar 2018
4. Mr. VIROON MAVICHAK Gender: Male Age : 74 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	28 Mar 2018

List of directors	Position	Appointment date of executive committee member
5. Mr. SOMCHAI PINYOPORNPANICH Gender: Male Age : 73 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	30 Mar 2018
6. Mr. SONGSAK PREMSUK Gender: Male Age : 65 years Highest level of education : Bachelor's degree Study field of the highest level of education : Bachelor of Architecture Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	30 Mar 2018
7. Dr. TANAI CHARINSARN Gender: Male Age : 52 years Highest level of education : Doctoral degree Study field of the highest level of education : Information Technology Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	23 Apr 2024

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. PISET CHIYASAK	The chairman of the subcommittee (Independent director)
	Mrs. VILASINEE PUDDHIKARANT	Member of the subcommittee
	Police Lieutenant General BORIHARN SINGAROM	Member of the subcommittee (Independent director)
Corporate Governance and Sustainable Development Committee	Mr. PISET CHIYASAK	The chairman of the subcommittee (Independent director)
	Mr. KANIT PATSAMAN	Member of the subcommittee (Independent director)
	Dr. TANAI CHARINSARN	Member of the subcommittee (Independent director)

7.4 Information on the executives

7.4.1 List and positions of the executive

List of the highest-ranking executive and the next four executives

Names and Positions of Executives

As of 31 December 2025, the Company's executives, according to the definition of SEC's Notification No. Kor Jor. 17/2551 on Definitions in Announcement Related to Issuance and Offer of Securities, comprised four executives as follows:

1. Dr. Satian Pooprasert Chief Executive Officer
2. Dr. Viroon Mavichak Senior Deputy Managing Director, Medical Department
3. Dr. Prasert Trairatvorakul Senior Deputy Managing Director, Nursing and Medical Service Department
4. Miss Kamaporn Tumpipit Deputy Managing Director, Accounting and Finance Department and Executive (the highest responsible person for Accounting and Finance Line of Work)
5. Dr. Wittaya Wanpen Deputy Managing Director, Business Development and Strategy Office
6. Dr. North Techawathanawanna Deputy Managing Director, Medical and Human Resources Department

Subsequently, on February 1, 2026, the company amended its list of executives, resulting in a total of 6 executives as defined by the SEC's announcement, as follows:

1. Dr. Satian Pooprasert Chief Executive Officer
2. Dr. Viroon Mavichak Senior Deputy Managing Director, Medical Department
3. Miss Kamaporn Tumpipit Deputy Managing Director, Accounting and Finance Department and Executive (the highest responsible person for Accounting and Finance Line of Work)
4. Dr. Wittaya Wanpen Deputy Managing Director, Business Development and Strategy Office
5. Dr. North Techawathanawanna Deputy Managing Director, Medical and Human Resources Department
6. Dr. Keeranuch Reowchotisakul Deputy Managing Director, Nursing, Medical Services and Pharmacy

Remark : Additional information and related details of the Board of Directors are presented in the Attachment 1 "Details of Directors, Executives, Controlling Persons, and Company Secretary".

List of executives	Position	First appointment date	Skills and expertise
1. Mr. SATIAN POOPRASERT Gender: Male Age : 72 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer (The highest-ranking executive)	28 Mar 2018	Corporate Management, Health Care Services

List of executives	Position	First appointment date	Skills and expertise
2. Mr. PRASERT TRAIRATVORAKUL Gender: Male Age : 76 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Senior Deputy Managing Director	28 Mar 2018	Corporate Management, Health Care Services
3. Mr. VIROON MAVICHAK Gender: Male Age : 74 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Senior Deputy Managing Director	28 Mar 2018	Corporate Management, Health Care Services
4. Ms. Kamaporn Tumpipit(*) Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Chief Financial Officer and Executive	1 Mar 2024	Accounting, Finance

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Wittaya Wanpen Gender: Male Age : 50 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director	18 Feb 2025	Health Care Services
6. Mr. North Techawathanawanna Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director	18 Feb 2025	Business Administration, Health Care Services

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

Qualifications of the Top Management (Chief Executive Officer)

Qualifications of the Top Management (Chief Executive Officer)

Qualifications of the Top Management (Chief Executive Officer)

The Company's Chief Executive Officer must;

1. Possess complete qualifications and does not possess prohibited characteristics stated in the Public Limited Company Act, the Securities and Exchange Act and related laws.
2. Possess extensive knowledge, capabilities, experience management in hospitals and business administration (Business Acumen, Finance, Marketing and Human Resources) and has work experience as a high-level executive in a hospital for no less than 10 years.
3. Have strong leadership, strategic planning capability, good corporate management skills and a forward-looking vision.
4. Have integrity and honesty, conduct business with morality and transparency and can devote sufficient time in fully applying his/her knowledge and capabilities in performing his/her duties of directorship.

5. Receive recognition in the organization or from related business organizations.
6. In case that the person does not have all of the required qualifications, the Nomination and Remuneration Committee shall have the discretion to approve the appointment.

Scope of Authority, Duties and Responsibilities of the Top Executive (Chief Executive Officer)

1. Supervise, manage, operate and perform regular business activities for the Company's benefits in accordance with the vision, business direction, objectives and Articles of Association, regulations, resolutions, policies, business strategies, goals, action plans and annual budget plan as approved by the Board of Directors and/or the Shareholders' Meeting within the legal framework of relevant laws and scope of authority determined by the Board of Directors.
2. Oversee overall business operations, including finance, marketing, human resource management and other general operations in compliance with the Company's policies, business strategies, goals, action plans and annual budget plan as approved by the Board of Directors, as well as propose to the Executive Committee and/or the Board of Directors for approval of the annual budget, management structure and scope of authority as proposed by the management of the Company.
3. Regularly inspect, monitor and evaluate the performance of the Company's management, suggest solutions to the problems to enable the management to execute in accordance with the set strategies, business plans, policies and goals, and report to the Board of Directors on a quarterly basis.
4. Issue the Company's internal orders, regulations, announcements and memorandums to ensure that the Company's operations are in line with the policies and for the best interest of the Company as well as to maintain discipline in the organization.
5. Assign any person to contact with external organizations, including government agencies and other regulatory agencies, within the scope of authority of the Chief Executive Officer or as assigned.
6. Determine the Company's organizational structure, management authority, and administration methods covering details of the selection, development and training, recruitment, appointment, transfer and dismissal of employees as defined in the Human Resources Management Authority Table approved by the Board of Directors.
7. Determine the wage rate, remuneration, reward, bonus and pay raise for employees as specified in the Human Resources Management Authority table approved by the Board of Directors.
8. Negotiate and enter into agreements and/or any transactions related to Company's normal business operations within the authority limits as specified in the Approval Authority approved by the Board of Directors, and/or as determined by the Board of Directors, and/or in accordance with relevant laws and regulations, and/or in accordance with the Company's Articles of Association.
9. Have the authority to approve entering into agreements and/or any transactions related to Company's normal business operations in accordance with authority limits approved by the Board of Directors, such as purchasing assets, applying for loans and credit lines with financial institutions, making significant investments and/ or in accordance with relevant laws and regulations and/or in compliance with the Company's Articles of Association
10. Appoint consultants in different fields necessary to support the Company's operations within the authority limits and/or as determined by the Board of Directors.
11. Perform other duties as assigned by the Board of Directors and have the authority to take any actions necessary to perform such duties.

. Delegate the authority to a person or persons to perform any act on behalf of the Chief Executive Officer. The delegation of authority, duties and responsibilities of the Chief Executive Officer shall not be made in the manner that the Chief Executive Officer or authorized person delegated by the Chief Executive Officer is able to approve a transaction in which he/she or the person who may have conflicts of interest (as defined in the Notifications of SEC

and/or the Capital Market Supervisory Board and/or SET and/or relevant agencies) may have stake in or may receive benefits in any way or may have any conflicts of interest with the Company, unless the approval of the transactions are in accordance with the policies and criteria approved by the Board of Directors' Meeting.

Qualification of Executives

Qualification of Executives

Qualification of Executives

The Company's executives must;

1. Have complete qualifications and not having prohibited characteristics in accordance with the Public Company Act, the Securities and Exchange Act and other related laws.
2. Be knowledgeable and capable, and having extensive management experience in related fields of business, and business administration (Business acumen, finance, marketing and human resources) and work experience as an executive in such fields in hospitals no less than 7 years.
3. Have strong leadership, strategic planning capability, good corporate management skills and a forward-looking vision.
4. Have integrity, honesty and management ethics and can devote sufficient time in fully applying his/her knowledge and capabilities in performing his/her duties.
5. Receive recognition in the organization and from related business organizations

Scope of Authority, Duties and Responsibility of Executives

1. Implement policy, strategies, targets, and action plans as well as draw an annual budget plan in order to enable the Company to achieve its goals with efficiency and effectiveness.
2. Prepare business plans, budget and administration authority to be presented to the Executive Committee and the Board of Directors for consideration and approval. The plans shall be reviewed at least once a year.
3. Report the Company's operating performance to the Executive Committee's Meeting and the Board of Directors' Meeting on a quarterly basis.
4. Develop business plans that enable growth of the Company with emphasis on the benefits to the society, environment and community, leading to its long-term sustainability, and without contravention of the laws while maintaining compliance with ethical practices, the Code of Conduct and the principles of corporate governance for the best interest of all stakeholders.
5. Perform other duties as assigned by the Executive Committee.

7.4.2 Remuneration policy for executive directors and executives

Directors' and Executives' Remuneration Policy

To ensure transparency, fairness, and compliance with good corporate governance principles, as well as alignment with the company's long-term strategy and goals, by considering both company and individual performance, and by establishing appropriate and sufficient compensation and benefits to motivate and retain quality personnel, the company has established the following policies and guidelines for determining compensation and other benefits for the Board of Directors, sub-committees, and executives, including the Managing Director:

1. Process of determining remuneration and compensation

The Nomination and Remuneration Committee shall consider and determine the remuneration and other benefits of the Board of Directors, Sub-Committees and the Chief Executive Officer by taking the following actions.

(1) The remuneration and other benefits of the Board of Directors and its sub-committees are to be submitted for approval by the Board of Directors before being presented for approval at the Annual General Meeting of Shareholders.

(2) Propose the remuneration and compensation of the executives include the Chief Executive Officer to the Board of Directors' Meeting for consideration and approval.

2. Guidelines for determining remuneration and compensation

(1) Remuneration and compensation of the Board of Directors and Sub-Committees

The determination of the remuneration of the Board of Directors and Sub-Committees shall be based on the consideration of the duties and responsibilities of directors in fulfilling their fiduciary duties, dedication, values derived from directors' performance of duties as well as incentives attracting directors whose qualifications are suitable for the Company's requirements. The determination of the components of directors' remuneration is as follows :

(1.1) Retainer fee paid to non-executive directors monthly, no matter whether the meeting takes place or not. The determination of the remuneration level shall be based on the consideration of the following factors.

- Industry's practices
- The Company's performance and size of business
- Knowledge, capabilities and experience of the directors required for the nomination or the Company's current business requirements.

(1.2) Attendance fee paid to directors attending each meeting and to those attending the meetings only, which is divided as follows :

- Meeting allowance of the Chairman of the Board and the Chairman of Sub-Committees.
- Meeting allowance of directors and members of Sub-Committees

(1.3) Incentive Fee is special remuneration paid to directors once a year by taking into consideration the value delivered to shareholders such as the Company's profit or dividend paid out to shareholders, without causing the Company to focus on short-term performance.

(1.4) Other forms of benefits (both monetary and non-monetary), which may be determined as a fixed amount of benefits with flat rate or by setting out specific criteria occasionally or to remain in effect unless otherwise the Shareholders' Meeting has a resolution allowing a change.

Reference link for remuneration policy for executive directors and executives :	https://investor.praram9.com/storage/download/corporate-governance-policy/20210909-pr9-cg-policy-en.pdf
Page number of the reference link :	3-4
Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives :	Have

Remuneration of the Chief Executive Officer

The determination of the Chief Executive Officer's remuneration is in accordance with the principle and policy approved by the Board of Directors through the consideration of the Nomination and Remuneration Committee. For the best interests of the Company, types and levels of remuneration, including a salary, bonuses or long-term incentives, shall be in line with the Company's performance and the Chief Executive Officer's performance assessment results. The Components of the Chief Executive Officer's remuneration are as follows :

1. Regular remuneration, including a salary and other regular remuneration. The determination of the remuneration level shall be based on the consideration of the following factors.
   - Knowledge, capabilities and experience.
   - Industry practices of similar size of business
   - Performance Assessment (In case of remuneration increase)
2. Medical welfare as specified in the Company's regulations and employee manual.
3. Performance-based Remuneration, such as bonus and other special compensation, taking into consideration the performance assessment results within the remuneration policy framework determined by the Board of Directors.

7.4.3 Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	34,700,000.00	33,500,000.00	46,431,686.00
Total remuneration of executive directors (baht)	N/A	N/A	540,000.00
Total remuneration of executives (baht)	34,700,000.00	33,500,000.00	45,891,686.00

Total remuneration paid to directors and executives

The Company has clearly and transparently determined the remuneration of directors in alignment with their roles, duties and responsibilities, taking into consideration the appropriateness in serving the best interests of the Company. The details of directors' and executives' remuneration are as follows :

Monetary Remuneration

Remuneration of directors (only remuneration as a director)

The 2025 Annual General Meeting of Shareholders held via electronic means on 25 April 2025 resolved to approve the directors' remuneration for the year 2025 in the amount of 4,200,000 Baht consisting of meeting allowances, bonus and other benefits allowance including an annual health checkup voucher valued at THB 20,000 per person (Except for directors who hold executive or employee positions in the Company, who are not eligible to receive the checkup voucher.) is as follows:

Board Committee	Position	Meeting Allowance		Other benefits allowance		Bonus	
		2025 (Proposing Year)	2024	2025 (Proposing Year)	2024	2025 (Proposing Year)	2024
Board of Directors	Chairman	36,000	36,000	Checkup Voucher THB 20,000 per person (Except for directors who hold executive or employee positions in the Company)	None	Payment from the remaining amount, after the Company has paid meeting allowances and other benefits allowance. (Except for directors who hold executive or employee positions in the Company)	Payment from the remaining amount, after the Company has paid meeting allowance. Also, executive directors shall not receive Director Bonus
	Director	25,000	25,000				
Audit Committee	Chairman	36,000	36,000				
	Director	25,000	25,000				
Nomination and Remuneration Committee	Chairman	36,000	36,000				
	Director	25,000	25,000				
Nomination and Remuneration Committee	Chairman	36,000	36,000				
	Director	25,000	25,000				
Executive Committee	Chairman	15,000	15,000				
	Director	13,000	13,000				

Remuneration of Executives

In 2025, the Company has paid monetary compensation to executives, which consisted of salary and bonus as follows:

Remuneration of Executives	2022	2023	2024	2025
Number of Executives (person)	5	5	4	6
Remuneration (Million Baht)	34.5	34.7	33.5	45.9

The Company has a policy to provide other remuneration to the Company's executives, such as medical welfare, provident fund, insurance premiums, telephone fees, fuel bills and toll fees, etc.

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	798,120.00	1,283,316.00	1,041,366.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Other benefits allowance including an annual health checkup voucher valued at THB 20,000 per person (Except for directors who hold executive or employee positions in the Company, who are not eligible to receive the checkup voucher.)

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year : 0.00

Estimated remuneration of executive directors and executives in the current year : 0.00

7.5 Information on employees

Information on the company's employees

Employees

	2023	2024	2025
Total employees (persons)	1,524	1,579	1,644
Male employees (persons)	250	264	268
Female employees (persons)	1,274	1,315	1,376

Number of employees by position and department

Number of male employees by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	226	240	244
Total number of male employees in management level (Persons)	16	17	16
Total number of male employees in executive level (Persons)	8	7	8

Number of female employees by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	1,210	1,241	1,304
Total number of female employees in management level (Persons)	60	70	67
Total number of female employees in executive level (Persons)	4	4	5

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
Nurse	472
Other Medical	754
Other Departments	418
Total number of employees	**1,644**

Significant changes in the number of employees

Significant changes in number of employees over the past : No

3 Years

Information on employee remuneration

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	921,600,000.00	1,032,000,000.00	1,054,100,000.00
Total male employee remuneration (Baht)	163,800,000.00	204,600,000.00	160,700,000.00
Total female employee remuneration (Baht)	757,800,000.00	827,400,000.00	893,400,000.00

Information on provident fund management

Provident fund management policy

Provident fund management policy : Yes

Provident Fund

The Company has established a provident fund in accordance with the Provident Fund Act BE 2530 (1987) (including the additional amendment) by entering into a provident fund, K Master Pool Fund, with Registration No. 23/2536 (1993). The Company has assigned Kasikorn Asset Management Company Limited, a juristic person with experience in managing funds in accordance with the principles of corporate governance, to be the Company's provident fund manager. The main objective is to create morale and to motivate employees to work with the Company in the long run, the Company's contributions of 3% or 5% of the employees' salary and will pay their own contributions to the fund at the rate of 3%, 5%, 10% or 15% of the salary base depending on their years of service. And since 1 January 2024, the Company has appointed TISCO Asset Management Company Limited is a management company. provident fund TISCO Master joint venture which registration No. 1/2552 (2009)

Overview of methods for determining employee and employer contribution Rates

The Company's contributions of 3% or 5% of the employees' salary and will pay their own contributions to the fund at the rate of 3%, 5%, 10% or 15% of the salary base depending on their years of service.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : Yes

Participation in provident fund membership (PVD)

Details of provident fund participation (PVD)

Number of employees eligible to participate in PVD

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1,524	1,579	1,644
Number of employees joining in PVD (persons)	1,110	1,285	1,281
Total amount of provident fund contributed by the company (%)	72.83	81.38	77.92
Number of PVD members / Total eligible employees (%)	72.83	81.38	77.92

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	13,307,285.00	14,844,101.00	16,138,584.00
Total amount of provident fund contributed by employee (baht)	21,699,982.00	32,404,749.00	36,502,258.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/ No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
PRARAM 9 HOSPITAL PUBLIC COMPANY LIMITED	Yes	1,644.00	1,644.00	1,281.00	77.92%	77.92%

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Employee Capability Development

Employee Capability Development

The company supports training and development for employees at all levels, starting from the moment they begin employment. This includes learning rules and regulations, best practices, and work ethics. After joining the company, further training is provided in mandatory courses to enhance skills and ensure compliance with international standards, as well as general courses tailored to individual interests. Training is conducted in both physical and e-learning formats to accommodate participants' readiness. In 2025, the company conducted 12 orientation training sessions for new employees, each lasting four days, with a total of 212 employees participating in classroom-based training. Details are as follows:

- First 2 days of training:

  General staff and nursing staff will receive a joint basic training course.

- Last 2 days of training:

  This training is exclusively for nursing staff and focuses on additional professional skills. General staff are exempt from this training.

Summary table of new employee orientation training

New Employee Orientation Training	Training Topics
1. Between January 2, 2025 and December 1, 2025, 12 training sessions will be held.	**General staff and nursing staff will undergo joint training for the first two days.** 1. Vision, Mission, Organizational Strategy, Organizational Structure, Core Values, and Outstanding Services of the Hospital 2. Climate Change and Environmental Sustainability (GHI) 3. Organizational Structure / Discipline and Regulations / Welfare and Benefits / Probationary Evaluation / Cooperative 4. Culture & Service Standard

New Employee Orientation Training	Training Topics
	5. Management of Undesirable Behaviors 6. Risk Management 7. Rama IX Hospital Quality System, including International Patient Safety Goals (IPSG), Patient-Centered Standards, and Healthcare Facility Management Standards 8. Introduction to the various departments in Rama IX Hospital 9. Employee Health and Safety Program, including employee health care and vaccinations, workplace violence management, and managing second victims. 10. Organizational Ethics and Code of Conduct in the Workplace 11. Anti-Corruption Policy 12. Personal Data Protection Act B.E. 2562 (PDPA) (Law) 13. Human Rights Policy 14. Prevention and Control of Hospital-Acquired Infections 15. Information Management, Communication, and Patient Medical Record System 16. Building and Facility Management and Safety 17. Welfare and Safety 18. Hazardous Materials 19. Disaster Preparedness 20. Fire Safety 21. Medical Equipment 22. Utilities 23. Principles of Patient Transfer 24. Safety, Occupational Health, and Working Environment / Various Codes in the Hospital 25. Basic Life Support **The nursing department will receive an additional 2 days of training covering:**

New Employee Orientation Training	Training Topics
	1. Chain of command and nursing department regulations 2. Service behavior, personality development, and dress code 3. Laboratory testing 4. Hospital medication administration 5. Nursing records Quality, Legal, and Ethical Issues 6. OPD Patient Flow and Related Documents 7. IPD Patient Flow and Related Documents 8. Nutrition Services and Nutrition Assessment 9. Patient Assessment (AOP) 10. Patient Care (COP) 11. Radiological Examination Referral + Radiation Safety Program 12. Access to Care and Continuity of Care (ACC) 13. Hospital Medical Equipment and Key Examination Referrals 14. Hospital Pharmacy System + Medications Requiring Special Techniques for Administration + Aseptic Technique Preparation 15. Prevention and Control of Hospital-Acquired Infections, including Personal Protective Equipment, Isolation Precautions, Cleaning of Equipment, Supplies, and Medical Instruments, Linen Management, and Patient Care for Infection Prevention 16. Reporting to Nursing Supervisors and Reporting of Adverse Events

Mandatory Training Schedule for Employees

Mandatory training for general staff / target staff groups	Training topics
For the Sustainable Development Working Group February 5, 2025 Number of participants: 20	First year of FTSE Russell ESG Scores: Taking a step toward sustainability with international standards
For the target audience related to Mind Center Clinic: Session 1: February 28, 2025 Session 2: March 14, 2025 Number of participants: 24	Workshop on Resilience Builder Skills
For all new employees and employees who did not attend Lean training in the previous year (2024): Session 1: March 6, 2025 Session 2: March 3, 2025 Number of participants: 64	Lean for all new employees at Rama IX Hospital.
For the FMS Committee: Session 1: March 10, 2025 Session 2: March 11, 2025 Number of participants: 21	Occupational Safety, Health and Environment Committee
For Occupational Safety Officers at Management Level Date: July 9-10, 2025 Number of Participants: 42	Occupational Safety Officer (Management Level)

Mandatory training for general staff / target staff groups	Training topics
For doctors and registered nurses: Session 1: June 24-25, 2025 Session 2: July 29-30, 2025 Session 3: August 28-29, 2025 Number of participants: 70	Advanced Pediatric Life Support (PALS Provider)
For employees at the department head level and above: Date: June 27, 2025 Number of participants: 56	Training to raise environmental awareness : Hospitals in the Climate Crisis: Opportunities and Challenges Towards Sustainability
For Rama IX Hospital staff: Date: August 20, 2025 (On-Site / E-Learning) Number of participants: 1,558	Cybersecurity Awareness Training Courses: 1. Password Protection 2. Malware and Ransomware: Silent Threats in Cyberspace 3. Safeguards for Sensitive Data
Target audience: Department representatives using the program. Period: July – October 2025 Number of participants: 29 people	Using K2 to create non-clinical documents
For new physicians and staff in 2025 / Physicians and staff who joined in 2024 and have not yet received training: Session 1: September 22, 2025 Session 2: September 23, 2025 Session 3: October 6, 2025 Number of participants: 195	Annual fire fighting and basic firefighting training, 2025
For registered nurses in the Emergency Room, ICU-CCU, Internal Medicine, and IPD (Inpatient Department) Session 1: Thursday, June 12, 2025 Session 2: Monday, June 30, 2025 Session 3: Tuesday, July 15, 2025 Number of participants: 80	Keeping pace with the treatment of brain diseases
For multidisciplinary professionals, excluding registered nurses in ICU, CCU, ER, and PACU departments who have completed Advanced Life Support (ACLS Provider) training: Session 1: July 21, 2025, 7:30 AM - 12:00 PM Session 2: July 21, 2025, 12:30 PM - 5:00 PM Session 3: July 22, 2025, 7:30 AM - 12:00 PM Session 4: July 22, 2025, 12:30 PM - 5:00 PM Session 5: July 23, 2025, 7:30 AM - 12:00 PM Session 6: July 23, 2025, 12:30 PM - 5:00 PM Total number of participants: 144	Basic Life Support for Healthcare Professionals (BLS Provider for HCP)
For all administrators, physicians, and department heads: Dates: August 7, 2025 and August 28, 2025 Number of participants: 91	Business Strategy

Mandatory training for general staff / target staff groups	Training topics
For Rama 9 Hospital staff, outsourced employees, and tenants: September 15, 2025: 4 sessions September 16, 2025: 4 sessions September 17, 2025: 4 sessions September 18, 2025: 4 sessions September 19, 2025: 4 sessions Total participants: 1,629	For Rama 9 Hospital staff, outsourced employees, and tenants: September 15, 2025: 4 sessions September 16, 2025: 4 sessions September 17, 2025: 4 sessions September 18, 2025: 4 sessions September 19, 2025: 4 sessions Total participants: 1,629
For staff of Rama IX Hospital: October 20, 2025 October 22, 2025 Number of participants: 285	Fire evacuation drill (annual) 2025
For staff of Rama IX Hospital who care for patients: Session 1: September 22, 2025 Session 2: September 23, 2025 Session 3: September 24, 2025 Session 4: September 25, 2025 Session 5: September 26, 2025 Number of participants: 389	N95 mask respiratory fit testing
For Rama IX Hospital personnel with professional licenses (excluding those who have completed ACLS and BLS for HCP 2025 training), and general personnel. And for Back Office personnel: Session 1: October 28, 2025, 13:00 - 14:00 Session 2: October 28, 2025, 14:00 - 15:00 Session 3: October 28, 2025, 15:00 - 16:00 Session 4: October 29, 2025, 13:00 - 14:00 Session 5: October 29, 2025, 14:00 - 15:00 Session 6: October 29, 2025, 15:00 - 16:00 Session 7: October 30, 2025, 13:00 - 14:00 Session 8: October 30, 2025, 14:00 - 3:00 PM Batch 9, October 30, 2025, 3:00 PM - 4:00 PM 593 participants	Basic Life Support
For all employees using ERP software. October 28 – November 27, 2025 99 participants	Training on Enterprise Resource Planning (new software)
For all employees using the HIS program. December 2-26, 2025 Number of participants: 126	Training on the HIS program (new program) for the Super-User group
For registered nurses, nursing assistants, and medical assistants. Course duration: March 4-31, 2025 (E-Learning) Target participants: 1,020 people	CLABSI BUNDLE: Guidelines for preventing bloodstream infections associated with central venous catheters

Mandatory training for general staff / target staff groups	Training topics
For registered nurses, nursing assistants, and medical assistants. Course duration: March 4-31, 2025 (E-Learning) Number of participants: 748	SSI Bundle: Guidelines for preventing surgical site infection
For staff of Rama IX Hospital. Course duration: April 1-30, 2025 (E-Learning) Number of participants: 1,419	Hand Hygiene
For registered nurses, nursing assistants, medical assistants, and all nursing staff. Course duration: February 24 - March 31, 2025 (E-Learning) Target participants: 1,080 people	Guidelines for preventing injuries from needles, sharp objects, and bodily fluids during work.
For staff of Rama IX Hospital. Course duration: August 25 – October 31, 2025 (E-Learning) Number of participants: 1,411	Prevention and Management of Workplace Violence
For staff of Rama IX Hospital. Course duration: December 1-31, 2025 (E-Learning) Number of participants: 1,540	- PR9 contributes to transparency and sustainability. - Anti-corruption efforts. - Laws related to corruption.
For staff of Rama IX Hospital. Course duration: December 1-31, 2025 (E-Learning) Number of participants: 1,541	- Business Ethics, Code of Conduct, and Work Practices Conflict of Interest Policy - Policy on the Protection and Use of Company Assets and Information/Confidentiality - Policy on Giving or Receiving Gifts or Entertainment - Policy on Securities Trading and the Use of Inside Information - Policy on Internal Control and Audit Systems, and Accounting and Financial Reporting - Shareholder Responsibility Policy - Policy on the Conduct of Executives or Employees - Policy on the Conduct of Executives or Employees - Social Responsibility Policy - Policy on Good Corporate Governance
For Rama IX Hospital staff: Duration: April – September 2025 (Classroom / E-Learning) Number of participants: 1,325	- Developing digital skills and English language skills. - A course on using Chat GPT to improve work efficiency. - A course on using Google Translate for language translation and communication with patients. - An English language skills development program for hospital services and daily life, taught by native English-speaking teachers in the classroom and via the LINE platform.

In 2025, the number of training hours of the Company's employees attending both in-house and external training courses are detailed below.

Numbers of employees	Number of training hours	Average training hours per person
1,644	144,129	87.67

Remark : Number of training hours excludes those of the physicians.

Employees' Safety and Hygiene

Employees' Safety and Hygiene

The company recognizes the higher-than-normal risks to hospital staff due to exposure to chemicals or pathogens from patients. Therefore, in 2025, the company promoted and provided training to its personnel on safety and hygiene issues. A total of 1,223 employees participated in the training, which was divided into 13 different courses as follows:

Regarding the safety and occupational health of employees:

The company recognizes the higher-than-normal risks faced by hospital staff in performing their duties, particularly exposure to chemicals or pathogens from patients. Therefore, in 2025, the company promoted and provided training to its personnel on safety and hygiene issues, divided into various courses as follows:

Course Name
Basic Life Support (BLS) drills for 2025 (9 sessions total):
Code Pink drill
Code Back drill
Code Gray drill
Silver drill
Surgical Fire drill
MRI Fire Drill
Mass Incident Drill: Code Rainbow
Infection Influx drill
Earthquake Response Drill
Emergency Code and Fire Evacuation Drill
Fire Fighting and Basic Firefighting Drills for 2025
Fire Evacuation Drills for 2025

The company's employees have the following statistics regarding absenteeism, accidents, and work-related illnesses:

Type of Event	Number of Days/Times				Average Number of Days per Person			
	2022	2023	2024	2025	2022	2023	2024	2025
Employee leave								
Personal Leave	161	239	320	286	0.12	0.16	0.20	0.17
Sick Leave	2,365	1,668	1,747	1,696	1.71	1.09	1.10	1.03
Annual Leave	12,190	13,079	14,214	14,299	8.82	8.58	9.00	8.67
Maternity Leave	2,641/33	1,740/24	2,537/30	2,038/27	80.0	72.5	84.57	82.67
Total Leave	**17,357**	**16,726**	**18,818**	**18,319**	**12.56**	**10.95**	**11.92**	**11.14**

Accidents and illnesses from work	Year 2023	Year 2024	Year 2025
Number of work accidents	5	0	11
Work accident rate	0.32%	0.32%	0.67%
Number of work-related illnesses	None	None	None
Number of cases of injury resulting in work stoppage.	0	0	1
Lost Time Injury Frequency Rate (LTIFR)	0%	0%	0.31%
Number of deaths from work (Fatality)	None	None	None

The company's employees/contractors/partners have the following statistics regarding absenteeism, accidents, and work-related illnesses:

Item type	2022	2023	2024	2025
The rate of work-related accidents among employees/ contractors/partners	0.21%	0.32%	0%	0.61%
The rate of work-related illness among employees/ contractors/business partners.	0	0	0	0
The rate of work-stopping injuries to employees/ contractors/partners.	0	0	0	0.28%
Number of work-related deaths among employees/ contractors/business partners.	0	0	0	0

Note: - The Lost Time Injury Frequency Rate (LTIFR) is a statistical figure showing the rate of work-related injuries resulting in one or more days of absence. The formula for calculation is (Number of Injuries / Total Working Hours) x 1,000,000.

- The Absentee Rate (AR) is the rate of hours or days an employee is absent from work divided by the total number of hours or days an employee works.

Human Resource Management Performance Results 2021 – 2025

Human Resource Management Performance Results 2021 – 2025

Number	Indicator	Target	2021	2022	2023	2024	2025
1	The turnover rate includes resignations due to termination of employment.	<= 9%/Y*	10.3%	12.8%	9.6%	10.24%	8.49%
2	Work environment satisfaction rate (Employee engagement)	> 80%**	67.2%	80.9%	81.1%	80.93%	79.25%
3	Hospital regulation violation rate.	< 1%/Y	0.16%	0.14%	0.19%	2.73%	0.24%
4	The speed of personnel recruitment within 60 days.	> 80%	64.0%	59.0%	66.4%	72%	94.64%
5	The overtime pay rate is correct.	100%	100%	100%	100%	100%	100%

Remarks: *The turnover rate for the years 2021-2024 is targeted at less than or equal to 10% per year, and for 2025 it is targeted at less than or equal to 9% per year.

**The employee engagement rate for the years 2021-2023 is targeted at greater than 70%, and for 2024-2025 it is targeted at greater than 80%.

Major Labor Disputes over the Past 3 Years

-None-

7.6 Other significant information

7.6.1 Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Duangkamol Wongsaita	Duangkamolw@praram9.com	02 202 9999#33112

person supervising accounting

person supervising accounting

The Company has assigned the person holding the position of Deputy Managing Director, Accounting and Finance Department, Miss Kamaporn Tumpipit, as the person taking the highest responsibility in accounting and finance as of 31 December 2025 and Miss Duangkamol Wongsaita , Assistant Division Manager, as the person supervising accounting. The two aforementioned persons have qualifications that meet the conditions and requirements for being the person taking the highest responsibility in accounting and finance and an accountant in accordance with the set criteria. Additional information is contained in Attachment for the of directors, executives, controlling persons and company secretary.

List of the company secretary

General information	Email	Telephone number
1. Ms. Marisara Thanasaksiri	marisarat@praram9.com	02 202 9999#39605

Company Secretary

Company Secretary

The Board of Directors Meeting No. 2/2018 on 28 February 2018, Before the conversion into a public limited company resolved to appoint Miss Marisara Thanasaksiri, who had a law degree, as the Company Secretary, effective from 16 March 2018. Miss Marisara was also appointed as the Head of Compliance. Additional information is contained in Attachment for the details of directors, executives, controlling persons and company secretary.

Scope of Authority, Duties and Responsibilities of the Company Secretary

1. Inform related executives of the resolutions and policies of the Board of Directors and shareholders, provide basic advice to the Board of Directors in accordance with the laws, rules, regulations, policies and Articles of Association of the Company and good corporate governance practices which must be acknowledged and upheld correctly and regularly, and report on significant changes of laws, rules, regulations and/or Articles of Association to the Board of Directors for acknowledgment
2. Prepare and keep documents such as a register of directors, invitation letters of the Board of Directors' Meeting, minutes of the Board of Directors' Meeting, annual reports, invitation letters of the shareholders' meeting, and minutes of the shareholders' meeting.
3. Ensure that directors, executives and other persons that the Board of Directors deem appropriate to prepare a report of interests of their own and related persons in accordance with the laws, keep such reports and submit copies of such reports to the Chairman of the Board of Directors and the Chairman of the Audit Committee within seven business days from the day the Company receives such reports.
4. Arrange the shareholders' meeting and the Board of Directors' Meeting in accordance with the laws, Company's Articles of Association and relevant practices, and take meeting minutes
5. Monitor and supervise the disclosure and report of information under his/her responsibility to related agencies in accordance with the regulations and requirements of such agencies.

6. Contact and communicate with general shareholders to be informed of shareholders' rights.

7. Perform any other duties as specified by the Capital Market Supervisory Board, securities and exchange law and other relevant laws and regulations and/or as assigned by the Board of Directors.

Company Secretary's Contact Details:

Miss Marisara Thanasaksiri Praram 9 Hospital Public Company Limited 99, Rama IX Road, Bangkapi, Huai Khwang, Bangkok, 10310 Tel: 02-202-9999 or 1270 ext. 39605 E-mail: marisarat@praram9.com

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mrs. Sasivimon Suksai	sasivimon@ac-revolution.co.th	02 2312064-6

Head of Internal Audit

Head of Internal Audit

The Company has established an Internal Audit function and hired an external auditor, Accounting Revolution Co., Ltd., having Mrs. Sasivimon Suksai as Managing Director, to perform her duties as Head of Internal Audit and directly report internal audit findings to the Audit Committee with Lt. Panitta Pakakij, Manager of Strategic Plan Department, serving as the Secretary to the Audit Committee to jointly coordinate with the Internal Auditor. Additional information is contained in Attachment for the details of directors, executives, controlling Persons and company secretary.

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Marisara Thanasaksiri	marisarat@praram9.com	02 202 9999#39605

Head of Compliance

Head of Compliance

The Board of Directors Meeting No. 2/2018 (before the conversion into a public limited company) on 28 February 2018 resolved to appoint Miss Marisara Thanasaksiri, who had a law degree, as the Company Secretary, effective from 16 March 2018. Miss Marisara was also appointed as the Head of Compliance. Additional information is contained in Attachment for the details of directors, executives, controlling persons and company secretary.

Scope of Authority, Duties and Responsibilities of the Head of Compliance

1. Support the performance of duties of the Board of Directors in overseeing to ensure that the performance of duties of the Board of Directors, executives, employees as well as different functions of the Company complies with the laws and related regulations of regulatory bodies such as the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET) and Thailand Securities Depository Co., Ltd. (TSD).

2. Coordinate with related regulatory bodies to ensure righteousness and transparency of the Company's operations. The roles and duties of the Board of Directors are to determine the strategy of the Company, set up performance monitoring and evaluation system and regularly improve performance monitoring every year in response to changing situations and regulatory environment.

7.6.2 Head of investor relations

Does the Company have an appointed head of investor relations : Yes

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Kamaporn Tumpipit	kamapornt@praram9.com	02 202 9999#32110

Head of Investor Relations

Head of Investor Relations

The Company has assigned Miss Kamaporn Tumpipit, Deputy Managing Director, Accounting and Finance Department, as Head of Investor Relations and Acting Lt. Waraporn Aino to be responsible for the Investor Relations functions.

The Investor Relations has the authority and responsibilities for preparing 56-1 One Report and Management Discussion and Analysis (MD&A), arranging the Opportunity Day and other responsibilities as assigned for the benefits of important information disclosure to institutional investors, retail investors, shareholders as well as security analysts and related or interested persons to ensure that they receive accurate and complete information of the Company.

Investor Relations Contact Details :

Acting Sub Lt. Waraporn Aino
Praram 9 Hospital Company Limited
99, Rama IX Road, Bangkapi, Huai Khwang, Bangkok, 10310
Tel: 02-202-9999 or 1270 ext. 21402
Fax : 02-202-9998
E-mail : waraporna@praram9.com or for more information, please visit the Company' s website : www.praram9.com in the Investor Relations Section.

7.6.3 Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone +66 2264 9090	2,000,000.00	Types of non-audit service: Professional services related to work performed according to agreed-upon procedures for Board of Investment (BOI) Details of non-audit service: The agreed-upon procedures of the investment promotion certificate no. 67-1838-2-37-1-0 dated 29 August 2024 Amount paid during the fiscal year: 0.00 baht Amount to be paid in the future: 150,000.00 baht Total non-audit fee: 150,000.00 baht	1. Ms. MANEE RATTANABUNNAKIT Email: manee.rattanabunnakit@th.ey.com License number: 5313 2. Mr. TERMPHONG OPANAPHAN Email: Termphong.opanaphan@th.ey.com License number: 4501 3. Mr. VORAPOJ ANNAUYPANIT Email: Vorapoj.Amnauypanit@th.ey.com License number: 4640

As of 31 December 2025, the Company does not have investment in subsidiaries or associates or an investment plan in the near future.

7.6.4 Assigned personnel in case of a foreign company

Does the company have any individual assigned to be representatives in Thailand : No

List of designated individuals as representatives in Thailand

8. Board of Directors Performance Summary

8.1 Summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

Nomination, Development and Appraisal of the Committee Performance

1) Independent Director

Of the total number of members of the Board of Directors, at least one third or no less than three persons must be independent directors, according to the Company's Good Corporate Governance and Business Code of Conduct Handbook. All independent directors shall be knowledgeable, competent and qualified as prescribed by the laws, by being able to independently express opinions in the meeting, regularly attend the meetings and have adequate access to other financial and business information to be able to express opinions independently, maintain the benefits of related persons and prevent conflicts of interest between the Company and directors, executives or majority shareholders or other companies that have the same group of directors, executives or majority shareholders. Moreover, independent directors shall report their independence once appointed and on yearly basis, which will be disclosed in the Annual Report and notified to the Company for acknowledgement of changes.

The Company has established the following qualifications of independent director:

(1) Holding no more than one percent of total voting shares of the Company, its parent company, subsidiaries, associated company, major shareholders or controlling persons, inclusive of the shares held by related persons of such independent director.

(2) Not being or used to be an executive director, employee, staff, advisor with regular salary, or controlling person of the Company, its parent company, subsidiary, associated company, subsidiary of the same level, major shareholder or controlling person unless the person has retired from having such characteristics for at least two years prior to the appointment as independent director. Such prohibited characteristics, however, do not include the case that the independent director used to be a government official or advisor of a government agency which is a major shareholder or controlling person of the Company.

(3) Not being related, whether by blood or legal registration as father, mother, spouse, sibling and child, including spouse of the offspring of other directors, executives, major shareholders, controlling parties, or persons who will be nominated as directors, executives, or controlling parties of the Company or subsidiary.

(4) Not having or never had any relationship with the Company, its parent company, subsidiary, associated company, major shareholder or controlling person, in the manner that may prevent the person to have independent judgement. The person should not currently be or never be a significant shareholder or controlling person of any person having a business relationship with the Company, its parent company, subsidiary, associated company, major shareholder or controlling person, unless the person has retired from having such characteristics at least two years before the appointment as an independent director.

(5) Not being or having never been the auditor of the Company, its parent company, subsidiary, associated company, major shareholder or controlling person and not being a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the Company, its parent company, subsidiary, associated company, major shareholder or controlling person; unless the person has retired from having such characteristics at least two years before appointment as an independent director.

(6) Not providing or having never provided professional services, legal consulting, nor financial consulting services and received fees exceeding two million Baht per year from the Company, its parent company, subsidiary, associated company, major shareholder or controlling person, and not being a significant shareholder, controlling person or partners of the such services providers unless the person has retired from having such characteristics at least two years before appointment as an independent director.

(7) Not being a director appointed as a proxy of the Company's director, major shareholder, or a shareholder with relationship with a major shareholder

(8) Not undertaking any business of the same nature and in competition with the business of the Company or the Company's subsidiary, or not being a significant partner in a partnership nor an executive director, employee, staff, advisor with regular salary or holding shares exceeding one percent of the total number of shares with voting rights of another company which operates a business of the same nature and in competition with the Company or its subsidiary

(9) Not possessing any other characteristics that prevent the ability to independently express opinions on the Company's business operations.

The Company's three Independent Directors, as of 31 December 2025 are as follows :

Name	Position
1. Mr. Kanit Patsaman	Independent Director
2. Mr. Piset Chiyasak	Independent Director
3. Dr. Tanai Charinsarn	Independent Director
4. Police Lieutenant General Boriharn Siangarom	Independent Director

8.1.1 Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. SATIAN POOPRASERT	Vice-chairman of the board of directors (Executive Directors)	28 Mar 2018	Corporate Management, Health Care Services
Mr. PRASERT TRAIRATVORAKUL	Director (Executive Directors)	28 Mar 2018	Corporate Management, Health Care Services
Mr. KANIT PATSAMAN	Director (Non-executive directors, Independent director)	28 Mar 2018	Corporate Management, Finance, Accounting

List of newly appointed director not being replaced the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Police Lieutenant General BORIHARN SINGAROM	Director (Non-executive directors, Independent director)	25 Apr 2025	Law, Human Resource Management, Architecture, Public Administration

Selection of independent directors

Criteria for selecting independent directors

Independent Director

Of the total number of members of the Board of Directors, at least one third or no less than three persons must be independent directors, according to the Company's Good Corporate Governance and Business Code of Conduct Handbook. All independent directors shall be knowledgeable, competent and qualified as prescribed by the laws, by being able to independently express opinions in the meeting, regularly attend the meetings and have adequate access to other financial and business information to be able to express opinions independently, maintain the benefits of related persons and prevent conflicts of interest between the Company and directors, executives or majority shareholders or other companies that have the same group of directors, executives or majority shareholders. Moreover, independent directors shall report their independence once appointed and on yearly basis, which will be disclosed in the Annual Report and notified to the Company for acknowledgement of changes.

The Company has established the following qualifications of independent director:

(1) Holding no more than one percent of total voting shares of the Company, its parent company, subsidiaries, associated company, major shareholders or controlling persons, inclusive of the shares held by related persons of such independent director.

(2) Not being or used to be an executive director, employee, staff, advisor with regular salary, or controlling person of the Company, its parent company, subsidiary, associated company, subsidiary of the same level, major shareholder or controlling person unless the person has retired from having such characteristics for at least two years prior to the appointment as independent director. Such prohibited characteristics, however, do not include the case that the independent director used to be a government official or advisor of a government agency which is a major shareholder or controlling person of the Company.

(3) Not being related, whether by blood or legal registration as father, mother, spouse, sibling and child, including spouse of the offspring of other directors, executives, major shareholders, controlling parties, or persons who will be nominated as directors, executives, or controlling parties of the Company or subsidiary.

(4) Not having or never had any relationship with the Company, its parent company, subsidiary, associated company, major shareholder or controlling person, in the manner that may prevent the person to have independent judgement. The person should not currently be or never be a significant shareholder or controlling person of any person having a business relationship with the Company, its parent company, subsidiary, associated company, major shareholder or controlling person, unless the person has retired from having such characteristics at least two years before the appointment as an independent director.

(5) Not being or having never been the auditor of the Company, its parent company, subsidiary, associated company, major shareholder or controlling person and not being a significant shareholder, controlling person, or

partner of an audit firm which employs auditors of the Company, its parent company, subsidiary, associated company, major shareholder or controlling person; unless the person has retired from having such characteristics at least two years before appointment as an independent director.

(6) Not providing or having never provided professional services, legal consulting, nor financial consulting services and received fees exceeding two million Baht per year from the Company, its parent company, subsidiary, associated company, major shareholder or controlling person, and not being a significant shareholder, controlling person or partners of the such services providers unless the person has retired from having such characteristics at least two years before appointment as an independent director.

(7) Not being a director appointed as a proxy of the Company's director, major shareholder, or a shareholder with relationship with a major shareholder

(8) Not undertaking any business of the same nature and in competition with the business of the Company or the Company's subsidiary, or not being a significant partner in a partnership nor an executive director, employee, staff, advisor with regular salary or holding shares exceeding one percent of the total number of shares with voting rights of another company which operates a business of the same nature and in competition with the Company or its subsidiary

(9) Not possessing any other characteristics that prevent the ability to independently express opinions on the Company's business operations.

Recruitment and Appointment of Directors, Board Executives, and Senior Management

Criteria for Considering the Appointment of Directors, Board Executives, and Senior Management

(1) The Nomination and Remuneration Committee is responsible for considering and nominating directors, sub-committee, and the Company's Chief Executive Officer, who have complete qualifications and meet with the Company's director qualification guidelines (More details of the qualifications of directors and the Chief Executive Officer are presented under the "Management Structure" Section, "Qualifications of Directors, Independent Directors and the Chief Executive Officer"), and have the knowledge, capabilities, and experience that support the business strategy. The nominee shall be able to contribute sufficient time to perform the duties as a director, and has necessary skills currently lacked in the Board Skill Matrix. The committee will then carry out the director and executive appointment process.

(2) In case a shareholder nominates a person with appropriate qualifications as a director and/or the Chief Executive Officer, the Nomination and Remuneration Committee shall consider the qualifications of the nominated person according to the Company's criteria and continue the director and senior executive appointment process.

The Company places importance on Board diversity for effective, flexible, and beneficial management which can lead the Company to achieve the main objectives and goals. For this reason, the Company has established the policy on the diversity of structure of Board of Directors as follows.

(1) The structure of the Company's Board of Directors is consistent with the Company's Articles of Association which prescribes that the Board of Directors shall have not less than five (5) persons. Not less than half of the total number of directors shall have residence in Thailand and shall have all the qualifications required by the Company's Charter as well as shall not be a person with prohibited qualifications as required by law. The shareholders will consider the appointment of the Company's directors

(2) The number of independent directors shall be no less than one third of the total number of the directors and shall not be less than three (3) persons, including at least two (2) female independent director to provide opportunities and increase the role of knowledgeable and capable women to demonstrate and bring out their capabilities and experience to develop the organization.

At present, there are One female directors, representing 10 percent of the total 10-member Board of Directors. Having female directors sitting in the Board will add diverse and sensitive opinions that provides more balanced opinions in any consideration and discussion.

In the future, if the Company increases the number of directors, the Company has a policy to provide equal opportunity for new male and female directors and fully support any additional female independent directors.

(3) The Board of Directors shall consist of persons with knowledge, capabilities and skills and a variety of expertise (Board Diversity), performing their duties in an ethical manner and with integrity, and having experience related to the Company's business that supports the performance of their duties to enable the composition of the Board of Directors to be in accordance with the Company's short-term and long-term business strategies, regardless of gender, age, race, religion, educational background, knowledge and professional skills.

In the recruitment and appointment of the board, the Company considers diversity in the board structure (Board Diversity) in various aspects as appropriate. The composition of the board (please refer to Section 7.2 for details on board composition, Section 7.2.1 Board of Directors) and details of knowledge, expertise, and specialization (Board Skill Matrix)

Name	Position	Medica	Management and Administration	Organizational development	Social	Finance	Accounting	Legal	Marketing	Communication	Information Technology	Architecture	Engineering	Strategy
1. Mr. Bhanapot Damapong	Chairman of the Board (Non-executive Director)		•	•	•	•								
2. Dr. Satian Pooprasert	Executive Director	•	•	•										
3. Dr. Viroon Mavichak	Executive Director	•	•	•										
4. Dr. Prasert Trairatvorakul	Executive Director	•	•	•										
5. Mr. Attapol Sariddipuntawat	Director (Non-executive Director)		•	•		•	•							
6. Ms. Vilasinee Puddhikarant	Director (Non-executive Director)		•	•		•			•		•			
7. Mr. Kanit Patsaman	Independent Director		•	•		•	•							
8. Mr. Piset Chiyasak	Independent Director		•	•				•	•	•				
9. Dr. Tanai Charinsarn	Independent Director		•	•							•		•	•
10. Police Lieutenant General Boriharn Siangarom	Independent Director			•				•				•		
Total		3	9	10	1	4	2	2	2	1	2	1	1	1

(4) The Chairman of the Board of Directors is not an individual who is also an executive director and is not a member of any sub-committees to ensure that sub-committees can express their opinions independently.

(5) The Board of Directors consists of 3 directors with experience in the medical field, consisting of 3 executive directors, accounting for 30 percent of the total Board of Directors.

(6) The Board of Directors has a tenure of not more than three years in accordance with the specified laws. The Board of Directors has established the policy specifying that the tenure of an independent director shall not exceed nine consecutive years from the first day of appointment as independent director and without any exemption.

(7) To ensure the Company's proper and smooth management, the Company has appointed a Vice- Chairman of the Board of Directors to perform the duty in case where the Chairman of the Board of Directors is not able to attend a meeting. The Board of Directors resolved to appoint Dr. Satian Pooprasert to be a Vice-Chairman of the Board of Directors.

The process for recruiting and appointing directors, executive directors, and senior executives.

(1) In the nomination and appointment of directors and the Company's the Chief Executive Officer is partly based on Professional Search Firm or the Director Pool to create diversity in the structure of the Board of Directors.

(2) Prepare Board Skill Matrix to determine the qualifications of directors that the Company wants to recruit, by considering the necessary skills the Board of Directors still lacks of and work experience that is in alignment with the Company's business strategy.

(3) In case where the Nomination and Remuneration Committee considers that the Company still lacks of the directors or executives who have specific knowledge, competency or specific experience, the Nomination and Remuneration Committee will consider recruiting persons for additional positions to comprehensively help develop work potentials in various aspects of the Company.

(4) Once the Nomination and Remuneration Committee has nominated qualified persons, the Committee will propose the new directors and senior executives to the Board of Directors Meeting for consideration and/or proposing to the Shareholders' Meeting for approval, as the case may be.

(5) In case of the appointment of directors to replace the vacant positions for reasons other than rotation of office, the Nomination and Remuneration Committee shall select persons who are fully qualified in accordance with the determined criteria to propose to the Board of Directors Meeting to appoint a replacement position in the next Board of Directors Meeting unless the term of the director is less than two months. The person who is appointed to the position in such case shall remain in the position for only the remaining term of the vacating director

Succession planning for top executive positions (executive directors) and senior management

The Company has a plan to appropriately and transparently select personnel that will be responsible for significant management positions at all levels to ensure that the Company has professional executives. The Board of Directors has required a succession plan be prepared for the Chief Executive Officer and senior executives. In the event that the Chief Executive Officer or a senior executive retires, resigns or is unable to perform one's duties. For the Company's continuity of management, the Nomination and Remuneration Committee ("Nomination Committee") has been entrusted to oversee the succession plan and intermittently report to the Board of Directors for acknowledgement at least once a year.

In case the position of the Chief Executive Officer or senior executives is vacant or the person in the position cannot perform one's duties, the Company has an initial action plan as follows:

1. Chief Executive Officer

When the Chief Executive Officer position becomes vacant or the person in the position cannot perform one's duties, the Company will assign an executive at a similar level or the Deputy Managing Director level to hold the position until the recruitment and selection of persons with qualifications in accordance to the criteria set by the Company. (More details of the criteria for the appointment are presented in the Section of the "Nomination and Appointment of Directors and Executives".)

2. Senior Executives

When the senior executive positions, ranging from the Assistant Director level up to the Deputy Managing Director level or those who are in such positions, are not able to perform their duties, the Company will propose a successor selected by the Deputy Managing Director, the Human Resources Management Department (In case that the vacant position is the Deputy Managing Director, the Human Resources Management Department, it shall be the duty of the Chief Executive Officer) and propose to the Chief Executive Officer for consideration and approval of the appointment.

In 2022, the Board of Directors No. 5/2022 dated 5 July 2022 considered and approved the appointment of the Screening Committee for the Selection of the Executives Holding the positions of Chief Executive Officer and Deputy Managing Director and the amendments to the name list of members of the Screening Committee for the Selection of the Executives Holding the positions of Chief Executive Officer and Deputy Managing Director at the Board of Directors' Meeting No. 7/2022 dated 10 November 2022. The scope of authority of the Sub-Committee is as follows:

- Participate in the succession planning process and/or provide its opinions with regard to the required qualifications of successors.
- Support and/or provide the information of the executives or nominated successors.
- Provide recommendations and assist in preparing the potential successors and developing their skills.

Development of the Board of Directors, Executives, and Company Secretary

The Board of Directors has established a policy to promote and enhance the knowledge and skills of its directors, executives, and company secretary. This involves active participation in determining the structure and development plans for the Board of Directors, subcommittees, executives, and the Company secretary. The objective is to continuously enhance the necessary competencies required for fulfilling their duties and responsibilities on an annual basis. This development may be conducted through internal training programs organized by the Company or external courses provided by recognized institutions, organizations, or regulatory bodies.

Notably, 100% of the Company's directors have successfully completed training programs specifically designed for board members, as detailed in Appendix 1: "Board of Directors' Profiles. "Additionally", in 2025, the Board of Directors, the top four executives, and the Company secretary have participated in training programs and seminars relevant to the Company's business, corporate governance, sustainable business development, and other courses that support their roles and responsibilities. These training programs were attended in both internal formats, conducted at the Company's premises, and external formats, hosted by professional institutions. Details can be found under the heading regarding board member development.

The Company has disclosed all training and seminar information for the top 4 executives and the Company secretary in the attached document under the section 'Board Profile - Information on Board Directors, Executives, and Company Secretary.

Orientation program for Directors and employees

The Company has a policy to arrange orientation program for Directors, executives and employees. The objective is to present information about the Company and its business, such as vision, mission, operational plan, strategies, future growth targets, nature of business, organizational structure, roles, and responsibilities, and various criteria to ensure compliance with laws and regulatory requirements. These criteria include principles of good corporate governance, business ethics, key policies, and practices, such as the anti-corruption policy, conflict of interest prevention, fair competition, and the responsible use of internal information. Additionally, it covers the Company's rules and regulations, including working procedures and employee benefits. This orientation aims to prepare individuals for their roles, and the Human Resources department and relevant units are responsible for presenting the details to support effective job performance.

After the training, the Company holds a post-training test to assess the participants' knowledge and understanding. All the participants must pass a test on corporate governance compliance and the Code of Conduct and earn an achievement level score determined by the Company, representing 100 percent achievement.

Such course is compulsory for new employees who have to attend this course on a yearly basis and all are required to pass a test, representing 100 percent achievement.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year :	No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : Yes

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

Rights of minority shareholders on director appointment

The Company has a policy to allow shareholders to propose additional agenda and nominate qualified persons to be elected as the Company's directors at the Annual General Shareholders' Meeting. This includes the opportunity for shareholders to submit questions on the Company or about the agenda in order to inquire on doubtful issues to the Company in advance, prior to the Company's Annual General Shareholders' Meeting. The Company has published details and criteria for granting such right on the Company's website at www.praram9.com under the Investor Relations section and on the SET's website for acknowledgement of shareholders and investors. Details are as follows:

Proving the shareholders with the right to propose additional agenda, nominate qualified persons to be elected as directors, and submit questions prior to 2025 Annual General Meeting of Shareholders		
Meeting date 25 April 2025 (via electronic means)	Providing the right to propose additional meeting agenda and nominate person to be elected as director 1 October 2024 - 31 December 2024	Providing the right to submit questions prior to the meeting 1 October 2024 – 31 March 2025

Note: No shareholders proposed additional agenda items, nominated individuals for election as directors, or submitted advance questions.

A for the 2026 Annual General Meeting of Shareholders, the Company provided shareholders with the opportunity to propose additional agenda and nominate qualified persons to be elected as the Company's directors in advance, starting from 1 October 2025 to 31 December 2025. Shareholders can submit questions about the Company prior to the meeting from 1 October 2025 to 31 March 2026.

Voting, vote counting, and vote counting method in each agenda: The Company provided ballots for every agenda. On the agenda concerning the appointment of Directors, the Company provided shareholders with an opportunity to vote for each individual nominated candidates for the appointment of Directors by using advanced technology for shareholders' convenience, and for faster and more accurate vote counting in order to enable the Company to present the vote counting results to the shareholders for prompt acknowledgement as follows:

(1) In case of physical meeting, barcode system will be adopted;

(2) In case of e-Shareholder Meeting, e-Proxy system will be adopted.

In 2025, the Company conducted an e-Shareholder Meeting, however the shareholders were able to vote for each individual nominated candidate for the appointment of Directors. In order to comply with the relevant laws and the Company's Articles of Association

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. BHANAPOT DAMAPONG (Chairman of the board of directors)	Non-participating	-
2. Mr. SATIAN POOPRASERT (Vice-chairman of the board of directors)	Participating	Thai Institute of Directors (IOD) • 2022: Risk Management Program for Corporate Leaders (RCL) • 2017: Director Accreditation Program (DAP) • 2015: Role of the Chairman Program (RCP) • 2006: Director Certification Program (DCP) Other • 2025: Academic conference on rehabilitation medicine (neck pain) in collaboration with Phramongkutklao Hospital: Update in Common Neck Pain 2025. • 2025: Business Strategy course • 2025: Communication and Coordination for CEO (Triple C) Course, 2nd Batch • 2024: Annual Cyber Security Awareness Training 2024 • 2024: Heal for Healthcare Worker • 2024: Lecture Series Topic Lung Transplant

List of directors	Participation in training in the past financial year	History of training participation
3. Mr. VIROON MAVICHAK (Director)	Participating	Thai Institute of Directors (IOD) • 2018: Director Accreditation Program (DAP) Other • 2025: Academic conference on rehabilitation medicine (neck pain) in collaboration with Phramongkutklao Hospital: Update in Common Neck Pain 2025. • 2025: Business Strategy course
4. Mr. PRASERT TRAIRATVORAKUL (Director)	Participating	Thai Institute of Directors (IOD) • 2018: Director Accreditation Program (DAP) Other • 2025: Academic conference on rehabilitation medicine (neck pain) in collaboration with Phramongkutklao Hospital: Update in Common Neck Pain 2025. • 2025: Business Strategy course • 2024: PR9 Course: Fostering Transparency... Towards Sustainability
5. Mr. ATTAPOL SARIDDIPUNTAWAT (Director)	Participating	Thai Institute of Directors (IOD) • 2021: Successful Formulation & Execution of Strategy (SFE) • 2017: Director Accreditation Program (DAP) Other • 2025: Leadership Training Program: Learn from Success, SC Asset Corporation Public Company Limited. • 2025: NEUROSCIENCE SOLUTION FOR BETTER FINANCIAL / INVESTMENT DECISION

List of directors	Participation in training in the past financial year	History of training participation
6. Mr. KANIT PATSAMAN (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2021: Ethical Leadership Program (ELP) • 2019: Role of the Chairman Program (RCP) • 2012: Director Certification Program (DCP) Other • 2025: 2025 Audit Committee Seminar: In the Winds of Change - How will you adapt as the world changes? • 2025: Director's Briefing 4/2025 / ESG Risks Mitigation: What directors need to know before risks become a turning point for the organization. • 2025: Hot Issue for Directors : The Evolving Role of Audit Committee in Fostering Trust and Transparency 3/2025 • 2025: Independent Director Forum 2025 : Role of Independent Directors in Overseas Expansion and International Market • 2025: Seminar on "Insight in SET: ID & AC Focus - Comprehensive Knowledge for Growth and Sustainability in the Capital Market" • 2025: Seminar on In-depth Analysis of Expectations Regarding the Appropriate Role and Functions of the Audit Committee (AC) and Audit Supervisors (CAE), organized by the Stock Exchange of Thailand and the F • 2024: Course on prevention and suppression of inappropriate behavior of listed companies • 2024: Empowering Boards: Enhancing Governance, Standards, and Financial Insights Class 3/2567 • 2021: National Director Conference • 2016: IT Governance and Cyber Resilience Program • 2012: Audit Committee Program

List of directors	Participation in training in the past financial year	History of training participation
7. Mrs. VILASINEE PUDDHIKARANT (Director)	Participating	Thai Institute of Directors (IOD) • 2025: Board Nomination and Compensation Program (BNCP) • 2018: Advanced Audit Committee Program (AACP) • 2010: Director Certification Program (DCP) Other • 2025: 2025 Audit Committee Seminar: In the Winds of Change - How Will You Adapt as the World Changes? (EY) • 2025: Hot Issue for Directors : The Evolving Role of Audit Committee in Fostering Trust and Transparency • 2024: Course: Building immunity for listed companies with 3 lines of defense • 2018: Board that Make a Difference (BMD)
8. Mr. PISET CHIYASAK (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2025: Board Nomination and Compensation Program (BNCP) • 2018: Ethical Leadership Program (ELP) • 2015: Director Certification Program (DCP) Other • 2025: 2025 Audit Committee Seminar: In the Winds of Change - How Will You Adapt as the World Changes? • 2025: Director's Briefing 2/2024 Leading with Urgency: Climate Action for Boards (Online) • 2025: Governance for Sustainability Instilling Governance for Sustainable Value Creation • 2025: Hot Issue for Directors : The Evolving Role of Audit Committee in Fostering Trust and Transparency 4/2025 • 2025: The Insight in SET AC Focus course provides comprehensive knowledge for growth and sustainability in the capital market. • 2024: Director's Briefing 2/2024 Leading with Urgency: Climate Action for Boards • 2024: Empowering Boards : Enhancing Governance, Standards and Financial Insights Class 4/2567 • 2020: Corporate Governance for Executives (CGE) • 2016: IT Governance and Cyber Resilience Program (ITG) • 2015: Risk Management Program for Corporate Leaders (RCL)

List of directors	Participation in training in the past financial year	History of training participation
9. Dr. TANAI CHARINSARN (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2025: ESG in the Boardroom: A Practical Guide for Board (ESG) • 2023: Risk Management Program for Corporate Leaders (RCL) • 2021: Board Nomination and Compensation Program (BNCP) • 2021: Director Leadership Certification Program (DLCP) • 2019: Advanced Audit Committee Program (AACP) • 2008: Director Certification Program (DCP) • 2004: Director Accreditation Program (DAP) Other • 2024: Senior Executive Course (SES) Class 30, Capital Market Academy • 2008: Chartered Director Class (CDC)
10. Police Lieutenant General BORIHARN SINGAROM (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2025: Board Nomination and Compensation Program (BNCP) • 2009: Director Certification Program (DCP) Other • 2025: 2025 Audit Committee Seminar In the Winds of Change. How will you adapt as the world changes?

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Performance Assessment of the Board of Directors and Sub-Committees

To ensure that the governance, control and management fully comply with the corporate Governance principles and to monitor and assess the result against the objectives and goals, the Company set a policy for the Board of Directors, Sub-Committees and the Chief Executive Officer to take the performance appraisal at least once a year. The assessment results will provide the Board of Directors, Sub-Committees and the Chief Executive Officer with significant information and opportunity to review their performance, issues and problems in the past year. This will enhance the effectiveness of the performance of the Board of Directors, Sub-Committees and the Chief Executive Officer with the assessment process and criteria as follows:

The Company organizes performance appraisal of the Board of Directors and Sub-Committees on a yearly basis. The appraisal covers three areas as follows:

(1) Self-assessment of the Board of Directors and Sub-Committees

(2) Individual self-assessment of the Board of Directors and Sub-Committees

(3) Individual assessment of the Board of Directors (assessing other members)

Operating Performance Assessment Process

(1) The Nomination and Remuneration Committee considers and set policy and scoring criteria of each key item based on the assessment form.

(2) The Company Secretary Office will submit the performance assessment form to all Directors for both group and individual assessment.

(3) The Board of Directors sends back the form to the Company Secretary Office who collects and summarizes the assessment results, and reports to the Nomination and Remuneration Committee and the Board of Directors in the first Board of Directors' Meeting of the year. Moreover, for various recommendations received from the performance evaluation of the Company's board and sub-committees, the Company will adjust enhance the effectiveness of the board and sub-committees, aiming to maximize the benefits in conducting business and overseeing the Company's operations in the future.

Scoring Criteria and Assessment Summary

Score (%)	Level
85 - 100	Excellence
75 - 84	Very Good
65 - 74	Good
50 - 64	Fair
Below 50	Need Urgent Improvement

Chief Executive Officer Performance Appraisal

The Company conducts performance appraisal for the Chief Executive Officer once a year. The Nomination and Remuneration Committee submits the results to the Board of Directors within the first month of the year. The appraisal shall cover the following key areas:

1. Vision and leadership in order to become a sustainability organization
2. Appropriately set and plan corporate strategies
3. Ensure the company achieves its mission and strategic plan by integrating sustainability issues into its business operations for sustainable growth.
4. Monitor, supervise and control operational performance to comply with the laws and corporate governance principles
5. Efficiently plan and manage financial transactions
6. Nurture good relationship with stakeholders, build corporate value and reputation in the eyes of outsiders, such as surrounding communities and the general public
7. Encourage business operations with responsibility towards the society and the environment
8. Manage and create good corporate culture as well as supports and take good care of employees
9. Regularly develop new products and services

Operating Performance Appraisal Process

1. The Nomination and Remuneration Committee considers and determines the policy and scoring criteria for key items according to the assessment form, and jointly assesses the performance of the Chief Executive Officer.
2. The Nomination and Remuneration Committee reports the assessment results to the Board of Directors.

Scoring Criteria and Assessment Summary

Score (%)	Level
85 - 100	Excellence
75 - 84	Very Good
65 - 74	Good
50 - 64	Fair
Below 50	Need Urgent Improvement

The performance assessment results of the Chief Executive Officer in 2025 are as follows

Assessment	Score (%)				
	2021	2022	2023	2024	2025
Performance assessment of the Chief Executive Officer	99	99	97	99	100

Evaluation of the duty performance of the board of directors over the past year

The Board of Directors' performance assessment results are as follows:

Result	Score (%)				
	2021	2022	2023	2024	2025
Individual assessment of the Board of Directors (self-assessment)	96.32	98.10	97.95	98.42	99.08
Individual assessment of the Board of Directors (assessing others)	98.77	99.42	99.11	99.41	99.35
Assessment of the Board of Directors (group assessment)	96.94	99.01	98.66	99.27	99.63

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	99.35	100.00
	Self-assessment	99.08	100.00
	Cross-assessment (assessment of another director)	99.63	100.00
Executive Committee	Group assessment	96.90	100.00
	Self-assessment	96.83	100.00
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	100.00	100.00
	Self-assessment	100.00	100.00
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	100.00	100.00
	Self-assessment	100.00	100.00
	Cross-assessment (assessment of another director)	None	None
Corporate Governance and Sustainable Development Committee	Group assessment	100.00	100.00
	Self-assessment	100.00	100.00
	Cross-assessment (assessment of another director)	None	None

8.1.2 Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times) : 6

Date of AGM meeting : 25 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Number of Board Meeting			AGM meetings			EGM meetings		
	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)
1. Mr. BHANAPOT DAMAPONG (Chairman of the board of directors)	6	/	6	1	/	1	N/A	/	N/A
2. Mr. SATIAN POOPRASERT (Vice-chairman of the board of directors)	6	/	6	1	/	1	N/A	/	N/A
3. Mr. VIROON MAVICHAK (Director)	6	/	6	1	/	1	N/A	/	N/A
4. Mr. PRASERT TRAIRATVORAKUL (Director)	6	/	6	1	/	1	N/A	/	N/A
5. Mr. ATTAPOL SARIDDIPUNTAWAT (Director)	6	/	6	1	/	1	N/A	/	N/A

List of directors	Number of Board Meeting			AGM meetings			EGM meetings		
	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)
6. Mr. KANIT PATSAMAN (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
7. Mrs. VILASINEE PUDDHIKARANT (Director)	6	/	6	1	/	1	N/A	/	N/A
8. Mr. PISET CHIYASAK (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
9. Dr. TANAI CHARINSARN (Director, Independent director)	4	/	6	1	/	1	N/A	/	N/A
10. Police Lieutenant General BORIHARN SINGAROM (Director, Independent director)	4	/	4	0	/	0	N/A	/	N/A

Summary of the board of directors' meeting attendance rate

List of directors	Board of directors' meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. BHANAPOT DAMAPONG (Chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mr. SATIAN POOPRASERT (Vice-chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Mr. VIROON MAVICHAK (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
4. Mr. PRASERT TRAIRATVORAKUL (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Mr. ATTAPOL SARIDDIPUNTAWAT (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
6. Mr. KANIT PATSAMAN (Director, Independent director)	6/6 (100.00%)	1/1 (100.00%)	N/A
7. Mrs. VILASINEE PUDDHIKARANT (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
8. Mr. PISET CHIYASAK (Director, Independent director)	6/6 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	**(96.67%)**	**100.00%**	**N/A**

List of directors	Board of directors' meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
9. Dr. TANAI CHARINSARN (Director, Independent director)	4/6 (66.67%)	1/1 (100.00%)	N/A
10. Police Lieutenant General BORIHARN SINGAROM (Director, Independent director)	4/4 (100.00%)	N/A	N/A
Average meeting attendance rate	**(96.67%)**	**100.00%**	**N/A**

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Dr.Tanai Charinsarn requests leave from the meeting due to other commitments

Individual Meeting Attendance

Individual Meeting Attendance

The Board of Directors' Meeting No. 5/2025 (Hybrid meeting) dated 14 August 2025 resolved to approve setting in advance the date, time, place, format of the Board of Directors' Meetings, holding the 2026 Non-Executive Directors' Meetings in hybrid format, and the Annual General Meeting of Shareholders via electronic means, and setting meeting agenda in advance, at the end of the year, prior to the meeting to be held in the following year.

The Board of Directors Meetings shall be convened 6 times, including 1 non-executive committee meeting in August prior to the regular board meeting, and the annual shareholder meeting in April, the Company complies with legal requirements. Additionally, specific time frames have been established for the Company to collaborate and refrain from trading its securities before the public release of financial reports, details are as follows:

Board of Directors' Meetings, Annual General Shareholders' Meeting (AGM) in 2026 and Silent Period Schedule		
No.	**Date**	**Silent Period**
1/2026	20 January 2026	-
2/2026	17 February 2026	18 January 2026 – 19 February 2029
AGM	24 April 2026	-
3/2026	24 April 2026	-
4/2026	12 May 2026	12 April 2026 – 13 May 2026
5/2026	11 August 2026	12 July 2026 – 12 August 2026
7/2026	10 November 2026	11 October 2026 – 11 November 2026

Note : Meeting schedule and method may be subject to change based on necessity and appropriateness.

Non-Executive Directors' Meeting	
No.	Date
1/2026	11 August 2026

Note : 1. To be held after the Board of Directors' Meeting No. 5/2025

2. Meeting schedules and method may be subject to change based on necessity and appropriateness.

"Furthermore, the sub-committee has approved the advance scheduling of the date, time, venue, hybrid meeting format, and agenda details for the regular meetings in the year 2026. In summary as follows:

- The Executive Committee shall be held monthly meetings, 12 times per year.
- The Audit Committee shall be held four times per year before the Board of Directors' Meeting. Its major agenda is to review quarterly and annual financial statements.
- The Nomination and Remuneration Committee shall be held two times per year, in January and February.
- The Corporate Governance and Sustainability Development shall be held twice a year in May and November.

No.	Executive Committee Meeting	Audit Committee Meeting (1)	Nomination and Remuneration Committee Meeting	Corporate Governance and Sustainability Development Committee
1/2026	15 January 2026	16 February 2026	13 January 2026	12 May 2026
2/2026	12 February 2026	11 May 2026	13 February 2026	10 November 2026
3/2026	19 March 2026	10 August 2026		
4/2026	16 April 2026	9 November 2026		
5/2026	21 May 2026			
6/2026	18 June 2026			
7/2026	16 July 2026			
8/2026	7 August 2026			
9/2026	17 September 2026			
10/2026	15 October 2026			
11/2026	19 November 2026			
12/2026	17 December 2026			

Note : 1. The Audit Committee, which comprises all independent directors and has the duty and responsibility to manage corporate risks, has appointed the Risk Management Working Committee with the board members as members of the Working Committee.

2. Meeting schedules and method may be subject to change based on necessity and appropriateness.

Meeting Attendance of the Board of Directors and Sub-Committees in 2025

During the past year, the Company's board and sub-committees held hybrid meetings, with members participating both at the Company's headquarters and virtually through electronic media. The details are as follows:

Name	No. of attendance/ no. of meetings entitled to attend														
	Board of Directors (6 Meeting)			Audit Committee (4 Meeting)			Executive Committee (12 Meeting)			Nomination and Remuneration Committee (3 Meeting)			Corporate Governance and Sustainability Development Committee (2 Meeting)		
	In-person meeting	Virtual meeting	%	In-person meeting	Virtual meeting	%	In-person meeting	Virtual meeting	%	In-person meeting	Virtual meeting	%	In-person meeting	Virtual meeting	%
1. Mr. Bhanapot Damapong	6/6	-	100	-	-	-	-	-	-	-	-	-	-	-	-
2. Dr. Satian Pooprasert	6/6	-	100	-	-	-	12/12	-	100	-	-	-	-	-	-
3. Dr. Viroon Mavichak	6/6	-	100	-	-	-	10/12	-	83.33	-	-	-	-	-	-
4. Dr. Prasert Trairatvorakul	6/6	-	100	-	-	-	11/12	-	91.66	-	-	-	-	-	-
5. Mr. Attapol Sariddipuntawat	6/6	-	100	-	-	-	10/12	-	83.33	-	-	-	-	-	-
6. Ms. Vilasinee Puddhikarant	3/3	3/3	100	-	-	-	-	-	-	3/3	-	100	-	-	-
7. Mr. Kanit Patsaman	6/6	-	100	4/4	-	100	-	-	-	-	-	-	2/2	-	100
8. Mr. Piset Chiyasak(1)	6/6	-	100	4/4	-	100	-	-	-	3/3	-	100	2/2	-	100
9. Dr. Tanai Charinsarn(2)	4/6	-	66.67	-	-	-	5/5	1/1	50.00	-	-	-	1/2	-	50.00
10. Police Lieutenant General Boriharn Siangarom(3)	4/4	-	100	3/3	-	100	-	-	-	1/1	-	100	-	-	-
11. Mr. Songsak Premsuk	-	-	-	-	-	-	10/10	2/2	100	-	-	-	-	-	-
12. Dr. Somchai Pinyopornpanich	-	-	-	-	-	-	11/11	1/1	100	-	-	-	-	-	-
% Total	96.67			100.00			86.90			100.00			83.33		

Notes : (1) Requested a leave of absence to run an important errand

(2) Mr. Piset Chiyasak was appointed as Chairman of the Nomination and Remuneration Committee to replace Emeritus professor Clinical Dr. Sarana Boonbaichaipruck, who resigned as Independent Director and Chairman of the Nomination and Remuneration Committee, effective 19 January 2022

(3) Dr. Tanai Charinsarn Elected by the 2024 Annual General Meeting of Shareholders on 23 April 2024 as an additional independent director and appointed by the Board of Directors' Meeting No. 3/2024 on 23 April 2024 as an additional member of the Executive Committee and a member of the Corporate Governance and Sustainable Business Development Committee, replacing Dr. Prasert Trairatvorakul.

(4) Police Lieutenant General Boriharn Siangarom was appointed by the Annual General Meeting of Shareholders on April 25, 2025, to serve as an independent director and by the Board of Directors meeting No. 3/2025 on April 25, 2025, to be a member of the Nomination and Remuneration Committee and the Audit Committee, replacing Professor (Honorary) Lt. Cmdr. Dr. Sirinthara Singharana Na Ayutthaya, who has retired from the company as a director due to the expiration of her term.

Meeting Attendance of the Board of Directors and Sub-Committees in 2023 - 2024

Name		No. of attendance/ no. of meetings entitled to attend									
		Board of Directors		Audit Committee		Executive Committee		Nomination and Remuneration Committee		Corporate Governance and Sustainability Development Committee	
		2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
1.	Mr. Bhanapot Damapong	6/6	6/6	-	-	-	-	-	-	-	-
2.	Dr. Satian Pooprasert	6/6	5/6	-	-	12/12	12/12	-	-	-	-
3.	Dr. Prasert Trairatvorakul	6/6	6/6	-	-	12/12	11/12	-	-	1/2	2/2
4.	Dr. Viroon Mavichak	6/6	6/6	-	-	12/12	10/12	-	-	-	-
5.	Mr. Attapol Sariddipuntawat	6/6	6/6	-	-	12/12	12/12	-	-	-	-
6.	Ms. Vilasinee Puddhikarant	5/6	6/6	-	-	-	-	2/2	2/2	-	-
7.	Mr. Kanit Patsaman	6/6	6/6	4/4	4/4	-	-	-	-	2/2	2/2
8.	Mr. Piset Chiyasak	6/6	6/6	4/4	4/4	-	-	2/2	2/2	2/2	2/2
9.	Dr. Tanai Charinsarn	-	4/4	-	-	0/0	5/7	-	-	-	2/2
10	Police Lieutenant General Boriharn Siangarom	-	-	-	-	-	-	-	-	-	-
10.	Mr. Songsak Premsuk	-	-	-	-	12/12	12/12	-	-	-	-
12.	Dr. Somchai Pinyopornpanich	-	-	-	-	12/12	12/12	-	-	-	-

In 2025, the Board of Directors was held 6 times via electronic means and in hybrid format. Most of the members of the Board regularly attended the meetings and the meeting attendance of the entire Board of Directors represented 96.67 percent. The main meeting agenda were clearly determined for each meeting as follows:

Meeting Agenda to be proposed to the Board of Directors' Meeting	
Agenda 1	Matters to be informed by the Chairman
Agenda 2	Approval of the Minutes of the previous meeting
Agenda 3	Matters arising from the previous meeting
Agenda 4	Matters for Acknowledgement
Agenda 5	Matters for Consideration
Agenda 6	Others (if any)

Note : Subcommittees similarly set their major meeting agenda.

In 2025, the Board of Directors considered the matters arising from the previous meeting, the matters for acknowledgement and the matters for consideration/ approval/ recommendations, and other matters as follows:

Matters for Acknowledgement

Matters for Acknowledgement	Quarterly	Annually	Periodically or situation-based
1. Acknowledgement of Sub-Committees' reports - The Executive Committee - The Audit Committee, Report on the Results of Internal Control System Audit, Report on the Progress of Risk Management - Nomination and Remuneration Committee - Corporate Governance and Sustainability Development Committee - Non-executive Directors and report on the actions taken as recommended in the Management meetings	• • • •	•	
2. Report on the shareholding of Directors and executives	•		
3. Acknowledgement and opinions on related party transactions	•		
4. Report the annual risk management results		•	
5. Providing shareholders with an opportunity to propose meeting agenda, nominate directors, and send questions in advance for the Annual General Meeting of Shareholders.		•	
6. Report the results of allowing shareholders to propose meeting agenda and nominate persons with appropriate qualifications to be appointed as Directors prior to the Annual General Meeting of Shareholders.		•	
7. Summarize the results of the Annual General Meeting Shareholders.		•	
8. Report on the results of allowing shareholders to express opinions and amend the meeting minutes of the Annual General Meeting of Shareholders.		•	
9. Report on the annual bonus of the Non-Executive Directors		•	
10. Scoring result of the "Annual General Meeting of Shareholders quality assessment"		•	
11. Survey result of the Corporate Governance Report (GCR) of Thai Listed Companies and recommendations		•	
12. Results of the Thailand Sustainability Investment (THSI) or SET ESG Rating		•	
13. Results of SET Awards 2025			•

Matters for Consideration/ Approval/ Giving Opinions

Matters for Consideration/ Approval/ Giving Opinions	Quarterly	Annually	Periodically or situation-based
1. To approve the action plan according to its strategic plan, quality development plan and annual budget		•	
2. To approve the results of the annual performance appraisal of the Board of Directors, Sub-Committees and Chief Executive Officer		•	
3. To approve the review of the Company's corporate governance policy		•	
4. To approve the Chief Executive Officer's salary increase and bonus		•	
5. To approve the Company's annual KPI		•	
6. Amendments to the Charter of the Board of Directors, the Charter of the Audit Committee, the Charter of the Nomination and Remuneration Committee, and the Charter of the Corporate Governance and Sustainable Business Development Committee			•
7. Annual report on the performance of the Board of Directors and Subcommittees		•	
8. Report on the Board's Responsibility for Financial Reports		•	
9. Adequacy of internal control systems		•	
10. Related party transactions and/or related party transactions of the Company	•		
11. Election of additional new directors			•
12. To approve the determination of the date of the Annual General Meeting of Shareholders and meeting agenda.		•	
13. To approve the closing date to determine the list of shareholders entitled to attend the annual general meeting of shareholders and to receive annual dividend.		•	
14. To approve the appointment of directors to its Sub-Committees		•	
15. To approve the review of business action plan according to the Company's strategic plan, quality development plan and annual budget plan.	•		
16.To approve the Company's financial statements	•		
17. Amendment of pricing policy in the section on credit limit determination for credit requesting counterparties			•
18. To approve the annual review of the Company's risks		•	
19. To approve Company's risk management framework in the next 3 years		•	
20. Interim Dividend Payment and Record Date Shareholders entitled to receive dividends in 2024			•
21. Setting the date for the 2024 annual meeting of directors and shareholders		•	
22. Review the business plan in accordance with the annual strategic plan			•
23. Company's annual quality improvement plan and budget		•	

Note : In terms of the Company's business plan, vision, strategy, and mission, the board of directors has consistently

monitored progress to ensure implementation. Regular updates are provided to the management through quarterly reports, as presented by sub-committees such as the management committee.

In 2025, the company held one hybrid meeting of the non-executive board on August 14, 2025. 100% of the directors attended the meeting at the head office, the designated meeting venue. The meeting extensively discussed issues related to the Thai economy and preparedness, assessing organizational risks from new perspectives, and investing in modern medical technology. This was deemed beneficial for management in developing the company's future business operations. Benefits Received

This meeting helped to plan for potential future changes in the Thai economy and to assess organizational risks in line with the changing circumstances. It also included exploring investment opportunities in modern medical technology to create opportunities, improve efficiency, and benefit the company's future business operations.

Reporting the Meeting Outcomes after the Meeting

The Board of Directors' Secretary, who is not an executive, shall report the resolution and recommendations of the board meetings to the Board of Directors, senior executives and concerned parties who did not attend the meetings for acknowledgement and execution.

Meeting attendance of the Non-Executive Directors in 2018 -2025

Name of Non-Executive Directors		Position	No. of meetings attended/ No. of meetings entitled to attend (time)	
			2018-2025	2025
1.	Mr. Bhanapot Damapong	Chairman of the Board of Directors (Director who does not participate in the management of the Company)	8/8	1/1
2.	Mr. Attapol Sariddipuntawat	Director/ Chairman of the Executive Committee (Director who does not participate in the management of the Company)	8/8	1/1
3.	Ms. Vilasinee Puddhikarant	Director/ Member of the Nomination and Remuneration Committee (Director who does not participate in the management of the Company)	7/8	1/1
4.	Mr. Kanit Patsaman	Independent Director/ Chairman of the Audit Committee/ Member of the Corporate Governance and Sustainability Development Committee	8/8	1/1
5.	Mr. Piset Chiyasak	Independent Director/ Chairman of the Corporate Governance and Sustainability Development Committee/ Chairman of the Nomination and Remuneration Committee / Member of the Audit Committee	8/8	1/1
6.	Dr. Tanai Charinsarn[1]	Independent Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainability Development Committee	2/2	1/1
7.	Police Lieutenant General Boriharn Siangarom[2]	Independent Director / Member of the Audit Committee / Member of the Nomination and Remuneration Committee	1/1	1/1
Meeting attendance of individual director and the entire Board of Directors.			**-**	**100**

Notes : (1) Dr. Tanai Charinsarn Elected by the 2024 Annual General Meeting of Shareholders on 23 April 2024 as an additional independent director and appointed by the Board of Directors' Meeting No. 3/2024 on 24 April 2024 as an additional member of the Executive Committee, Corporate Governance and Sustainable Business Committee, and Nomination and Remuneration Committee, effective from the date of the Annual General Meeting of Shareholders on April 23, 2024, to serve as an independent director and (by rotation) Chairman of the Audit Committee, effective from April 25, 2025, to serve as an independent director and member of the Audit Committee, replacing Professor Dr. Sirimetha Sinchaisri, who retired from the Company at the end of her term on April 24, 2025.

(2) Police Lieutenant General Boriharn Siangarom was appointed by the Annual General Meeting of Shareholders on April 25, 2025, to serve as an independent director and member of the Audit Committee, replacing Professor Dr. Sirimetha Sinchaisri, who retired from the Company at the end of her term on April 24, 2025, as well as a member of the Nomination and Remuneration Committee effective from the Board of Directors' Meeting No. 3/2025 on April 25, 2025.

Remuneration of the board of directors

Types of remuneration of the board of directors

Remuneration Determination

The compensation and other benefits determination process for the Board of Directors, sub-committees, and the Managing Director is transparent, fair, and in accordance with good corporate governance principles. It aligns with the company's long-term strategic goals and considers both company and individual performance. The compensation structure comprises fixed salaries and variable bonuses, linked to financial key performance indicators (KPIs) and ESG

(Environmental, Social, and Governance) KPIs to motivate executives to drive sustainable organizational growth. The components of the compensation and other benefits are appropriate and sufficient to attract and retain quality personnel. The Board of Directors has established policies and guidelines for determining compensation and other benefits for the Board, sub-committees, and the Managing Director as follows:

1. Process of determining remuneration and other benefits

The Nomination and Remuneration Committee shall consider and determine remuneration and other benefits of the Board of Directors, Sub-Committees and the Chief Executive Officer and shall proceed as follows:

(1) Remuneration and other benefits of the Board of Directors and subcommittees shall be proposed to the Board of Directors for consideration within the framework approved by the Shareholders' Meeting submitted for consideration and approval at the Annual General Meeting of Shareholders.

(2) Remuneration and other benefits of the Chief Executive Officer shall be proposed to the Board of Directors for approval.

2. Guidelines for determining remuneration and other benefits

(1) Remuneration and other benefits of the Board of Directors and subcommittees

The determination of remuneration of the Board of Directors and Sub-Committees shall be based on the obligations of directors; which must be in compliance with the fiduciary duty principle, responsibilities, dedication, values received from the performance of duties of directors as well as incentives for qualified directors who are appropriate for the needs of the Company. Such is done by determining the components of remuneration for directors as follows:

(1.1) Retainer fee paid to non-executive directors on a monthly basis, whether or not there is a Board of Directors Meeting, by taking into account the following factors:

- Industry practice guidelines
- Operating results and business size
- Knowledge, competence and experience of directors to be recruited or in need of the Company at that moment.

(1.2) Attendance fee paid to directors attending each meeting paid only to the directors who attended the meeting, which is divided into

- Attendance fee of the Chairman of the Board of Directors and the Chairman of the subcommittees
- Attendance fee of directors and subcommittees

(1.3) Incentive fee is a special remuneration paid to the directors once a year, by considering the values created for shareholders such as the Company's profits or dividends paid to shareholders, but will not focus on the Company's short-term performance.

(1.4) Other benefits (both monetary and non-monetary forms) which may be considered as an exact amount at a fixed rate or a special criterion and will be paid from time to time or to be effective until the Shareholders' Meeting has resolved to change otherwise.

Remuneration of the Chief Executive Officer

The determination of the remuneration of the Chief Executive Officer is in accordance with the principles and policy approved by the Board of Directors and considered by the Nomination and Remuneration Committee. For the best interests of the Company, the types and levels of the remuneration, in terms of salary, bonus, and long-term incentives such as Employee Stock Option Program (ESOP) and Employee Joint Investment Program (EJIP) shall be consistent with the Company's performance and performance assessment results. The components of the Chief Executive Officer's remuneration are as follows:

1. Regular remuneration such as salary and other regular remuneration of its level is based on the following factors:
   - Knowledge, competencies, and experience
   - Practice guidelines in the industry for business of similar size
   - Performance assessment (in case of considering remuneration increase)
2. Medical welfare in accordance with the welfare specified in the Company's regulations and employee manual
3. Performance-based remuneration, namely bonus and other special remuneration, considered from performance assessment results which shall be under the policy framework set by the Board of Directors.

The company has a compensation policy divided into two types: short-term compensation, aimed at boosting morale, motivation, and performance, as good performance from executives contributes to improved company performance; and long-term compensation, aimed at rewarding performance, creating long-term incentives, and retaining quality personnel to maximize company benefits. In summary:

Short-term compensation includes. Salary, wage, bonus, provident fund, fringe benefits, etc.
Long-term compensation includes. : Performance assessment in accordance with the Key Performance Indicators (Balance Scorecard) : Employee Stock Option Program (ESOP) : Employee Joint Investment Program (EJIP)

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. BHANAPOT DAMAPONG (Chairman of the board of directors)			**446,000.00**		**N/A**
Board of Directors (Chairman of the board of directors)	216,000.00	230,000.00	446,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
2. Mr. SATIAN POOPRASERT (Vice-chairman of the board of directors)			**150,000.00**		**N/A**
Board of Directors (Vice-chairman of the board of directors)	150,000.00	N/A	150,000.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
3. Mr. VIROON MAVICHAK (Director)			**150,000.00**		**N/A**
Board of Directors (Director)	150,000.00	N/A	150,000.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
4. Mr. PRASERT TRAIRATVORAKUL (Director)			**150,000.00**		**N/A**
Board of Directors (Director)	150,000.00	N/A	150,000.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
5. Mr. ATTAPOL SARIDDIPUNTAWAT (Director)			**488,000.00**		**N/A**
Board of Directors (Director)	150,000.00	188,000.00	338,000.00	No	
Executive Committee (The chairman of the executive committee)	150,000.00	N/A	150,000.00	No	
6. Mr. KANIT PATSAMAN (Director, Independent director)			**532,000.00**		**N/A**
Board of Directors (Director)	150,000.00	188,000.00	338,000.00	No	
Audit Committee (Chairman of the audit committee)	144,000.00	N/A	144,000.00	No	
Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	50,000.00	N/A	50,000.00	No	
7. Mrs. VILASINEE PUDDHIKARANT (Director)			**360,000.00**		**N/A**
Board of Directors (Director)	150,000.00	135,000.00	285,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination and Remuneration Committee (Member of the subcommittee)	75,000.00	N/A	75,000.00	No	
8. Mr. PISET CHIYASAK (Director, Independent director)			**618,000.00**		**N/A**
Board of Directors (Director)	150,000.00	188,000.00	338,000.00	No	
Audit Committee (Member of the audit committee)	100,000.00	N/A	100,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	108,000.00	N/A	108,000.00	No	
Corporate Governance and Sustainable Development Committee (The chairman of the subcommittee)	72,000.00	N/A	72,000.00	No	
9. Dr. TANAI CHARINSARN (Director, Independent director)			**334,040.00**		**N/A**
Board of Directors (Director)	100,000.00	131,040.00	231,040.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (Member of the executive committee)	78,000.00	N/A	78,000.00	No	
Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	25,000.00	N/A	25,000.00	No	
10. Police Lieutenant General BORIHARN SINGAROM (Director, Independent director)			**335,000.00**		**N/A**
Board of Directors (Director)	100,000.00	135,000.00	235,000.00	-	
Audit Committee (Member of the audit committee)	75,000.00	N/A	75,000.00	-	
Nomination and Remuneration Committee (Member of the subcommittee)	25,000.00	N/A	25,000.00	-	
11. Mr. SOMCHAI PINYOPORNPANICH (Member of the executive committee)			**291,000.00**		**N/A**
Executive Committee (Member of the executive committee)	156,000.00	135,000.00	291,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
12. Mr. SONGSAK PREMSUK (Member of the executive committee)			**291,000.00**		**N/A**
Executive Committee (Member of the executive committee)	156,000.00	135,000.00	291,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,466,000.00	1,195,040.00	2,661,040.00
2. Audit Committee	319,000.00	N/A	319,000.00
3. Executive Committee	540,000.00	270,000.00	810,000.00
4. Nomination and Remuneration Committee	208,000.00	N/A	208,000.00
5. Corporate Governance and Sustainable Development Committee	147,000.00	N/A	147,000.00

Other remuneration (only as a Director)

Other remuneration (only as a Director)

The Company has a policy of providing additional compensation to the board of directors in accordance with the agreed terms, such as healthcare benefits for directors and their families, as specified in the Company's regulations. Additionally, post-retirement healthcare benefits are extended to directors and/or executives who are founders, in line with the policies and criteria set by the Company.

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of directors over the past year (Baht) : 0.00

8.1.3 Supervision of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies : No

Mechanism for overseeing subsidiaries and associated companies : No / In Progress

As of 31 December 2025, the Company does not have investment in subsidiaries or associates or an investment plan in the near future, and, therefore; has no policy on investment and supervision of subsidiaries and associates. In case it has a plan to invest in subsidiaries or associates in the future, it will then prepare an investment policy and the policy on supervision of subsidiaries and associates that are complete and in accordance with the principle and practice guidelines.

8.1.4 The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

Prevention of Conflicts of Interest

The Company has established a policy and practice guidelines on the prevention of conflict of interest based on the principle that any decision on business activities shall be done for the best interests of the Company and shareholders and shall avoid actions that cause conflict of interest to ensure fairness to all stakeholders. The Company, therefore, sets a policy to prevent exploitation of personal interests from being a director, executive or employee of the Company. As a result, the Company has determined practices for directors, executives and employees of the Company therefore, procedures have been established for directors, executives, employees, staff, and related parties, and communicated for their information and compliance as follows:

Practices to prevent conflicts of interest.

1. Avoid conducting related party transactions or connected transactions with oneself or related persons that may cause conflict of interest with the Company, except for transactions that will support medical services and/ or transactions that are reasonable and create benefits to the Company.
2. Refrain from seeking own benefits or benefits of others by using and disclosing information or internal information that has not been disclosed to the public or is confidential to outsiders.
3. Not use documents or information obtained from being the Company's director, executive or employee in doing his/her own business or other persons' business that is in competition to or having common characteristics or related to the Company's business.
4. In case a conflict of interest is found, the matter shall be reported immediately to the supervisor.

The Company has communicated the conflict-of-interest prevention policy to Directors, executives and employees through various communication channels, such as on orientation day, Intranet, and the Company's documents, and organizes an annual training for review.

In the past year, the internal auditor reviewed the operational process and found that the implementation of the aforementioned persons and departments completely met the policy requirements. In addition, no violations or wrongdoing arising out of a conflict of interest was found.

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside information to seek benefits over the past year : Yes

Use of inside information for personal benefits

The Company places importance on the supervision of the use of internal information and confidentiality, maintenance of information and confidential documents of customers, and information security in the information technology system. The Company shall not publicly disclose or release confidential information and documents as well as unpublished internal information for own and others' direct or indirect benefits and with or without returns. The Company's securities shall not be traded using confidential information and documents or internal information, unless it must be disclosed as required by law. The Company has therefore established a policy on the use of information and confidentiality as guidelines for keeping and preventing the use of internal information that may be significant and may affect the changes in the Company's stock price as follows:

Practices to prevent the unauthorized use of internal information and maintain confidentiality.

1. Prohibit individuals or units that perceive internal information to disclose such information to unrelated individuals or units unless the Company has already publicly disclosed such information

2. Directors, executive directors, employees and staff members, including advisors to the Chief Executive Officer, who have acknowledged significant internal information which has or may have an effect on the price of the Company's securities as well as financial information, shall refrain from trading of the Company's securities during the 30-day silence period prior to the disclosure of financial statements or internal information to the public and during the 24 hours after the Company's information has been publicly disclosed. Those related to such information shall not disclose that information to other persons, unless such information has been notified to the SET.

3. Doctors, consultants and staff members who play significant roles must sign a non-disclosure agreement to protect the Company's business information, trade information and confidential information.

The company has provided training on internal information policies and practices to directors, executives, employees, and staff online via the company's e-learning system. Participants were required to sign an agreement acknowledging and complying with the policy. A knowledge test was also administered after the training, with participants required to pass a score meeting the company's criteria. New employees at all levels also received this training during their orientation day.

The Company has disclosed a policy on the prevention of the use of internal information and confidentiality on the Company's website, www.praram9.com, for all directors, executives and employees to acknowledge and use as practice guideline. The Company has also included the policy in the orientation program for new employees. In the past year, there was no insider trading case.

Securities Trading and the Use of Inside Information

Policy on Securities Trading and the Use of Inside Information

The Company has a policy to comply with the law regarding the use of internal information, ensuring fairness and impartiality to all shareholders equally, and to prevent any unlawful activities. Therefore, the Company has established practices as follows:

Practices to prevent insider trading of the Company's securities.

1. Directors, executives and auditors of the Company which issues securities are obliged to disclose and report of their securities holding, their spouses or partners as well as minor children, juristic person in which they, their spouses or persons living together as husband and wife, and minor children holding more than 30 percent of the total voting rights of the juristic person, according to the regulations of the SET and the SEC

2. Employees at all levels of the Company, as well as their families who have knowledge or may have access to non-public information, are prohibited from engaging in the buying or selling of the Company stocks, or encouraging others to buy, sell, offer to buy, or offer to sell the Company's stocks, either personally or through agents, while in possession of undisclosed information. The Company and the Stock Exchange of Thailand consider such securities transactions as trading for profit or benefiting a particular group. Therefore, directors, executives, employees, and contractors of the Company, including advisors with access to significant non-public information that may impact changes in the Company's stock prices, must refrain from trading the Company's stocks within the 30day period prior to the disclosure of financial statements or internal information to the public. This restriction applies within the 24 hours following the public disclosure of such information by the Company.

3. The Company has established a security system in the workplace to safeguard files and confidential documents. The Company has also restricted access to non-public information by providing only to necessary and related persons. This is considered the duty of the information owner or the person who possesses the non-public information to urge those involved to strictly follow the security procedures.

Violators of the use of internal information shall be subjected to disciplinary actions and/or laws, as the case may be, ranging from verbal warning, written notice, probation and termination.

Support from the Company's Secretary

With regard to the internal operations, the Company Secretary shall inform the Directors, executives and concerned employees of the blackout period and the schedule of the Board of Directors' Meeting and the annual general meeting of shareholders one year in advance.

In addition, around five days prior to each quarterly meeting, the Company Secretary shall inform the Directors, executives, management, employees, staff members and advisors who receive material inside information that could influence any changes in the Company' s security price of the blackout period by email in order to prevent insider trading.

In the past year, none of the persons mentioned above traded the Company's securities within 30 days before the financial statements and inside information were publicly disclosed, and 24 hours after they are publicly disclosed.

Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year	:	Yes
Form of operations in anti-corruption	:	Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

Anti-Fraud and Corruption Policy

The Company adheres strictly to the transparency, ethics, and good governance, and complies fully to the laws related to anti-fraud and corruption and bribery of government officials or private sector. The Company has created organizational structure that clearly segregates responsibilities, operational processes and line of command to ensure balance of power and appropriate cross-audits. The Company also clearly sets good practice guidelines for Directors, executives and employees in anti-fraud and corruption as follows:

Practices to prevent involvement in corruption and collusion.

1. Prohibit Directors, executives and employees from direct and indirect practices or accept fraud and corruption in all forms. This applies to all related organizations. A regular monitoring and review of the anti-corruption policy is implemented to best address the changing rules, regulations and legal requirements.
2. Directors, executives and employees hold the responsibility to report to the Company on all fraud and corruption related practices by informing their immediate supervisors or responsible persons and shall cooperate in fact finding activities.
3. The Company shall fairly treat and protect whistleblowers who report information about fraud and corruption to the Company as well as those who cooperate with the Company in the fraud and corruption investigation process.
4. The Board of Directors and executives shall act as a role model in fighting against fraud and corruption and encourage and promote anti-fraud and corruption policy by communicating with employees and all related parties, reviewing the appropriateness of related policies and measures to better address the changing business environment, rules, regulations and legal requirements.
5. Those involved with fraud and corruption shall be subject to disciplinary actions in accordance with the regulations set by the Company and may be subject to legal actions if an illegal act is committed.
6. The Company arranges training and disseminates knowledge and information to Directors, executives and employees to ensure their understanding of anti-fraud and corruption policy and to promote ethical practices, integrity, responsibility and their own duties.
7. The Company encourages its counterparties, trade partners and other persons performing duties that are related to the Company's operations to report on the infringement of the Company's anti-fraud and corruption policy.

8. The Company has a policy to fairly and adequately nominate and select persons, promote, train, assess performance, and determine remuneration of its employees and contractual staff to prevent fraud and corruption within the organization and provides employees and contractual staff with security.

(More information is presented in "Anti-Fraud and Corruption Policy" in the Corporate Governance, Attachment 5 and on the Company's website at https://investor.praram9.com/th/company-info/corporate-governance/corporate-governance-policy)

Gift Giving and Receiving Policy

To support and prevent a loophole that may lead to corruption, the Company has clearly determined the gift giving and receiving policy as follows:

Practices regarding the giving and receiving of gifts by the Company.

1. Directors, executives or employees shall not ask for, receive or accept to receive money or other benefits from those with related businesses.

2. Directors, executives or employees may receive or give gifts according to the tradition. The gift shall not worth over 3,000 baht (Three thousand Baht). In case the value exceeds 3,000 Baht (Three Thousand Baht), the person shall report to their immediate supervisor. Accepting gift shall not have impact on any business decision of the receiver.

Fraud and Corruption Risk Assessment

The Company has prepared risk management plan three years in advance and regularly reviews, adjusts the risk management framework every year and clearly identify responsible persons.

The key essence of the Risk Management Plan centers around sustainability, opportunity and performance, and ERM Certify. The Company has clearly set criteria for risk assessment, both likelihood and potential impact, to cover all risks that are not medical treatment related.

Fraud and Corruption Risk Assessment

Fraud and corruption risks arising from business operations and reputation risk are among the six possible risks, such as financial report preparation, loss of assets and corruption. The Company has prepared risk management guidelines as follows:

1. Establishing the Risk Management Committee, comprising Directors and senior executives, to formulate enterprise risk management policy. The Chairman of the Risk Management Committee is a Director/ the Chief Executive Officer, who is the top executive of the Company.

2. Realizing the importance of systematic, efficient and timely risk management, the Risk Management Committee reports directly to the Audit Committee to determine direction, measures, action plan, policy and risk management framework that are in line with the Company's risk management policy.

3. Monitor, assess and ensure the Company's risk management is in line with its corporate strategic plan and business direction. It shall also cover policy and scope of the management of the Company's risks arising from external and internal factors.

In addition, the Company has an internal control and audit system according to the regular annual audit plan. The Internal Audit, which is independent and does not report directly to the management, shall review risks, internal control, corruption and/or related processes and report the results to the Audit Committee and the Board of Directors for consideration respectively.

Internal Audit against Fraud and Corruption

1. The Company has put in place the internal control system to handle corruption related matters, covering the areas of financial, accounting and record keeping, as well as other processes related to anti-fraud and corruption.

2. The internal control system is established to ensure reasonable confidence that the Company's operations is efficient, reliable and compliant to anti-fraud and corruption related regulations and policy determined by the Company.

Supervision and Control to Prevent and Monitor Fraud and Corruption Risk

The Company has established practice guidelines for supervision and control to prevent and monitor the fraud and corruption risk as follows:

1. Directors and executives are responsible for preventing and detecting fraud and errors by continuously introducing sufficient accounting system and internal control system. Directors and executives at all levels shall perform their duties with honesty, integrity, ethics and morality.

2. The Company will provide risk management that covers the identification and consideration of risks, assessment of the impacts of such risks, consideration on control activities, including monitoring, internal control, and risk response methods covering monitoring of prevention capability, and detecting fraud, errors and failure to comply with laws.

3. Arrange for an internal control system in terms of prevent control and detective control, which is a tool to reduce chances and incentives for misconduct and corruption. The Company has established the criteria for the segregation of duties, such as the segregation of duties between the procurement unit from the finance and accounting unit. In addition, the Company has in place monitoring and assessment processes where the executives will receive reports and acknowledge the causes of the defects or suspicious situations in a timely fashion as well as be able to appropriately improve the preventive control system in assessing internal control. The Internal Audit Department acts as part of the process.

Monitoring and Assessment of Anti-Fraud and Corruption Policy Implementation

The Company has set guidelines for monitoring and assessing the implementation of the anti-fraud and corruption policy as follows:

1. Entrust the Audit Committee to review the accuracy of reference documents and self-assessment form regarding the Company's anti-corruption measures and approve the Company's assessment report on corporate governance and corporate social responsibility and anti-fraud and corruption

2. Directors, executives and employees of the Company shall report to the Company on the actions that are considered corruption related to the Company by notifying the supervisor or responsible persons and cooperate in examining the facts.

3. The Board of Directors and executives of the Company shall behave as a role model in anti-corruption to communicate to all employees and related parties and review the policies and measures to ensure they are appropriate and best address the changing business environment, regulations and legal requirements.

4. Directors, executives and related persons shall provide risk management that covers the identification and consideration of risk factors and monitor the process of internal control and risk response, including monitoring the assessment of ability to prevent and detect fraud, error and compliance or non-compliance with the regulations.

The Company ensures communication of such guidelines through various channels such as the Company's Intranet and website, www.praram9.com, for executives and all employees for acknowledgement and compliance.

Employee Training on Anti-Fraud and Corruption Policy and Guidelines

1. Employee orientation and training programs and seminars during the year.

The Company includes employee training on ethics and practice guidelines in the orientation program. The training content will be reviewed during the year every year and included as part of the corporate governance and social responsibility training courses. Key policies are as follows:

- Anti-fraud and corruption policy and practice guidelines

- Protection of employees who report clues about fraudulent conduct, or failure to comply with laws, regulations and the Company's Articles of Association.
- Giving or receiving gifts or entertainment
- Prevention of conflicts of interest
- Insider trading
- Protection of the Company's confidential information
- Internal control and audit system
- Financial and accounting reporting
- Responsibility toward shareholders
- Treatment of executives and employees
- Behaviors of executives and employees

All employees have to complete certain training hours as required by the Company and have to achieve 100 percent score test. In case of failing to pass the test, the Company provides an opportunity for them to study and review their knowledge and understanding before retake the test until they pass. This includes encouraging directors, executives, and employees to participate in anti-corruption training courses organized by external organizations.

2. Communication

The company has communicated to all employees in the organization through various channels, such as the internal computer network system (Intranet), announcements at important points within the company, employee LINE groups in the organization, and has also published to external parties on the company's website at www.praram9.com, Investor Relations section.

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	1	0	0

Details of cases or issues related to corruption

Year of event	Details	Progress status
Sep 2023 - Oct 2023	**Case or issue** In the year 2023, the Company received information regarding an act of misconduct rerate to the misappropriation of Company assets by one employee. The incident was associated with company assets used in the course of duty. The Company took appropriate actions in accordance with internal policies and procedures to address this case of corruption. Furthermore, the matter was reported to the Audit Committee during the 4/2023 on 8 November 2023 and the Board of Directors Committee during the 6/2023 on 9 November 2023, respectively. However, to prevent such issues from recurring, the Company has communicated with executives channels to raise awareness and ensure understanding of the rules, practices, anti-corruption policies, and penalties. This communication includes regular training foe new employees during the orientation day and periodic reviews conducted annually. **Investigation results** Completed **Corrective actions** The Company took appropriate actions in accordance with internal policies and procedures to address this case of corruption	Incident no longer subject to action

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures over the past year : Yes

Whistleblowing

The Company has the policy to protect and ensure fair treatment to directors, executives and employees who report the information or provide clues on corruption or non-compliance with the laws, regulations, Articles of Association of the Company as well as the Code of Business Conduct (Whistleblower Policy) which are as follows:

Method of complaint and misconduct report filing

1. The complainant shall directly send complaints or clues of the wrongdoing and fraud in writing to the responsible supervisor (from manager level up). However, in a situation where it is not appropriate or inconvenient, the complainants can report via the Company's Intranet system, e-mail, comment box or send a letter to the Manager of Quality Department.
2. The supervisor who receives a complaint or clue of wrongdoing and corruption shall notify the Manager of Quality Department without delay or within three working days, to proceed with the investigation process.

3. In the event that the complainant chooses not to disclose the name, the complainant shall clearly specify facts or sufficient evidence to prove that there is a reason to believe that there is fraud or violation of laws, regulations and Articles of Association of the Company or the Code of Business Conduct of the Company.

Fact finding process

1. In conducting an investigation and collecting facts, the complaint recipient shall present the complaint to the following persons ("Inspector") for inspection and fact collection related to the complaint.

1.1 In case where the person being complained is an employee in the level lower than executive, the Deputy Managing Director and/or the persons or units assigned by the Deputy Managing Director to act as the inspector.

1.2 In case where the person being complained is an employee in executive level and higher, the Audit Committee and/or the persons or units assigned by the audit committee to act as the inspector.

In case where there are inquiries or questions, the inspector can invite any employee or supervisor who is directly responsible for the complainant to provide information or request to send any documents related to the investigation.

2. If the inspection shows that the complaint is true, the Company shall proceed within seven days as follows:

2.1 In the case of complaints related to fraudulent acts or non-compliance with the laws or regulations, Articles of Association or Code of Business Conduct, the inspector shall consider proposing such complaint along with opinions to the Audit Committee for further consideration

2.2 The inspector shall inform of the progress and results of the investigation on complaint on misconduct and corruption to the complainant who has provided name, address, telephone number, email or other contact information. However, in some cases and for privacy and confidentiality of personal information, the Company may not be able to provide detailed information of the investigation or disciplinary action.

2.3 In case where such complaint is significant, such as the matter that affects the reputation, image or financial position of the Company, conflict with the Company's business policy or related to high-level executives, the inspector shall consider proposing the said matter with comments to the Board of Directors for further consideration.

2.4 In case where the complaint causes damage to any person, the inspector shall propose appropriate and fair measures to mitigation such damage to the victims under the framework set by the Board of Directors and/or the Audit Committee.

2.5 The Internal Auditor shall find the cause and solutions to the misconduct or wrongdoing in order to prevent reoccurrence and shall report to the Audit Committee for acknowledgement and implementation of the solution.

Safeguarding the whistleblower

1. The complainant can choose not to reveal oneself if he/she feels that the disclosure may cause damage. However, the complainant shall specify clear and sufficient details of facts or evidence proving that there is a reasonable cause to believe of such fraudulent act or violation of laws, rules, regulations and Articles of Association of the Company or Code of Business Conduct. However, if the complainant chooses to reveal oneself, the complaint recipient will be able to proceed faster.

2. The Company considered the information related to the complaint as confidential and will disclose only as necessary considering safety and damage of the whistleblower, source of information or the related persons. The person responsible in all procedures shall keep the information at the highest level of confidentiality and shall not disclose it to others. Violation of such practice will be considered a violation of discipline.

3. In case where the whistleblower considers that he/she may be insecure or troubled or damaged, the complainant can request the Company to provide appropriate protection measures or the Company may establish protection measures without receiving request by the whistleblower if it considers that the matter is likely to cause damage or insecurity.

4. Employees who treat other people with unfair manner, discrimination or cause damage to other persons who report or complain or provide clues on corruption or non-compliance with laws, rules, regulations business ethics of the Company, or file a lawsuit or bear witness or give statements or cooperation to the court government organizations, the employees shall be considered performing and offense of discipline and shall be punished. Such persons may be punished as specified by law if the persons commit offense under the law.

5. Those who have suffered or damaged will be compensated through appropriate and fair methods and process considered by the Quality Department.

In addition, external stakeholders can ask for information, report complaints or clues of illegal acts, inaccuracy of financial reports, defective internal control system or violation of the Company's Code of Business Conduct or violation of rights through the complaint channels as follows :

1. By mail :
   The Audit Committee
   Rama 9 Hospital Public Company Limited
   No. 99Rama IX Road, Bangkapi, Huai Khwang, Bangkok 10310
2. By phone: 1270
3. The Company's Website, www.praram9.com, under the Investor Relations Section, on the Whistleblowing Page.
4. The Company's Website, www.praram9.com, on the Contact Us Page for submitting suggestions, feedbacks, questions or complaints
5. Public Relations Signage by scanning the QR Code on the signage to submit suggestions, feedbacks, questions or complaints.

The information, complaints and clues of misconduct that are reported to the Company will be kept confidential. The Audit Committee shall command for the inspection of information to find solutions and shall further report to the Board of Directors.

Protection of Directors, Executives and Employees

1. The Company assures Directors, executives and employees that they will not be demoted, punished or affected when they refuse to take bribery even though such action causes the Company to lose business opportunity. The Company believes that the anti-corruption and bribery policy and practices would create long-term value for the Company.

The Company does not allow anyone to threaten, harass or detain Directors, executives and employees who are committed to anti-corruption policy

2. In case a Director, executive or employee believes he/she is threatened, harassed or detained, the person should immediately report the clue or file a complaint to the supervisor or the Human Resource Department. If the case is not being attended properly, the person shall report through the Company's reporting channels.

Cooperation to adopt the Company's anti-fraud and corruption policy and measures

The company recognizes the importance of conducting business transparently and honestly, and opposes processes that lead to fraud and corruption. In addition to campaigning and encouraging employees to cooperate against fraud and corruption, the company has sent letters requesting cooperation from customers, business partners, individuals, and/or related entities listed in the register of key customers doing business with the company, to

cooperate in combating fraud and corruption according to the company's guidelines publicly disclosed internally and externally on the website www.praram9.com under the Company Information section, Corporate Governance category. Several individuals have expressed their willingness to join the company in the fight against corruption and have submitted written confirmations of their support and adherence to the company's anti-corruption policies and measures.

This year, 2025, marks a significant advancement for the company in this area. In addition to business partners expressing their willingness to join the company in the fight against corruption, two other business partners have declared their intention to join the Thai private sector anti-corruption coalition with the company. The company anticipates further positive developments in the future.

Furthermore, anyone who witnesses fraud or corruption within the company can report the information, file a complaint, or provide a tip-off about the wrongdoing to the company via mail addressed to the Audit Committee, by telephone, or through the company website. The contact details are the same as those used for complaints from external stakeholders.

Monitoring and handling procedures when receiving information, complaints, or reports of wrongdoing

In 2025, the Company did not receive any information about any wrongdoings resulting from corruption. The Risk Management Manager has summarized the report to the Audit Committee meeting every quarter.

However, the Company has communicated to executives and employees to be aware of the regulations, practices, including the anti-corruption policy and penalties, in addition to training new employees on the employee orientation day and reviewing it regularly every year.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

8.2 Report on the results of duty performance of the audit committee in the past year

8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average percentage meeting attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1 Mr. KANIT PATSAMAN (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. PISET CHIYASAK (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Police Lieutenant General BORIHARN SINGAROM (Member of the audit committee)	3	/	3	3/3 (100.00%)
			Average Attendance Rate	100.00%

8.2.2 The results of duty performance of the audit committee

The Audit Committee of Praram 9 Hospital Public Company Limited comprises three Independent Directors who have knowledge, capabilities, experience and required qualifications in accordance with the Audit Committee Charter and the notifications of the Stock Exchange of Thailand, namely Mr. Kanit Patsaman, Chairman of the Audit Committee and Mr. Piset Chiyasak and Police Lieutenant General Boriharn Siangarom. In 2025, the Audit Committee independently performed its duties within the scope of duties and responsibilities stipulated in the Audit Committee Charter approved by the Board of Directors. The Audit Committee held four meetings with the management, the external auditor and the internal auditor and a meeting with the external auditor and the internal auditor without the presence of the management, the details of the number of times the meeting was attended are as follows:

Name of members of the Audit Committee	General meetings	Meeting without the Management's participation	
	Number of meetings	With the external auditor	With the internal auditor
1. Mr. Kanit Patsaman	4 /4	1/1	1/1
2. Mr. PisekChiyasak	4/4	1/1	1/1
3. Police Lieutenant General Boriharn Siangarom	3/3	0/0	0/0

Note: * Appointed by the Board of Directors meeting No. 3/2025 on April 25, 2025 to the position of Audit Committee member.

- Professor (Honorary) Lt. Cmdr. Dr. Sirinthara Singharana Na Ayutthaya retired from her position upon the expiration of her term at the Annual General Meeting of Shareholders on April 25, 2025.

The key performance areas and opinions made by the Audit Committee as well as reports on various matters submitted to the Board of Directors as follows:

1. Review of Financial Statements The Audit Committee reviewed the Company's quarterly and annual financial statements which had been reviewed and audited by the certified public accountant that such financial statements had been prepared in accordance with generally-accepted accounting standards and that the information disclosed in financial statements was accurate, complete and reliable. The Audit Committee also invited the certified public accountant and executives responsible for preparing financial statements to attend every meeting where there was an agenda to consider the financial statements before submitting to the Board of Directors for approval. The Audit Committee was of the opinions and certain that the financial statements had been accurately prepared in accordance with generally-accepted accounting standards and adequately disclosed in the Notes to the Financial Statements. In addition, the Audit Committee held a meeting with the external auditor without the presence of the management to enable free exchange of information and opinions.

2. Assessment and review of internal control system The Audit Committee reviewed the internal control system taking into account the audit report from the auditor, the report from the internal audit and the Risk Management Working Group and the adequacy of the internal control system in accordance with the guidelines set by the Securities and Exchange Commission (SEC). The Audit Committee regularly reported the assessment results and its opinions to the Board of Directors and the management to ensure that the Company has put in place an effective internal control system that is appropriate and sufficient for its business operations to enable it to achieve operational efficiency and effectiveness, prevent and reduce risks and possible damages, have accurate and reliable financial reports and continuously develop and improve its internal control system.

3. Internal control Oversight The Audit Committee approved hiring Accounting Revolution Company Limited with Mrs. Sasivimon Suksai as Head of Internal Audit, whose service proposal had passed the assessment and was benchmarked against other companies' to independently perform duties in accordance with the annual audit plan that had been approved by the Audit Committee. The Audit Committee has continuously monitored and followed up on the implementation in accordance with the observations made by the Internal Auditor in the audit reports which the Audit Committee had considered and provided its opinions. The consideration and approval of the appointment, removal and transfer of the position and determination of the remuneration of the Head of Internal Audit shall be considered and approved by the Audit Committee. In addition, the Audit Committee held meetings with the Head of Internal Audit without the presence of the management to enable free exchange of information and opinions.

4. Supervision of Compliance with the Code of Conduct, Laws and Policies The Audit Committee reviewed the corporate governance procedures and process of receiving complaints in terms of quality of service, ethics, prevention and whistleblowing process or reports of fraud and corruption made by whistleblowers by hearing and making its opinions based on the reports of the Quality Department, the unit directly responsible for the reports of Risk Management Working Group and internal auditors. The Audit Committee acknowledged the changes in the laws on securities and exchange and those relevant to the Company' s business operations and reviewed the Company's operations to ensure compliance with the Code of Conduct, relevant laws and rules and regulations and the Company' s readiness for continuous changes.

5. Risk management review The Audit Committee reviewed and made its opinions on the Company's enterprise risks and risk management plan and regularly followed up on results reporting of the Risk Management Working Group on a quarterly basis. In addition, the Audit Committee supported the analysis of risks relating to the Company's sustainability from its three dimensions: ESG (Environment, Social and Governance) and submitted a risk analysis and monitoring report to the Board of Directors, respectively.

6. Consideration of Connected Transactions or those with potential conflicts of interest. The Audit Committee reviewed and made its opinions on the necessity and rationality of connected transactions or those with potential conflicts of interest as well as contracts, agreements and main conditions, including adequate and complete disclosure of information in compliance with the requirements of the Stock Exchange of Thailand.

7. Consideration of the selection and appointment of the Auditor Taking into consideration the Auditor's performance, knowledge, capabilities, understanding of the Company's nature of business, quality of services and qualifications as well as appropriateness of the audit fees which had been compared with the proposals of other audit offices, the Audit Committee deemed it appropriate to appoint EY Office Company Limited as the Company's annual auditor and propose annual audit fees to the Board of Directors and the Shareholders' Meeting for approval.

8. Performance assessment and Charter review The Audit Committee considered both collective and Individual self-assessment, reviewed the Audit Committee Charter by comparing the scope of duties and responsibilities with the Audit Committee Handbook prepared by the Securities and Exchange Commission (SEC) and proposed it to the Board of Directors for approval.

The Audit Committee performed its duties and responsibilities in accordance with the Audit Committee Charter and as delegated by the Board of Directors with prudence and to the best of its abilities. The Audit Committee was of the opinion that the Company's financial reports and information disclosure were adequate, appropriate and reliable in accordance with generally-accepted accounting standards and has put in place effective internal control and risk management systems which were appropriate and sufficient for its operations. The Company also adequately disclosed its connected transactions and information, adhered to the corporate governance principles and continuously developed and enhanced the quality of its internal control system.

8.3 Summary of the results of duty performance of subcommittees

8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance Executive Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. ATTAPOL SARIDDIPUNTAWAT (The chairman of the executive committee)	10	/	12	10 / 12 (83.33%)
2. Mr. SATIAN POOPRASERT (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
3. Mr. PRASERT TRAIRATVORAKUL (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
4. Mr. VIROON MAVICHAK (Member of the executive committee)	10	/	12	10 / 12 (83.33%)
5. Mr. SOMCHAI PINYOPORNPANICH (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
6. Mr. SONGSAK PREMSUK (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
7. Dr. TANAI CHARINSARN (Member of the executive committee)	6	/	12	6 / 12 (50.00%)
			Average Meeting Attendance Rate	88.09%

The results of duty performance of Executive Committee

In 2025, Rama 9 Hospital Public Company Limited held 12 meetings of its Executive Committee and managed various important matters as follows:

List of Executive Committee Members	Number of meetings attended / Number of times eligible to attend meetings (times)
1. Mr. Attapol Sariddipuntawat	10/12
2. Dr. Satian Pooprasert	12/12
3. Dr. Prasert Trairatvorakuk	12/12
4. Dr. Viroon Mavichak	10/12
5. Dr. Somchai Pinyopornpanich	12/12
6. Mr. Songsak Premsuk	12/12
7. Dr. Tanai Charinsarn	6/12

1. Strategic Business Growth: Rama 9 Hospital's growth strategy focuses on becoming a Digital Hospital & AI-Driven Hospital, utilizing core strategies of Global Standard, World-Class Hospitality, Efficiency with Collaboration, and Digital Transformation. This is integrated with improvements in service quality, accessibility (affordable pricing), expanding the international patient base, and sustainability (ESG) to create stable growth and meet the needs of modern lifestyles. Currently, Rama 9 Hospital has adopted technology to develop its services in a decentralized healthcare model, believing that services can begin from home, allowing everyone to access Rama 9 Hospital's services without having to travel to the hospital. Examples include Telemedicine services for health consultations and initial treatment, and health assessments via medical devices that allow patients to access their medical records or schedule appointments before visiting the hospital. This clearly demonstrates the hospital's vision of becoming a digital hospital.

2. Information Technology Strategy: Moving towards becoming a fully digital hospital, Rama 9 Hospital has launched “9SMART,” a digital platform connecting healthcare services. Patients can easily schedule appointments online, view test/medication history, accumulate points, and manage packages under the concept of “Good Health Grows With Care.” This elevates the hospital to become a digital-era healthcare partner by upgrading services to meet the needs of digital-era patients, aligning with technology and future patient needs.

3. Image: Won No. 1 as the "Most Trusted Organization of the Year" and ranked among the TOP 3 private hospitals (Thailand's most admired company 2025-2026) by BrandAge magazine. Furthermore, it has collaborated in various areas

and received numerous awards, such as the "Excellence in Medical Management" award from the Bangkok Life Hospital Awards 2025, organized by Bangkok Life Assurance Public Company Limited, for partner hospitals that excel in medical data management and treatment planning.

4. Social Contributions:

- Donated a high-resolution perforation surgical system with fluorescence imaging and tissue dissection and vascular closure instruments, valued at 7,490,000 baht, to Yala Hospital in Yala Province (1 unit) and Hat Yai Hospital in Songkhla Province (1 unit), to provide quality treatment opportunities for patients in remote areas.

- Received a commemorative royal medal from... Her Royal Highness Princess Maha Chakri Sirindhorn, as an organization participating in the kidney transplant project as a royal merit-making act on the occasion of the 100th birthday anniversary of Her Royal Highness Princess Galyani Vadhana, Krom Luang Narathiwat Ratchanakarin, reinforces the mission for kidney patients.

- Providing health care and check-ups for monks at Wat Phra Ram 9 Kanchana Phisek.

- Being a partner in the E-Waste project to help manage electronic waste properly on International E-Waste Day.

- Collaborating with Plan B Media Public Company Limited to create a new form of out-of-home advertising by launching "The Eye-Diagnostic Billboard," a cutting-edge billboard that allows users to check for symptoms of "vitreous degeneration" in just 15 seconds.

5. Praram 9 Hospital Significant awards received include:

- SET Awards 2025, Business Excellence category, "Outstanding Investor Relations Awards" and "Commended Sustainability Awards" from the Stock Exchange of Thailand.

- ESG Ratings 2025, ranked AAA in the Service sector from the Stock Exchange of Thailand. - AGM quality assessment with a perfect score of 100 from the Thai Investors Association.

- IAA Awards for Listed Companies 2025, 3 awards: Outstanding CEO, Outstanding CFO, and Outstanding IR from the Investment Analysts Association.

In addition, the company won the Sustainability Disclosure Award 2025, reinforcing its commitment to sustainable business operations. This award recognizes organizations that prioritize the disclosure of sustainability information for the benefit of stakeholders, reflecting a commitment to improving service efficiency, sustainable business operations to create business growth potential, and the importance of disclosing information to stakeholders according to the principles of sustainable development, considering the impact on three areas: environment, society, and good corporate governance.

6. Facility Improvements: The first floor of Building A was renovated to accommodate international customers, leading to increased competitiveness and revenue generation. This includes improvements to the area to add MRI machines, upgrading the physical therapy department, improving the Food Plaza, relocating the dialysis department to the 5th floor, and upgrading the inpatient ward on the 12th floor to accommodate more inpatients. In Building B, the LASIK operating room has been renovated.

Furthermore, in 2026, there are plans to expand the center of medical excellence, including expanding the dialysis area and acquiring state-of-the-art medical equipment to elevate the level of medical excellence and enhance customer satisfaction, leading to word-of-mouth referrals and sustainable growth.

Meeting attendance Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times)	: 3

List of Directors	Meeting attendance Nomination and Remuneration Committee			Aver Meet Attend
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. PISET CHIYASAK (The chairman of the subcommittee, Independent director)	3	/	3	3 / (100.0
2. Mrs. VILASINEE PUDDHIKARANT (Member of the subcommittee)	3	/	3	3 / (100.0
3. Police Lieutenant General BORIHARN SINGAROM (Member of the subcommittee, Independent director)	1	/	1	1 / (100.0
Average Meeting Attendance Rate				100.0

The results of duty performance of Nomination and Remuneration Committee

The Nomination and Remuneration Committee, appointed by the Board of Directors, comprises three members who meet all applicable legal and regulatory requirements: two independent directors and one director not involved in management. In 2025, the Nomination and Remuneration Committee held a total of three meetings in a hybrid format and performed its duties as stipulated in its charter, as well as other related functions, summarized as follows:

List of the Nomination and Remuneration Committee	Position	Number of attendees / Number of eligible attendees (times)
1. Mr. Piset Chiyasak Independent Director	Chairman of the Nomination and Remuneration Committee	3/3
2. Mrs. Vilasinee Puddhikarant Board member who is not involved in the management.	Nomination and Remuneration Committee	3/3
3. Police Lieutenant General Boriharn Siangarom* Independent Director	Nomination and Remuneration Committee	1/1

Note *Police Lieutenant General Boriharn Siangarom was appointed by the Board of Directors meeting No. 3/2568 on April 25, 2568, to be a member of the Nomination and Remuneration Committee, replacing Professor Emeritus Lieutenant Commander (Female), M.D., Sirindhra Singharana Na Ayutthaya.

Recruitment and Development

1. Approved the performance report on the succession plan for directors and senior executives. The company has continuously recruited, selected, and developed successors according to established criteria to enhance leadership readiness, management skills, and appropriate experience to oversee key organizational units and support the continuity and sustainability of management.

2. Reviewed the criteria and methods for recruiting directors before submitting them to the Board of Directors for approval.

3. Considered nominating directors whose terms have expired to resume positions on the Board and sub-committees according to the established structure, as well as recruiting and nominating new directors to fill vacant positions. This will be done considering their qualifications, suitability, and alignment with the organizational structure according to established criteria, such as the Board Skill Matrix, corporate governance principles, and relevant laws. The nominations will then be submitted to the Board of Directors and the shareholders' meeting for approval.

4. Developed guidelines and plans for developing the knowledge, abilities, and skills of the Board of Directors, sub-committees, and the Managing Director, using appropriate training courses and guidelines to enhance corporate governance effectiveness, and submitted them to the Board of Directors for approval.

5. Considered and approved the management and employment of senior executives in specific cases, in accordance with company regulations and policies, taking into account appropriateness. The continuity of management and good governance principles will be presented to the Board of Directors for consideration and approval.

6. The Human Resources Manager will be appointed as the secretary of the Nomination and Remuneration Committee to support the committee's operations effectively.

Compensation Determination

1. To review, screen, and propose the compensation for the Board of Directors and sub-committees for the year 2025, based on company criteria, taking into account the roles, responsibilities, and performance of the company, and comparisons with companies in the same industry and of similar size. This will be presented to the Board of Directors and the shareholders' meeting for approval.

2. To consider and approve guidelines for post-employee welfare benefits for directors and/or senior executives in specific cases, based on company policies and criteria, under the principles of appropriateness, transparency, and accountability.

3. To approve the performance evaluation and compensation of the Managing Director for the year 2024, including reviewing the performance indicators (and guidelines for determining the Managing Director's compensation for the following year), and presenting this to the Board of Directors for approval.

The Nomination and Compensation Committee has fully performed its duties, powers, and responsibilities as defined, adhering to the principles of good governance, transparency, and the best interests of the company and its shareholders.

Meeting attendance Corporate Governance and Sustainable Development Committee

Meeting Corporate Governance and Sustainable Development Committee (times)	:	2

List of Directors	Meeting attendance Corporate Governance and Sustainable Development Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. PISET CHIYASAK (The chairman of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
2. Mr. KANIT PATSAMAN (Member of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
3. Dr. TANAI CHARINSARN (Member of the subcommittee, Independent director)	1	/	2	1 / 2 (50.00%)
Average Meeting Attendance Rate				83.33%

The results of duty performance of Corporate Governance and Sustainable Development Committee

The Corporate Governance and Sustainable Development Committee, or "the Corporate Governance Committee," supports and promotes operations encompassing corporate governance/economic, environmental, and social aspects as assigned by the Board of Directors. Currently, it comprises three independent directors. In 2025, there will be two meetings held in a hybrid format, with individual attendance records as follows:

Name of members	Position	No. of meetings attended/ No. of meetings entitled to attend (time)
1. Mr. Piset Chiyasak	Chairman of the Corporate Governance and Sustainability Development Committee	2/2
2. Mr. Kanit Patsaman	Member of the Corporate Governance and Sustainability Development Committee	2/2
3. Dr. Tanai Charinsarn	Member of the Corporate Governance and Sustainability Development Committee	1/2

The Corporate Governance Committee has reviewed and regularly reported its findings to the Board of Directors quarterly, summarized as follows:

1. Monitoring progress towards the 2025 Sustainability Strategy, encompassing environmental, social, and economic sustainability. This included providing additional recommendations on disseminating the sustainability strategy and energy goals to employees to raise awareness and foster collaboration; managing hospital food waste; developing ESG budgets; and efficiently managing food quantities for inpatients and their caregivers to achieve balance.
2. Monitoring the FTSE Russell ESG Scores, a new sustainability performance assessment replacing the previous SET ESG Ratings.
3. Updating the list of the Sustainability Business Development Working Group to include individuals and entities involved in sustainability operations. This included revising the scope, authority, and responsibilities of the Working Group to align with international standards and regulations such as JCI, FTSE Russell ESG Scores, IFRS, and TCFD.
4. Approving the invitation for clients, partners, and business associates to join the company's anti-corruption program. To help expand the anti-corruption coalition network and increase its membership, through active promotion and action, two of the company's business partners will declare their intention to become members of the Thai Private Sector Anti-Corruption Coalition in 2025.
5. Provide training to executives and employees on corporate ethics, best practices in the workplace, and anti-corruption, and encourage their implementation.
6. Review the company's corporate governance policy and present it to the Board of Directors for approval.
7. Approve the company's sustainability plan for 2026 and recommend ways to integrate ESG into the business strategy to benefit the company and its clients.
8. Schedule the 2026 Corporate Governance and Sustainability Committee meeting in advance.

By continuously prioritizing and integrating ESG into its operational processes, the company received the prestigious "Commended Sustainability Awards" from the Stock Exchange of Thailand in 2025 for the fourth consecutive year. This demonstrates its excellence in this area. Furthermore, the company received other awards for good corporate governance, including a "Excellent" rating in the Thai listed companies' corporate governance survey for the seventh consecutive year, placing in the top quartile of its group. The company also achieved a perfect score of 100 in the assessment of the quality of its 2025 Annual General Meeting of Shareholders for the seventh consecutive year.

The Corporate Governance Committee remains committed to performing its duties to the best of its ability to further develop the company's operations while simultaneously creating positive impacts on the environment and society, leading to long-term sustainability.

9. Internal control and related party transactions

9.1 Internal control

Summary of the opinion of the board of directors regarding the internal control of the company

The Board of Directors has reviewed and assessed the Company's internal control system and is of the opinion that the system is adequate and appropriate for the size and nature of the Company's business operations. It also complies with relevant laws, regulations, and adheres to the principles of Good Corporate Governance. Additionally, the Company has implemented the internal control system effectively and has ensured that sufficient personnel are in place to carry out the system efficiently.

The internal control system encompasses 5 key components as per the COSO framework, with no significant observations from the auditor and internal audit units regarding shortcomings in internal controls.

9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : COSO - Enterprise Risk Management Framework (ERM)

COSO - Enterprise Risk Management Framework (ERM)

The Company recognizes the importance of internal control systems and ensures that is following the principles of Good Corporate Governance, including internal control guidelines and international frameworks. In order to achieve the corporate objectives, the Board of Directors therefore appointed three audit committee members who were able to perform their duties efficiently and independently. In addition, the appointed audit committee members are responsible for reviewing the internal control system and monitor various internal controls to ensure that it is sufficient and appropriate for business operations and efficient and effective operations and can prevent or mitigate risk or damage that may occur. The appointed audit committee members are as well responsible for providing financial reports that are accurate and reliable, ensuring compliance with laws, rules and regulations related to the Company's business and relevant rules of the Stock Exchange of Thailand and the Securities and Exchange Commission.

The company has internal control system for both medical treatment and medical services which has been certified by the Joint Commission International (JCI), the United States, since 2010 till present, and the Clinical Care Program Certification (CCPC). The Company's the internal control system can ensure compliance with the corporate governance policy while appropriate internal control system has been determined. The Internal Audit Department is independent from other departments in order to perform its duty in assessing the implementation of internal control system and reports the result to the Board of Directors on quarterly basis. The Company has outsourced the assessment activities to Accounting Revolution Co., Ltd. The Internal Audit Department also prepares the annual internal audit plan to be submitted to the Board of Directors for consideration and approval. The plan will be used for reviewing and supervising the implementation that is aligned with the plan and policy set forth by the Company. The internal control system has been continuously improved in terms of quality.

The Board of Directors has reviewed the sufficiency of the internal control system together with the report of internal control system auditing results, which the Audit Committee has reported to the Board of Directors on a quarterly basis. The report covered the details according to the COSO's internal control principles (The Committee of Sponsoring Organization of the Treadway Commission) which consist of five components as follows:

1. Control Environment

The Company has established the organization structure for supervising and managing, and the consideration and approval authority to ensure that the internal control system effectively promotes and supports the achievement of objectives, and compliance with relevant laws, regulations, rules and standards under the principles of good corporate governance as appeared in the Company's Code of Conduct. The Company communicates the requirements and

penalties for the executives and employees to be aware of the importance and value of integrity and ethics as a corporate culture. The Code of Conduct covers various practices such as recognizing the roles and responsibilities of the Board of Directors as a leader that creates value for the business sustainably, setting objectives, the main goal of the business that aims for sustainability, effectively strengthening the Board of Directors, nomination and development of senior management and personnel management, promoting innovation and responsible business operations, supervising to ensure that there are appropriate risk management and internal control system; as well as maintaining financial credibility and disclosure the disclosure of information and support participation and communication with shareholders.

To achieve the goal of being a leading private hospital with medical excellence and comprehensive services covering treatment, prevention and control of diseases, rehabilitation and health promotion and to expand to new customers who value health promotion and wellness, the Company has formulated annual plans and strategic plans, including operational plan and budgets which serve as the operation framework. The Company has determined the Unit level Key Performance Indicators (KPI) with the main objective in aiming at developing service quality of the Company and evaluation based on responsible duties both in performance and core competency.

2. Risk Assessment

The company has realized the importance of systematic, effective and timely risk management. Therefore, the Company has appointed Risk Management Committee to report directly to the Audit Committee in order to perform its duties in determining guidelines, measures, action plan, risk management framework and policy that is consistent with the Company's risk management, supervising, monitoring and assessing the risk management implementation according to the Company's strategy and business direction; which covers internal and external risk management policies and scopes, strategic risks, operational risk, financial risk, compliance risk and macro risks, including disaster, pandemic, and political unrest. The Committee also manages and ensures that the patients are treated and served well according to the Joint Commission International (JCI) standard and the Company's policy.

The Company also required the Total Quality Center (TQC) to consider and investigate on complaints related to service quality and ethics and report the result to the Risk Management Working Group. The risk management process has been developed based on the root causes analysis (RCA), Failure Mode Effect Analysis (FMEA) and Leading Key Risks Indicators. The Risk Management Working Committee reports directly to the Audit Committee on quarterly basis.

3.Control Activities

The Company formulated a policy and appropriate operating guidelines covering all process and put them in writing. The Company has clearly specified the scope of authority, preventive internal control process and monitoring process which support effective implementation across the organization. Responsibility to approve and manage assets is separated from accounting record and information technology to create check and balance of power and enable appropriate cross investigation.

The Company has regularly reviewed its internal control process at all levels in order to control risk management in support of the Company's strategic plan and sustainable growth.

4.Information & Communication

The Company has in place the information system with appropriate security control, enabling the Company to retrieve quality information to support critical decision. Policy, regulations and guidelines are efficiently communicated to support the operation according to the internal control system. For example, executives communicated with employees through the knowledge sharing session with participation of representatives from all departments, meetings, Intranet, e-mail, announcement, and circulation of memorandum in communication channels within department and the organization, as well as appropriately and adequately reporting the Company's information and news.

The Company assigned the Total Quality Center (TQC) to consider and follow up complaints on service quality and ethics and safely receive complaints and clues of fraudulent act and corruption from within and outside the Company.

The Company required adequate report of significant information to the Board of Directors and the Audit Committee on quarterly basis in order to monitor and benchmark the Company's operating performance with goals, plans and strategic plan, risk management, observations of the auditors and recommendation for improvement, findings and recommendations of the internal auditors and preparation of the written meeting minutes of the Board of Directors and Subcommittees.

5. Monitoring Activities

The Company has in place a monitoring, internal control assessment, and compliance with Code of Conduct process. The Internal Audit Unit, which is independent from other departments, is responsible for reviewing the operations according to the internal control process and reports the results directly to the Audit Committee every quarter or immediately when significant defects are found. So far, no significant defects have been found.

9.1.2 Deficiencies related to the internal control system

	2023	2024	2025
Total number of deficiencies related to the internal control system (cases)	0	0	0

9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal control different from the board of directors' opinions? : No

Does the auditor have any observations on the company's internal control? : No

9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Outsourced service

The Company has set up the Internal Audit Unit and outsourced an internal auditor from Accounting Revolution Company Limited . The Audit Committee had considered the qualifications of Accounting Revolution Company Limited and was of the opinion that its qualifications were suitable and sufficient for performing its internal audit duties, assessing compliance with the internal control system set out by the Company and developing an annual internal audit plan for proposing to the Audit Committee for approval due to its independence and experience in performing internal audit functions.

In the year 2025, The auditors and the Internal Audit Department have found no significant observation related to the defect in internal control. The Audit Committee and the Board of Directors considered that the Company's internal control system is sufficient and appropriate for the size and condition of the Company's business operations, appropriately compliant to the related laws and regulations, good corporate governance principles, and internal control system. In addition, the Company has allocated sufficient manpower to effectively implement the internal control system.

9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head of the internal audit unit require the audit committee approval? : Yes

Guidelines for the appointment, removal, and transfer of the head of the internal audit department.

1. Principles and Objectives: Rama 9 Hospital emphasizes the importance of independence and effectiveness in internal auditing to ensure that risk management, internal control, and corporate governance meet international standards. Therefore, the appointment, removal, and transfer of the head of the internal audit department must be in accordance with clear and transparent guidelines.

2. Appointment of the Head of Internal Audit

2.1 Qualifications of the Head of Internal Audit

- Possesses educational qualifications and professional certifications related to fields such as accounting, finance, auditing, or other relevant disciplines.
- Has at least 5 years of experience in internal auditing, risk management, or internal control.
- Demonstrates an understanding of laws, regulations, and standards relevant to the hospital business.
- Exhibits ethics, morality, and integrity.
- No history of fraud or conflicts of interest that could impact job performance.

2.2 Appointment process

- The Audit Committee is responsible for considering and proposing suitable candidates for the approval of the board of directors
- The board of directors has the authority to officially approve the appointment of the head of internal audit
- There should be a clear specification of the scope of responsibilities and the assessment criteria for performance.

3. Removal of the Internal Audit Supervisor

3.1 Reasons for Removal

- Inability to perform duties as assigned or performance below standard.
- Violation of ethical standards or behavior conflicting with professional ethics.
- Involvement in corruption or actions causing harm to the hospital.
- Conflict of interest that may affect the independence of internal audit work.
- Business reasons justifying removal, such as organizational restructuring.

3.2 Dismissal Process

- The Audit Committee is responsible for reviewing and considering the reasons for dismissal.
- If there are valid grounds, the Audit Committee will propose the matter to the Board of Directors for consideration.
- The Board of Directors has the final authority to decide and approve the dismissal.
- The reasons for dismissal must be communicated in writing to the Head of Internal Audit.

4. Relocation of Internal Audit Supervisors

4.1 Cases Eligible for Relocation

- To align with the organizational structure and hospital management strategies.
- To support career development for personnel in accordance with the human resource management plan.
- In cases of necessity due to business changes or organizational mergers.

4.2 Relocation Process

- Approval must be obtained from the Audit Committee before proceeding.
- The Audit Committee shall propose the matter to the Board of Directors for approval.
- A proper succession plan must be established to transfer responsibilities to the successor.
- Notify relevant departments of the relocation and prepare official announcement documentation.

5.Additional Provisions

- The appointment, dismissal, and transfer of the Head of Internal Audit must comply with the regulations of the Stock Exchange of Thailand and the standards of the internal audit profession.
- The Audit Committee has the authority to monitor the outcomes following the appointment, dismissal, or transfer to ensure that the process is conducted appropriately.
- The Head of Internal Audit who is dismissed or transferred must be treated fairly and provided with written notification of the reasons.

9.2 Related party transactions

Related party transactions

Does the company have any related party transactions? : Yes

9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
SC Asset Corporation Public Company Limited Real Estate & Construction / Real Estate Development	– Mr. Panthongthain Shinawatra / Ms. Pintongtha Shinawatra Kunnakornwong / and Ms. Pojman Damapong are the major shareholders with a total of approximately 60.39%. – There are directors with the Company, namely Mr. Attapol Saritpantawat and Mrs. Vilasini Puttikaran and Dr. Tanai Charinsarn. – The Company's Executive Director is a director. Mr. Songsak Premsuk	31 Dec 2025
Solid Asset Company Limited Hotel & Restaurant Business	There are directors. 2 people, namely Ms. Pinthongtha Shinawatra Kunnakornwong and Mr. Udomsak Ngoosiri, with 2 shareholders. 1. OAI Consultant & Management Co., Ltd. 99.99% 2. Mr. Udomsak Ngo Siri 0.01%	31 Dec 2025
Voice TV Co., Ltd. Produce programs for general broadcasts	- The Company's director, Mr. Bannapoj Damapong, is the major shareholder with a direct shareholding of 99.99%.	31 Dec 2025
Ms. Pojman Damapong ("Major Shareholder") -	– 48.64% direct majority shareholder in the Company.	31 Dec 2025
Mr. Bannapot Damapong -	– Chairman of the Board of Directors	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
Ms. Paetongtarn Shinawatra -	- A daughter of Khunying Potjaman Damapong.	31 Jan 2025
Doctor Group -	Doctors who hold the position of directors or executives are examined and treated at the hospital	31 Dec 2025
Dr. Sathaporn Pooprasert -	– Doctors who serve as consultants in advising the Company on projects – and the younger brother of Dr. Sathian Pooprasert.	31 Jan 2025
OAI Consultant & Management Co., Ltd. Hotel Business	- Mr. Panthongthain Shinawatra / Ms. Pintongtha Shinawatra Kunnakornwong / and Ms. Pojman Damapong are the major shareholders with a total of approximately 60.39%.	31 Dec 2025
SC Able Company Limited Real estate leasing and processing	- Mr. Panthongthain Shinawatra / Ms. Pinthongtha Shinawatra Kunnakornwong / Ms. Patongtarn Shinawatra and Ms. Pojman Damapong are indirect major shareholders totaling 60.39%. - There are joint directors, Mr. Attapol Saritpantawat.	31 Dec 2025
Scope Co., Ltd. Engaged in trading and service business, including real estate management services. Allocate land for condominiums.	- Mr. Panthongthain Shinawatra / Ms. Pintongtha Shinawatra Kunnakornwong / Ms. Patongtarn Shinawatra and Ms. Pojman Damapong are the major shareholders with a total of 54.35%. - There are joint directors, Mr. Attapol Saritpantawat.	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
V.Land Property Co., Ltd. Sale of residential, rental and real estate operations Real Estate Agents & Brokers	- Mr. Panthongthain Shinawatra / Ms. Pintongtha Shinawatra Kunnakornwong / Ms. Patongtarn Shinawatra and Ms. Pojman Damapong are the major shareholders with a total of 60.39%. -There are joint directors, Mr. Attapol Saritpantawat.	31 Dec 2025
OAI Management Co., Ltd. Renting or leasing real estate	There are directors. 3 people, namely Ms. Pinthongtha Shinawatra Kunnakornwong. Mr. Udomsak Ngo Siri and Mrs. Kanchanapa Hongyan with 4 shareholders : 1. Ms. Pojman Damapong 10% 2. Ms. Pinthongtha Shinawatra Kunnakornwong 30% 3. Ms. Patongtarn Shinawatra 30% 4. Mr. Panthongthain Shinawatra 30%	31 Dec 2025
OAI Leasing Company Limited Vehicle rental and rental services and real estate utility services.	There are directors. 3 people, namely Ms. Pinthongtha Shinawatra Kunnakornwong. Mr. Udomsak Ngo Siri and Mrs. Kanchanapa Honglai with 8 shareholders : 1. Dr. Thaksin Shinawatra 0.01% 2. Ms. Pojman Damapong 0.01% 3. Ms. Pinthongtha Shinawatra Kunnakornwong 2.5% 4. Miss Patongtarn Shinawatra 2.49% 5. P.T. Co., Ltd. Corporation 22.22% 6. Mrs. Kanchanapa Honglei 0.01% 7. OAI Management Co., Ltd. 50.55% 8. SC Office Plaza Co., Ltd . 22.22%	31 Dec 2025
B.B.D. Development Co., Ltd. Rental and business operations	There are directors. 3 people, namely Ms. Pinthongtha Shinawatra Kunnakornwong. Mr. Udomsak Ngo Siri and Mrs. Kanchanapa Honglei with 4 shareholders : 1. Mr. Panthongthain Shinawatra 30% 2. Ms. Pinthongtha Shinawatra Kunnakornwong 30% 3. Ms. Patongtarn Shinawatra 30% 4. Ms. Pojman Damapong 10%	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
Bridge Group (Thailand) Co., Ltd. Trading-consignment and provision of information on real estate services. -	- Mr. Panthongthain Shinawatra / Ms. Pinthongtha Shinawatra Kunnakornwong / Ms. Patongtarn Shinawatra and Kunnu Pojman Damapong are the major shareholders with a total of approximately 54.35%. - There are joint directors, Mr. Attapol Saritpantawat.	31 Dec 2025
Thaicom Foundation -	- Family, major shareholders of the Company are the founders. - The joint directors are Mr. Bannapoj Damapong. Mr. Songsak Premsuk	31 Dec 2025
B.B.D. Property Co., Ltd. Real Estate Business	The Chairman of the Board of Directors is the major shareholder, Mr. Bannapoj Damapong, who holds 99.99% of the direct shares.	31 Dec 2025
SC Expedition Co., Ltd. changed its name to SCX Corporation Co., Ltd. It operates a hotel business and covers other real estate businesses. -	- Mr. Panthongthain Shinawatra / Ms. Pintongtha Shinawatra Kunnakornwong / Ms. Patongtarn Shinawatra and Kunnu Pojman Damapong are the major shareholders with a total of approximately 60.39%. - There are joint directors, Mr. Attapol Saritpantawat.	31 Dec 2025
Dr. Sathian Pooprasert -	– Doctor who holds the position of Vice Chairman of the Board of Directors, Member of the Executive Committee, Chief Executive Officer and Authorized Director	31 Dec 2025
Dr. Prasert Trairatvorakul -	– Doctor who holds the position of Director of the Company, Member of the Executive Committee , Senior Deputy Managing Director and Authorized Director	31 Dec 2025
Dr. Viroon Mavichak -	– Doctor who holds the position of Director of the Company, Member of the Executive Committee, Senior Deputy Managing Director and Authorized Director	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
Dr. Mongkol Tanjapatkul -	– Doctors who serve as consultants in advising the Company on projects	31 Dec 2025
Mrs. Chutima Trairatvorakul -	– Spouse of Dr. Prasert Trairatvorakul, who is a doctor who holds the position of Director of the Company, Member of the Executive Committee, Senior Deputy Managing Director and Authorized Director	31 Dec 2025
Dr. Thitiwat Sriprasat -	– Spouse of the daughter of Dr. Prasert Triratwarakul, who is a doctor who holds the position of Director of the Company, Executive Director and Deputy Director of the Company.	31 Dec 2025
Dr. Pisit Jiyasak -	– The daughter of Dr. Prasert Triratwarakul, who is a doctor who holds the position of Director of the Company, Executive Director and Deputy Director of the Company.	31 Dec 2025
Dr. Porn Trairatvorakul -	Daughter of Dr. Prasert Trairatvorakul, who is a doctor who holds the position of Director of the Company, Member of the Executive Committee Senior Deputy Managing Director and Authorized Director.	31 Dec 2025
Dr. Pakini Pooprasert -	– The daughter of Dr. Sathian Pooprasert, who is a doctor who holds the position of Vice Chairman of the Board of Directors, Member of the Executive Committee and Chief Executive Officer and Authorized Director	31 Dec 2025
Mr. Attapol Sariddipuntawat -	– Director and Chairman of the Executive Committee	31 Dec 2025
Mr. Kanit Patsaman -	– Independent Director, Chairman of the Audit Committee and Member of the Corporate Governance and Sustainable Business Development Committee	31 Dec 2025
Mr. Pisek Jiyasak -	– Independent Director, Audit Committee, Nomination and Remuneration Committee, and Chairman of the Corporate Governance and Sustainable Business Development Committee of the Company.	31 Dec 2025
Dr. Thanai Charinsan -	– Independent Director Member of the Corporate Governance and Sustainable Business Development Committee of the Company and Executive Director of the Company	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
Mrs. Vilasinee Puddhikarant -	– Director and Member of the Nomination and Remuneration Committee	31 Dec 2025
Dr. Somchai Pinyopornphanit -	– Executive Director	31 Dec 2025
Mr. Songsak Premsuk -	– Executive Director	31 Dec 2025
Ms. Kamaporn Tampipit -	– Chief Financial Officer and Executive (The highest responsible person in Accounting and Finance)	31 Dec 2025
Dr. North Techawathanawanna -	Assistant Chief Executive Officer (Medical Division and Human Resources Division)	31 Dec 2025
Dr. Wittaya Wanpen -	Assistant Chief Executive Officer (Business Development Division and Strategic Plan Office Division)	31 Dec 2025
Pol.Lt.Gen. Borihan Siang-arom -	Independent Director Member of the Corporate Governance and Sustainable Business Development Committee of the Company and Executive Director of the Company	31 Dec 2025
TNI and Associates Co., Ltd. Training and Consulting	The Chairman of the Board of Directors is the major shareholder, Dr. Thanai Charinsan, who holds 99.99% of the direct shares.	31 Dec 2025

Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
SC Asset Corporation Public Company Limited			
Transaction 1 Nature of transaction Medical service income Details The Company provides medical services to the employees of SC Company. Asset Corporation Public Company Limited, as well as other organizations under the contract to provide medical treatment for employees, including: 1. OAI Consultant Tent & Management Co., Ltd. 2. SC Able Company Limited 3. Scope Co., Ltd. 4. V.Land Property Co., Ltd. 5. Solid Company Asset Co., Ltd. 6. OAI Management Co., Ltd. 7. OAI Leasing Company Limited 8. B.B.D. Development Co., Ltd. 9. Bridge Group (Thailand) Co., Ltd. 10. Thaicom Foundation 11. B.B.D. Property Co., Ltd. 12. SC Expedition Co., Ltd. The organization will pay the medical expenses to the company on behalf of the employees of each organization. Necessity/reasonableness The Company provides medical services to SC employees. Assets and other organizations under the contract to provide medical treatment for such employees. The medical service rates are the same as those of general customers, and the payment period and discount rates are comparable to those of customers under medical service contracts and customers under the Company's general contracts. Audit committee's opinion	3.75	4.13	4.10

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Audit Committee has considered that the transaction is a normal business transaction and is reasonable. The terms and conditions of the service are the same as those of customers under medical service contracts and customers under other contracting parties, with the same medical service rates as general customers, including discounts in accordance with the counterparty discount criteria set forth in the Company's pricing policy. In addition, the transaction is also beneficial to the company. In order to expand the customer base that comes to use the company's services.			
Transaction 2 Nature of transaction Outstanding trade receivables at the end of the period Details The Company provides medical services to the employees of SC Company. Asset Corporation Public Company Limited, as well as other organizations under the contract to provide medical treatment for employees, including: 1. OAI Consultant Tent & Management Co., Ltd. 2. SC Able Company Limited 3. Scope Co., Ltd. 4. V.Land Property Co., Ltd. 5. Solid Company Asset Co., Ltd. 6. OAI Management Co., Ltd. 7. OAI Leasing Company Limited 8. B.B.D. Development Co., Ltd. 9. Bridge Group (Thailand) Co., Ltd. 10. Thaicom Foundation 11. B.B.D. Property Co., Ltd. 12. SC Expedition Co., Ltd. The organization will pay the medical expenses to the company on behalf of the employees of each organization.	0.47	0.62	1.86

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Necessity/reasonableness The company provides medical services to SC employees. Assets and other organizations under the contract to provide medical treatment for such employees. The medical service rates are the same as those of general customers, and the payment period and discount rates are comparable to those of customers under medical service contracts and customers under the Company's general contracts. Audit committee's opinion The Audit Committee has considered that the transaction is a normal business transaction and is reasonable. The terms and conditions of the service are the same as those of customers under medical service contracts and customers under other contracting parties, with the same medical service rates as general customers, including discounts in accordance with the counterparty discount criteria set forth in the Company's pricing policy. In addition, the transaction is also beneficial to the company. In order to expand the customer base that comes to use the company's services.			
Solid Asset Company Limited			
Transaction 1	1.06	0.69	0.74
Nature of transaction Rental income Details The Company has entered into a lease agreement for space and services. On the 2nd floor of Building B to open Yang Chinese Cafe. The model of serving Hong Kong-style Chinese cuisine is to accommodate customers who come to use the service in Rama 9 Hospital. Necessity/reasonableness			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
As of 1 August 2024, the Company has entered into a space lease agreement with Solid Asset Co., Ltd. for a period of 1 years from 1 August 2024 to 31 July 2025 to operate the distribution business. Food & Drink Audit committee's opinion The Audit Committee has considered that the transaction is reasonable and supports more customers who come to use Building B as an alternative for customers. There are a variety of restaurants and cuisines with reasonable rental conditions and rental rates. There is no transfer of interest between the Company and persons who may have a conflict with the rental rate of the space in the same building with other tenants.			
Transaction 2 Nature of transaction Service Fee Revenue Details The Company has entered into a lease agreement for space and services. On the 2nd floor of Building B to open Yang Chinese Cafe. The model of serving Hong Kong-style Chinese cuisine is to accommodate customers who come to use the service in Rama 9 Hospital. Necessity/reasonableness As of 1 August 2024, the Company has entered into a space lease agreement with Solid Asset Co., Ltd. for a period of 1 years from 1 August 2024 to 31 July 2025 to operate the distribution business. Food & Drink Audit committee's opinion	1.58	1.41	1.39

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Audit Committee has considered that the transaction is reasonable and supports more customers who come to use Building B as an alternative for customers. There are a variety of restaurants and cuisines with reasonable rental conditions and rental rates. There is no transfer of interest between the Company and persons who may have a conflict with the rental rate of the space in the same building with other tenants.			
Transaction 3 Nature of transaction Rental income/service fee accrued at the end of the period Details The Company has entered into a lease agreement for space and services. On the 2nd floor of Building B to open Yang Chinese Cafe. The model of serving Hong Kong-style Chinese cuisine is to accommodate customers who come to use the service in Rama 9 Hospital. Necessity/reasonableness As of 1 August 2024, the Company has entered into a space lease agreement with Solid Asset Co., Ltd. for a period of 1 years from 1 August 2024 to 31 July 2025 to operate the distribution business. Food & Drink Audit committee's opinion The Audit Committee has considered that the transaction is reasonable and supports more customers who come to use Building B as an alternative for customers. There are a variety of restaurants and cuisines with reasonable rental conditions and rental rates. There is no transfer of interest between the Company and persons who may have a conflict with the rental rate of the space in the same building with other tenants.	0.13	0.13	0.11

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Transaction 4 Nature of transaction Other non-current assets Details The Company has entered into a lease agreement for space and services. On the 2nd floor of Building B to open Yang Chinese Cafe. The model of serving Hong Kong-style Chinese cuisine is to accommodate customers who come to use the service in Rama 9 Hospital. Necessity/reasonableness As of 1 August 2024, the Company has entered into a space lease agreement with Solid Asset Co., Ltd. for a period of 1 years from 1 August 2024 to 31 July 2025 to operate the distribution business. Food & Drink Audit committee's opinion The Audit Committee has considered that the transaction is reasonable and supports more customers who come to use Building B as an alternative for customers. There are a variety of restaurants and cuisines with reasonable rental conditions and rental rates. There is no transfer of interest between the Company and persons who may have a conflict with the rental rate of the space in the same building with other tenants.	0.20	0.20	0.28
Transaction 5 Nature of transaction Expenditure, Food coupons for health check-ups and doctor's meals Details Food coupons for health check-ups and doctor's meals	0.49	0.57	0.54

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Necessity/reasonableness The company has entered into a contract to provide discounts on food and beverage coupons for health check-ups. Audit committee's opinion The Audit Committee has considered that the transaction is reasonable and there is no transfer of interest between the Company and persons who may have conflicts			
Transaction 6 Nature of transaction Accrued expenses at the end of the period, Food coupons for health check-ups and doctor's meals Details Food coupons for health check-ups and doctor's meals Necessity/reasonableness The company has entered into a contract to provide discounts on food and beverage coupons for health check-ups. Audit committee's opinion The Audit Committee has considered that the transaction is reasonable and there is no transfer of interest between the Company and persons who may have conflicts	0.16	0.88	0.88
Transaction 7 Nature of transaction Expenditure, Commodity trading and food costs Details Commodity trading and food costs Necessity/reasonableness	0.01	0.02	0.01

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The company purchased food and snacks for the medical team for health check-ups and for the management meeting. Audit committee's opinion The Audit Committee has considered that the transaction is reasonable and there is no transfer of interest between the Company and persons who may have conflicts.			
Voice TV Co., Ltd.			
Transaction 1 Nature of transaction Medical service income Details The Company has provided annual health check-up services to Voice TV's employees, which Voice TV pays for the medical expenses to the Company on behalf of employees. Necessity/reasonableness The Company provides annual health check-ups to Voice TV's employees at a price, conditions, and services comparable to those provided by the Company to other corporate customers. Audit committee's opinion The Audit Committee has considered that the transaction is a normal business transaction and is reasonable. The health check-up service rates are in accordance with the normal rates charged to customers of the contracting parties and/or other corporate customers. This may lead to the expansion of other medical services after health checkups.	0.15	0.03	0.06
Transaction 2 Nature of transaction	0.07	0.00	0.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Outstanding trade receivables at the end of the period Details The Company has provided annual health check-up services to Voice TV's employees, which Voice TV pays for the medical expenses to the Company on behalf of employees. Necessity/reasonableness The Company provides annual health check-ups to Voice TV's employees at a price, conditions, and services comparable to those provided by the Company to other corporate customers. Audit committee's opinion The Audit Committee has considered that the transaction is a normal business transaction and is reasonable. The health check-up service rates are in accordance with the normal rates charged to customers of the contracting parties and/or other corporate customers. This may lead to the expansion of other medical services after health checkups.			
Ms. Pojman Damapong ("Major Shareholder")			
Transaction 1 Nature of transaction Medical service income Details	1.98	4.00	3.25

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Company provides medical services to a group of individuals under a medical service contract. between the Company and the major shareholders (the contract covers the major shareholders and the persons under the contract), including the service recipients recommended by the major shareholders. Transactions in which the major shareholders pay medical expenses to the Company on behalf of the recipients of such services. Necessity/reasonableness			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Therefore, the Company and its major shareholders have agreed to enter into a medical service contract as of 15 December 2017 and cancel the previous medical service contract with a discount rate of 15% (which is a discount rate with exemption conditions, which include doctor's fee, dental fee, physical therapy fee, doctor's reading fee, medical technical examination and pathology (special), beauty fee, and lump-sum service fee) and payment terms of 30 days from the date of billing, in accordance with the discount criteria under the medical service contract set forth in the Company's price policy. At the time of the preparation of a new medical service contract of the major shareholder in December 2017, the Company prepared an additional medical service contract with the new counterparty who is a relative of the major shareholder. It was under the original contract of the major shareholder. For the accounting period, the end of the 31 December 2018 and for the year ended 31 December 2017 , the said contract includes the service recipients referred by the parties. The total value of medical expenses was 7.5 million baht and 7.6 million baht, respectively. The value of medical expense discounts amounted to 1.5 million baht and 1.0 million baht, respectively, and the net value of medical expense income amounted to 6.0 million baht and 6.6 million baht, respectively, or an average discount rate of about 20 percent and 20 percent, respectively. The Company terminated the contract on 16 July 2018. Audit committee's opinion			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Audit Committee has considered that the transaction is beneficial to the Company. In order to expand the customer base that comes to use the company's services. However, The list of medical services in the period before the payment terms and discount rates were updated is a historical item. However, the price, conditions, and services, as well as discounts, under the current version of the Medical Service Contract are within the normal criteria of customers under the Medical Service Contract and customers according to the Company's pricing policy.			
Transaction 2 Nature of transaction Medical service discounts Details The Company provides medical services to a group of individuals under a medical service contract. between the Company and the major shareholders (the contract covers the major shareholders and the persons under the contract), including the service recipients recommended by the major shareholders. Transactions in which the major shareholders pay medical expenses to the Company on behalf of the recipients of such services. Necessity/reasonableness	0.22	0.42	0.38

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Therefore, the Company and its major shareholders have agreed to enter into a medical service contract as of 15 December 2017 and cancel the previous medical service contract with a discount rate of 15% (which is a discount rate with exemption conditions, which include doctor's fee, dental fee, physical therapy fee, doctor's reading fee, medical technical examination and pathology (special), beauty fee, and lump-sum service fee) and payment terms of 30 days from the date of billing, in accordance with the discount criteria under the medical service contract set forth in the Company's price policy. At the time of the preparation of a new medical service contract of the major shareholder in December 2017, the Company prepared an additional medical service contract with the new counterparty who is a relative of the major shareholder. It was under the original contract of the major shareholder. For the accounting period, the end of the 31 December 2018 and for the year ended 31 December 2017 , the said contract includes the service recipients referred by the parties. The total value of medical expenses was 7.5 million baht and 7.6 million baht, respectively. The value of medical expense discounts amounted to 1.5 million baht and 1.0 million baht, respectively, and the net value of medical expense income amounted to 6.0 million baht and 6.6 million baht, respectively, or an average discount rate of about 20 percent and 20 percent, respectively. The Company terminated the contract on 16 July 2018. Audit committee's opinion			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Audit Committee has considered that the transaction is beneficial to the Company. In order to expand the customer base that comes to use the company's services. However, The list of medical services in the period before the payment terms and discount rates were updated is a historical item. However, the price, conditions, and services, as well as discounts, under the current version of the Medical Service Contract are within the normal criteria of customers under the Medical Service Contract and customers according to the Company's pricing policy.			
Transaction 3 Nature of transaction Net Medical service income Details The Company provides medical services to a group of individuals under a medical service contract. between the Company and the major shareholders (the contract covers the major shareholders and the persons under the contract), including the service recipients recommended by the major shareholders. Transactions in which the major shareholders pay medical expenses to the Company on behalf of the recipients of such services. Necessity/reasonableness	1.75	3.58	2.87

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Therefore, the Company and its major shareholders have agreed to enter into a medical service contract as of 15 December 2017 and cancel the previous medical service contract with a discount rate of 15% (which is a discount rate with exemption conditions, which include doctor's fee, dental fee, physical therapy fee, doctor's reading fee, medical technical examination and pathology (special), beauty fee, and lump-sum service fee) and payment terms of 30 days from the date of billing, in accordance with the discount criteria under the medical service contract set forth in the Company's price policy. At the time of the preparation of a new medical service contract of the major shareholder in December 2017, the Company prepared an additional medical service contract with the new counterparty who is a relative of the major shareholder. It was under the original contract of the major shareholder. For the accounting period, the end of the 31 December 2018 and for the year ended 31 December 2017 , the said contract includes the service recipients referred by the parties. The total value of medical expenses was 7.5 million baht and 7.6 million baht, respectively. The value of medical expense discounts amounted to 1.5 million baht and 1.0 million baht, respectively, and the net value of medical expense income amounted to 6.0 million baht and 6.6 million baht, respectively, or an average discount rate of about 20 percent and 20 percent, respectively. The Company terminated the contract on 16 July 2018. Audit committee's opinion			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Audit Committee has considered that the transaction is beneficial to the Company. In order to expand the customer base that comes to use the company's services. However, The list of medical services in the period before the payment terms and discount rates were updated is a historical item. However, the price, conditions, and services, as well as discounts, under the current version of the Medical Service Contract are within the normal criteria of customers under the Medical Service Contract and customers according to the Company's pricing policy.			
Transaction 4 Nature of transaction Outstanding trade receivables at the end of the period Details The Company provides medical services to a group of individuals under a medical service contract. between the Company and the major shareholders (the contract covers the major shareholders and the persons under the contract), including the service recipients recommended by the major shareholders. Transactions in which the major shareholders pay medical expenses to the Company on behalf of the recipients of such services. Necessity/reasonableness	0.25	0.53	0.30

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Therefore, the Company and its major shareholders have agreed to enter into a medical service contract as of 15 December 2017 and cancel the previous medical service contract with a discount rate of 15% (which is a discount rate with exemption conditions, which include doctor's fee, dental fee, physical therapy fee, doctor's reading fee, medical technical examination and pathology (special), beauty fee, and lump-sum service fee) and payment terms of 30 days from the date of billing, in accordance with the discount criteria under the medical service contract set forth in the Company's price policy. At the time of the preparation of a new medical service contract of the major shareholder in December 2017, the Company prepared an additional medical service contract with the new counterparty who is a relative of the major shareholder. It was under the original contract of the major shareholder. For the accounting period, the end of the 31 December 2018 and for the year ended 31 December 2017 , the said contract includes the service recipients referred by the parties. The total value of medical expenses was 7.5 million baht and 7.6 million baht, respectively. The value of medical expense discounts amounted to 1.5 million baht and 1.0 million baht, respectively, and the net value of medical expense income amounted to 6.0 million baht and 6.6 million baht, respectively, or an average discount rate of about 20 percent and 20 percent, respectively. The Company terminated the contract on 16 July 2018. Audit committee's opinion			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Audit Committee has considered that the transaction is beneficial to the Company. In order to expand the customer base that comes to use the company's services. However, The list of medical services in the period before the payment terms and discount rates were updated is a historical item. However, the price, conditions, and services, as well as discounts, under the current version of the Medical Service Contract are within the normal criteria of customers under the Medical Service Contract and customers according to the Company's pricing policy.			
Transaction 5 Nature of transaction Purchase of fixed assets Details The Company has entered into a contract to buy and sell land with the major shareholder on March 9, 2023 to purchase the plot of land. Land Deed No. 6224, Land No. 314, Survey Page 2014, size 1 rai, 13 square wah (413 square wah) at a price of 100,000,000 baht, in which the company has deposited a deposit of 15,000,000 baht for the land on the date of purchase and sale and will pay the remaining land fee on the date of transfer of ownership of 85,000,000 baht by payment bill dated April 20, 2023. Necessity/reasonableness	100.00	0.00	0.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Company entered into a contract to purchase and sell land deed No. 6224, Land No. 314, Survey Page 2014, next to Thiam Ruam Mitr Road, Huai Khwang Sub-district, Huai Khwang District, Bangkok Province with the major shareholders for the purpose of constructing a new nursing dormitory building. To support the number of nurses of the company that will increase in the future. It was found that the land deed No. 6224, land number 314, survey page 2014 is suitable for the construction of a new nursing dormitory because this land is located in the same area as the company's existing nursing dormitory. It is not far from the company's location. This creates a good quality of life and work, benefits themselves and supports the company's growth. Audit committee's opinion The Audit Committee has considered that the transaction is necessary and beneficial to the Company, and the price and conditions of the purchase and sale agreement are appropriate and reasonable. The land price is lower than the appraised price by the appraisal of the company at Preeksa First Star Co., Ltd., Asset Asia Corporation Co., Ltd. and Rich Apprentice Co., Ltd., which is an asset valuation company approved by the Securities and Exchange Commission according to the Announcement No. SCOR 24/2012. The land is in a good location and will benefit both the company and the shareholders as a whole.			
Mr. Bannapot Damapong			
Transaction 1 Nature of transaction Medical service income Details	0.44	0.45	0.49

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract) The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients. Necessity/reasonableness As of 1 April 2018, the Company has entered into a medical service contract with Mr. Bannapot Damapong with the characteristics of conditions and discounts for groups of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions including doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic and pathology (special) fees, beauty salon fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set forth in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract. Audit committee's opinion The Audit Committee has considered that the transaction is beneficial to the Company. In order to expand the customer base that comes to use the Company's services, the price, conditions, and services, as well as discounts under the medical service contract of Mr. Bannapot Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.			
Transaction 2 Nature of transaction Medical service discounts	0.05	0.05	0.05

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Details The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract) The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients. Necessity/reasonableness As of 1 April 2018, the Company has entered into a medical service contract with Mr. Bannapot Damapong with the characteristics of conditions and discounts for groups of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions including doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic and pathology (special) fees, beauty salon fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set forth in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract. Audit committee's opinion The Audit Committee has considered that the transaction is beneficial to the Company. In order to expand the customer base that comes to use the Company's services, the price, conditions, and services, as well as discounts under the medical service contract of Mr. Bannapot Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.			
Transaction 3 Nature of transaction	0.39	0.41	0.44

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Net Medical service income Details The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract) The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients. Necessity/reasonableness As of 1 April 2018, the Company has entered into a medical service contract with Mr. Bannapot Damapong with the characteristics of conditions and discounts for groups of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions including doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic and pathology (special) fees, beauty salon fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set forth in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract. Audit committee's opinion The Audit Committee has considered that the transaction is beneficial to the Company. In order to expand the customer base that comes to use the Company's services, the price, conditions, and services, as well as discounts under the medical service contract of Mr. Bannapot Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.			
Transaction 4	0.05	0.01	0.05

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Nature of transaction Outstanding trade receivables at the end of the period Details The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract) The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients. Necessity/reasonableness As of 1 April 2018, the Company has entered into a medical service contract with Mr. Bannapot Damapong with the characteristics of conditions and discounts for groups of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions including doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic and pathology (special) fees, beauty salon fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set forth in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract. Audit committee's opinion			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Audit Committee has considered that the transaction is beneficial to the Company. In order to expand the customer base that comes to use the Company's services, the price, conditions, and services, as well as discounts under the medical service contract of Mr. Bannapot Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.			
Ms. Paetongtarn Shinawatra			
Transaction 1 Nature of transaction Medical service income Details The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract) The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients. Necessity/reasonableness	1.19	1.21	1.08

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
As of 22 May 2020 , the Company has entered into a medical service contract with Ms. Patongtarn Shinawatra with the characteristics of conditions and discounts for the group of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions such as doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic examination and pathology (special), beauty fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set out in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract. Audit committee's opinion The Audit Committee has considered that the transaction is beneficial to the Company. In order to expand the customer base that comes to use the Company's services, the price, conditions, and services, as well as discounts under the medical service contract of Mr. Bannapot Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.			
Transaction 2 Nature of transaction Medical service discounts Details	0.18	0.09	0.10

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract) The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients. Necessity/reasonableness As of 22 May 2020 , the Company has entered into a medical service contract with Ms. Patongtarn Shinawatra with the characteristics of conditions and discounts for the group of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions such as doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic examination and pathology (special), beauty fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set out in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract. Audit committee's opinion The Audit Committee has considered that the transaction is beneficial to the Company. In order to expand the customer base that comes to use the Company's services, the price, conditions, and services, as well as discounts under the medical service contract of Mr. Bannapot Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.			
Transaction 3 Nature of transaction	1.01	1.12	0.98

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Net Medical service income Details The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract) The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients. Necessity/reasonableness As of 22 May 2020 , the Company has entered into a medical service contract with Ms. Patongtarn Shinawatra with the characteristics of conditions and discounts for the group of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions such as doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic examination and pathology (special), beauty fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set out in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract. Audit committee's opinion The Audit Committee has considered that the transaction is beneficial to the Company. In order to expand the customer base that comes to use the Company's services, the price, conditions, and services, as well as discounts under the medical service contract of Mr. Bannapot Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Transaction 4 Nature of transaction Outstanding trade receivables at the end of the period Details The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract) The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients. Necessity/reasonableness As of 22 May 2020 , the Company has entered into a medical service contract with Ms. Patongtarn Shinawatra with the characteristics of conditions and discounts for the group of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions such as doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic examination and pathology (special), beauty fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set out in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract. Audit committee's opinion	0.09	0.09	0.09

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Audit Committee has considered that the transaction is beneficial to the Company. In order to expand the customer base that comes to use the Company's services, the price, conditions, and services, as well as discounts under the medical service contract of Mr. Bannapot Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.			
Doctor Group			
Transaction 1	34.37	32.28	39.18
Nature of transaction Doctor's Fee Cost Details The Company pays compensation in the form of doctor's fees to doctors who have been examined in the hospital. Under the Memorandum of Agreement on the Use of the Clinic for Dental Practice, 11 people Necessity/reasonableness Doctors who hold the position of directors or executives are examined and treated at the hospital by The remuneration is comparable to the rate of medical fees paid by the Company to other doctors who are similarly qualified to doctors who hold the position of director and/or The hospital focuses on the quality of medical services as well as expertise in providing medical services for complex diseases, so it is necessary to determine appropriate remuneration and create motivation. It can attract quality doctors to hospitals and reduce the risk of shortage of medical personnel. Audit committee's opinion			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Company is required to pay the remuneration of such doctors at the same rate as other doctors with similar qualifications to the doctors in the position.			
Transaction 2 Nature of transaction The amount of outstanding medical fees at the end of the period Details The Company pays compensation in the form of doctor's fees to doctors who have been examined in the hospital. Under the Memorandum of Agreement on the Use of the Clinic for Dental Practice, 11 people Necessity/reasonableness Doctors who hold the position of directors or executives are examined and treated at the hospital by The remuneration is comparable to the rate of medical fees paid by the Company to other doctors who are similarly qualified to doctors who hold the position of director and/or The hospital focuses on the quality of medical services as well as expertise in providing medical services for complex diseases, so it is necessary to determine appropriate remuneration and create motivation. It can attract quality doctors to hospitals and reduce the risk of shortage of medical personnel. Audit committee's opinion The Company is required to pay the remuneration of such doctors at the same rate as other doctors with similar qualifications to the doctors in the position.	3.63	4.09	1.68
Dr. Sathaporn Pooprasert			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Transaction 1 Nature of transaction Consultant Fee Details The Company pays monthly remuneration to the Company's external consultants. Necessity/reasonableness The Company has appointed a qualified person with medical knowledge and expertise who has served as the Chief Medical Officer of the Company as a consultant, who is not a full-time employee, to provide advice. Consulting and participating in quality development activities and academic training meetings of the Company. Audit committee's opinion The Company is required to pay such remuneration as remuneration for consultants in the performance of their duties, and such remuneration is at a rate comparable to that of consultants other than persons who may have conflicts with the Company with the same scope of consultation.	0.44	0.36	0.32
TNI and Associates Co., Ltd.			
Transaction 1 Nature of transaction Training and Consulting Details Training fee for the “Art of Business War Master Class” program. Necessity/reasonableness	0.00	0.00	0.16

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
To develop strategic planning skills by applying knowledge to create a competitive advantage in business. This program is suitable for executives at all levels who aim to enhance their strategic thinking capabilities in driving organizational success. Audit committee's opinion The aforementioned item is necessary and reasonable in order to develop the strategic planning skills of the company's executives. The remuneration is determined at a rate comparable to that of other companies that are not considered related parties or individuals who may have a conflict of interest with the company.			
OAI Consultant & Management Co., Ltd.			
Transaction 1 Nature of transaction Venue and Catering Costs Details The "Appreciation Event for Contracted Insurance Companies and Life Insurance Agents" is an annual event organized by the hospital. Necessity/reasonableness To strengthen relationships with our insurance partners and agent network. Audit committee's opinion	0.00	0.00	0.10

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The aforementioned item is necessary and reasonable. The company organizes this event annually to strengthen relationships with its agent network and to provide an opportunity for exchanging ideas and gathering feedback to improve services. The remuneration is set at a rate comparable to that offered by other companies that are not considered related parties or persons with potential conflicts of interest with the company.			
Transaction 2 Nature of transaction Hotel expense Details Hotel accommodation cost bundled with a “Buy 1, Get 1 Free” health check-up package. Necessity/reasonableness This adds value to the package and enhances its overall attractiveness for customers. Audit committee's opinion The aforementioned item is necessary and reasonable as it enhances the value of the package for customers. The remuneration is set at a rate comparable to that of other companies that are not considered related parties or persons who may have a conflict of interest with the company.	0.00	0.00	0.01

9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

Measures and procedures for approving related party transactions or connected transactions

However, In the past year, the Company has not conducted any connected transactions that require approval from the Board of Directors or shareholders in accordance with the requirements of the Stock Exchange of Thailand, and has not violated or complied with the rules on disclosure of related party transactions and asset trading.

Policies and Trends for Future Transactions

Possible inter-items in the future The Board of Directors shall comply with the Securities and Exchange Act and the regulations, announcements, orders or requirements of the Capital Market Supervisory Board. The Securities and Exchange Commission and the Stock Exchange of Thailand However, The Company will disclose the related party transactions in the Annual Registration Statement and the notes to the financial statements audited by the Company's auditors, as well as comply with the requirements regarding the disclosure of the Company's related party transactions in accordance with the Financial Reporting Standards issued under the Accounting Profession Act, B.E. 2547 Including amendments

The Company may continue to enter into transactions in the future by determining the prices and trading conditions in accordance with the normal course of business, as well as those assigned to persons and/or companies that are not in conflict or related to each other, such as providing medical services to the contracting companies. Payment of remuneration in the form of medical fees Welfare for medical expenses, etc. The upcoming related party transactions are in accordance with the Company's normal business operations and are primarily for the benefit of the Company and its shareholders.

The Company's inter-party transactions that occur and may occur in the future shall be necessary and/or reasonable for the best interests of the Company and shall be in accordance with the nature of general business operations, and such transactions, prices and conditions of the transactions shall be fair and in accordance with the normal business (Fair and at arm's length basis There is no transfer of interest between the Company and persons who may have conflicts, and the Audit Committee of the Company will give an opinion on the necessity and appropriateness of the transaction. In addition, if there is a transaction between the two parties. referee Executives or persons who may have conflicts or interests will not be able to participate or have the right to vote in considering and approving the transaction. In order to ensure transparency and independence in considering and making real transactions, and when considering the structure of the company, it can be seen that the company does not have a business group structure, so there are no transactions between each other, which will cause a conflict of interest.

In addition, if the company has a large-scale inter-party transaction and must obtain approval from shareholders in accordance with the requirements of the Stock Exchange of Thailand. The Company will fully disclose all details as specified by the Stock Exchange, including the date, month, year of the transaction agreement, the parties involved Nature of Interests General characteristics of the list Asset Details: Appraisal price of an independent appraiser authorized by the Securities and Exchange Commission Settlement Criteria used to determine the total value of an item Reason for the transaction (benefits/advantages of the transaction) Size of transaction Independent Financial Advisor's Opinion Directors who do not have the right to vote at the Board of Directors meeting, the opinion of the Board of Directors, the opinion of the Audit Committee and/or the Company's directors that differ from the opinion of the Board of Directors List of shareholders with interests who do not have the right to vote and other information that may have a significant impact on shareholders' decision-making.

Policies or trends in future transactions and compliance with the obligations given by the Company in the prospectus.

Measures and procedures for approving the inter-party transaction

Pursuant to the Board of Directors' Resolution No. 3/2018 on 12 March 2018, the Company's inter-party transaction policy and principles regarding commercial agreements with general trade terms were approved. In transactions between the Company and the directors. The Company will comply with the Securities and Exchange Act and the regulations, announcements, orders or requirements of the Capital Market Supervisory Board. The Securities and Exchange Commission and the Stock Exchange of Thailand However, referee Executives or persons who may have conflicts or interests will not be able to participate or have the right to vote in considering and approving the transaction. However, Entering into a Transaction The company adheres to the principle of as follows

- It is a transaction that has gone through a transparent approval process by the directors. and/or executives (as the case may be) with responsibility, prudence and honesty. Stakeholders are not involved in decision-making.
- It is a transaction that is made with the interests of the company in mind as if it were a transaction with a third party.
- There is a tracking and monitoring system that ensures that transactions are carried out in accordance with the correct procedures.

Measures and procedures for inter-party transactions

The Company has established measures and procedures for inter-party transactions. as follows:

1. Consideration of the Transaction The Company will use the same criteria as general customers and/or individuals, as well as in accordance with the Company's normal operating procedures, to support business operations, which must be fair and reasonable and bring maximum benefits to the Company.
2. In case there is no such price. The Company will consider comparing the price of the goods or services with the external price. Under the same or similar conditions.
3. The Company may make use of the reports of independent appraisers appointed by the Company to compare prices for significant related party transactions to ensure that such prices are reasonable and in the best interests of the Company.
4. Transactions of the Company's Directors. Executives or persons who may have conflicts or related interests that are not normal business transactions or have different commercial conditions from transactions with general customers or third parties may proceed only with the approval of the Board of Directors by a majority vote. There must be no directors. Executives or persons who may have conflicts or related interests shall participate in the consideration and approval of the transaction and must not have any special conditions or requirements that deviate from the usual criteria set by the Company.
5. If the Company has other related transactions that meet the requirements of the Stock Exchange of Thailand. Such requirements must be strictly observed.
6. The Company must disclose information on transactions that may have a conflict of interest or a transaction between parties in accordance with the rules set by the Office of the Securities and Exchange Commission. The Stock Exchange of Thailand and/or related agencies shall be determined and in accordance with accounting standards and disclosed in the Annual Registration Statement. Annual report or any other report form as the case may be.
7. The Internal Audit Division shall review the transactions in accordance with the audit plan, which must report to the Audit Committee and have measures to control, audit, and supervise the random review of actual transactions in accordance with the contract or policies or conditions stipulated.

Approval of Connected Transactions or Connected Transactions

In the event that the law requires the approval of the Board of Directors or the shareholders' meeting prior to entering into the related party transaction (if any), the Company will arrange for the Audit Committee to attend the meeting to consider and give opinions on the necessity of the transaction and the reasonableness of the transaction. In entering into a normal business transaction or a normal business support transaction which is a commercial agreement with general commercial conditions and a transaction that is a commercial agreement that is not a general commercial condition, the following principles shall be followed:

1. Transactions that are commercial agreements with general terms of trade.

A transaction that is a normal business transaction or a normal business support transaction with a commercial agreement with general commercial conditions and is beneficial to the Company's business or operations. The management or the Board of Directors proposes that the Board of Directors approve the transaction agreement in principle before entering into such a transaction. If the transaction contains a commercial agreement in the same

manner as a person would do with a general party in the same situation, with commercial bargaining power without influence in his or her status as a director. Executives or related persons. The management will prepare a summary report of the transaction. To report to the Audit Committee and the Board of Directors meetings every quarter.

However, Transactions that comply with general trade conditions are trade conditions with fair prices and conditions and do not cause transfer of benefits.

- It is the price and conditions received by the Company or to the public.
- It is the price and conditions that the connected person gives to the general public.
- It is the price and condition under which the Company can show that the business operator is in a similar manner to the public.

2. Transactions that are commercial agreements that are not generally trade terms.

The transaction is a non-conditional commercial agreement in general, and the Audit Committee shall consider and give an opinion on the necessity and reasonableness of the transaction before presenting it to the Board of Directors and/or the shareholders' meeting (as the case may be) for approval. and the Office of the Securities and Exchange Commission, including compliance with the requirements regarding the disclosure of information on connected or connected transactions. The Company will disclose such related transactions in the notes to the Company's financial statements that have been audited or reviewed by the Company's auditors.

In the event that the Audit Committee does not have the expertise to consider the inter-party transactions that may occur. The Company will appoint persons with special knowledge, expertise or expertise, such as auditors, appraisers, or experts in related fields, who are independent of the Company, and persons who may have conflicts with the Company, to provide opinions on such transactions for the purpose of making decisions of the Audit Committee and/or the Board of Directors and/or the Shareholders' Meeting (as the case may be) to ensure that such transactions are necessary and reasonable taking into account the interests of the Company and shareholders.

Policies and Trends in Future Transactions

Transactions that may occur in the future. The Board of Directors shall comply with the Securities and Exchange Act and the regulations, announcements, orders or requirements of the Capital Market Supervisory Board. The Securities and Exchange Commission and the Stock Exchange of Thailand However, The Company discloses the related party transactions in the annual registration statement and notes to the financial statements audited by the Company's auditors, as well as complies with the requirements regarding the disclosure of the Company's related party transactions in accordance with the Financial Reporting Standards issued under the Accounting Profession Act, B.E. 2547 (2004), as amended.

The Company may continue to enter into cross-party transactions in the future. By setting the same prices and normal trading conditions of the business as those assigned to individuals and/or companies that are not in conflict or related, such as providing medical services to the contracting companies. Remuneration in the form of medical fees, etc. The upcoming related party transactions are in accordance with the Company's normal business operations and are primarily for the benefit of the Company and its shareholders.

However, The Company's inter-party transactions that occur and may occur in the future shall be necessary and/or reasonable for the best interests of the Company and shall be subject to the nature of general business operations and the transaction prices and conditions of the transaction which are fair and in accordance with the normal business (Fair and at arm’s length basis There is no transfer of interest between the Company and persons who may have conflicts, and the Audit Committee of the Company will give an opinion on the necessity and appropriateness of the transaction. In addition, if there is a transaction between the two parties. referee Executives or persons who may have conflicts or interests will not be able to participate or have the right to vote in considering and approving the transaction.

9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

Part 3

Financial Statements

Report of the Board of Directors' Responsibility to the Financial Statement

Dear shareholders,

The Board of Directors of Praram 9 Hospital Public Company Limited has realized the importance of its duties and responsibilities according to its corporate governance policy. This includes overseeing financial information disclosed in the Company's annual report and ensuring that such financial statements are prepared in accordance with generally accepted accounting standards, by selecting appropriate accounting policies, consistently adhering to those policies, exercising careful discretion and making the best projections, and adequately and transparently disclosing significant information in the Notes to the Financial Statements for the best interest of shareholders and the general investors.

The Board of Directors has set up appropriate, efficient and effective internal control and risk management systems to ensure accuracy, completeness and sufficiency of the Company's accounting information for maintaining its assets as well as to prevent any fraud or abnormal operations that caused significant damages.

The Board of Directors has appointed the Audit Committee to oversee and review accounting policies, quality of financial reports, efficiency of internal control, internal audit and risk management systems as well as to express its opinions on such matters, which are disclosed in the report of the Audit Committee in this Form 56-1 e-One Report.

The Board of Directors is of the opinion that the overall internal control system of the Company is at a satisfactory level and can build reasonable confidence in the reliability of the financial statements of Praram 9 Hospital Public Company Limited for the year ended 31 December 2025 due to its compliance with generally accepted standards and related laws, rules and regulations.

(Mr. Bhanapot Damapong)
Chairman of the Board of Directors

(Dr. Satian Pooprasert)
Chief Executive Officer

Independent Auditor's Report

To the Shareholders of Praram 9 Hospital Public Company Limited

Opinion

I have audited the accompanying financial statements of Praram 9 Hospital Public Company Limited (the Company), which comprise the statement of financial position as at 31 December 2025, and the related statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the financial statements, including material accounting policy information (collectively "the financial statements").

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Praram 9 Hospital Public Company Limited as at 31 December 2025, its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Company in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matter

Key audit matter is this matter that, in my professional judgement, was of most significance in my audit of the financial statements of the current period. This matter was addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on this matter.

I have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report, including in relation to this matter. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matter below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matter and how audit procedures respond to the matter are described below.

Revenue recognition

Revenues from hospital operations are significant to the financial statements because the amount is high (approximately 99% of total revenues). In addition, it consists of many compositions, such as revenues from sales of medicines, revenues from medical services, revenues from patient rooms, etc., including discounts for counterparties, e.g. insurance companies and other several counterparties, whereas the agreements contain vary conditions for each party. There are therefore risks with respect to the amount and timing of revenue recognition.

I have examined the revenue recognition of the Company by

- Assessing and testing the Company's IT system and its internal controls with respect to the revenue cycle by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls, and with special consideration given to expanding the scope of the testing of the internal controls which respond to the above risks.
- Performing analytical procedures on disaggregated data to detect possible irregularities in revenues transactions throughout the period, including accounting entries made through journal vouchers.
- On a sampling basis, examining supporting documents for revenue transactions occurring during the period.
- Reviewing credit notes that the Company issued after the period-end.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Company, but does not include the financial statements and my auditor's report thereon. The annual report of the Company is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

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

When I read the report of the Company, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

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

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matter. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Manee Rattanabunnakit
Certified Public Accountant (Thailand) No. 5313

EY Office Limited
Bangkok: 17 February 2026

Praram 9 Hospital Public Company Limited

Statement of financial position

As at 31 December 2025

(Unit: Baht)

	Note	2025	2024
Assets			
Current assets			
Cash and cash equivalents	*7*	660,506,873	394,823,977
Trade and other current receivables	*8*	595,070,866	342,668,805
Medicines and supplies	*9*	65,130,470	56,870,520
Other current financial assets	*10*	2,021,928,808	1,848,148,077
Other current assets		19,893,234	15,019,306
Total current assets		3,362,530,251	2,657,530,685
Non-current assets			
Restricted bank deposits	*11*	4,225,000	4,126,400
Other non-current financial assets	*10*	100,000,000	377,520,862
Property, plant and equipment	*12*	3,334,242,909	3,193,984,361
Right-of-use assets		24,163,883	13,947,713
Intangible assets	*13*	116,179,523	79,754,280
Deferred tax assets	*17*	70,739,879	58,317,673
Other non-current assets		15,215,590	13,913,586
Total non-current assets		3,664,766,784	3,741,564,875
Total assets		7,027,297,035	6,399,095,560

The accompanying notes are an integral part of the financial statements.

Praram 9 Hospital Public Company Limited

Statement of financial position (continued)

As at 31 December 2025

(Unit: Baht)

	Note	2025	2024
Liabilities and shareholders' equity			
Current liabilities			
Trade and other current payables	*14*	728,559,465	647,213,002
Current portion of lease liabilities		6,761,358	4,104,413
Income tax payable		62,761,158	46,092,460
Other current liabilities		82,021,186	60,330,063
Total current liabilities		880,103,167	757,739,938
Non-current liabilities			
Lease liabilities, net of current portion		9,220,557	692,612
Non-current provision for employee benefits	*15*	259,395,917	199,052,442
Other non-current liabilities		3,049,004	3,070,974
Total non-current liabilities		271,665,478	202,816,028
Total liabilities		1,151,768,645	960,555,966
Shareholders' equity			
Share capital			
Registered			
800,000,000 ordinary shares of Baht 1 each		800,000,000	800,000,000
Issued and fully paid			
786,300,000 ordinary shares of Baht 1 each		786,300,000	786,300,000
Share premium		1,934,359,580	1,934,359,580
Retained earnings			
Appropriated - statutory reserve	*16*	80,000,000	80,000,000
Unappropriated		3,074,868,810	2,637,880,014
Total shareholders' equity		5,875,528,390	5,438,539,594
Total liabilities and shareholders' equity		7,027,297,035	6,399,095,560
		-	-

The accompanying notes are an integral part of the financial statements.

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Directors

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Praram 9 Hospital Public Company Limited

Statement of comprehensive income

For the year ended 31 December 2025

(Unit: Baht)

	Note	2025	2024
Profit or loss:			
Revenues			
Revenues from hospital operations		5,276,567,599	4,635,381,148
Rental income		15,710,173	13,648,827
Other income		49,141,905	41,514,885
Total revenues		5,341,419,677	4,690,544,860
Expenses			
Cost of hospital operations		3,346,275,967	3,045,438,422
Selling expenses		270,101,426	158,004,183
Administrative expenses		762,376,006	679,216,513
Total expenses		4,378,753,399	3,882,659,118
Operating profit		962,666,278	807,885,742
Finance income		51,316,438	54,616,786
Finance cost		(764,079)	(491,741)
Profit before income tax expenses		1,013,218,637	862,010,787
Income tax expenses	*17*	(190,509,278)	(149,328,414)
Profit for the year		822,709,359	712,682,373
Other comprehensive income:			
Other comprehensive income not to be reclassified to profit or loss in subsequent periods:			
Actuarial loss	*15*	(39,859,241)	-
Less: Income tax effect	*17*	7,971,848	-
Other comprehensive income not to be reclassified to profit or loss in subsequent periods - net of income tax		(31,887,393)	-
Other comprehensive income for the year		(31,887,393)	-
Total comprehensive income for the year		790,821,966	712,682,373
Basic earnings per share	*20*		
Profit attributable to equity holders of the Company		1.05	0.91
			(Unit: Share)
Weighted average number of ordinary shares		786,300,000	786,300,000

The accompanying notes are an integral part of the financial statements.

Praram 9 Hospital Public Company Limited

Cash flow statement

For the year ended 31 December 2025

(Unit: Baht)

	2025	2024
Cash flows from operating activities		
Profit before tax	1,013,218,637	862,010,787
Adjustments to reconcile profit before tax to net cash		
provided by (paid from) operating activities:		
Depreciation and amortisation	313,225,083	306,364,522
Impairment loss on financial assets (reversal)	(5,511,090)	1,692,639
Reduction of medicines and supplies to		
net realisable value (reversal)	5,032	(895,843)
Loss on disposals and write-off of fixed assets	13,771,093	6,762,207
Impairment loss on non-financial assets (reversal)	3,615,543	(760,298)
Gain on sales of debt instruments measured at fair value		
through profit or loss	(2,148,578)	(1,081,547)
Gain on fair value adjustments of equity and debt instruments		
at fair value through profit or loss	(925,769)	(1,242,623)
Provision for employee benefits	39,331,524	18,223,048
Differences from reduction in lease payments	(710)	(17,572)
Finance income	(51,316,438)	(54,616,786)
Finance cost	764,079	491,741
Profit from operating activities before changes		
in operating assets and liabilities	1,324,028,406	1,136,930,275
Operating assets (increase) decrease		
Trade and other current receivables	(253,803,182)	(32,370,320)
Medicine and supplies	(8,264,982)	(7,792,772)
Other current assets	(4,873,928)	(3,244,975)
Other non-current assets	54,800	(187,382)
Operating liabilities increase (decrease)		
Trade and other current payables	109,466,675	108,159,803
Other current liabilities	14,865,110	16,216,202
Other non-current liabilities	(21,970)	448,226
Cash paid for employee benefits	(14,418,484)	(11,896,418)
Cash flows from operating activities	1,167,032,445	1,206,262,639
Cash paid for income tax	(178,290,938)	(166,384,225)
Net cash flows from operating activities	988,741,507	1,039,878,414

The accompanying notes are an integral part of the financial statements.

Praram 9 Hospital Public Company Limited

Cash flow statement (continued)

For the year ended 31 December 2025

(Unit: Baht)

	2025	2024
Cash flows from investing activities		
Increase in restricted bank deposits	(98,600)	-
Decrease (increase) in fixed deposits at banks	579,968,370	(1,580,030,469)
Acquisition of debt instruments	(1,131,421,912)	(491,650,189)
Proceed from sales of equity and debt instruments	658,268,020	248,910,839
Acquisition of fixed assets	(407,837,442)	(165,205,834)
Cash paid for payable of fixed assets	(74,690,115)	(58,167,483)
Cash paid for advance for purchase of fixed assets and intangible assets	(10,259,632)	(11,637,946)
Acquisition of intangible assets	(36,668,633)	(14,227,507)
Cash paid for payable of intangible assets	(1,008,796)	-
Proceed from sales of fixed assets	1,469,500	1,107,380
Interest received	58,228,649	32,677,151
Net cash flows used in investing activities	(364,050,591)	(2,038,224,058)
Cash flows from financing activities		
Payment of principal portion of lease liabilities	(7,572,057)	(6,485,138)
Dividend paid	(351,435,963)	(351,254,626)
Net cash flows used in financing activities	(359,008,020)	(357,739,764)
Net increase (decrease) in cash and cash equivalents	265,682,896	(1,356,085,408)
Cash and cash equivalents at beginning of year	394,823,977	1,750,909,385
Cash and cash equivalents at end of year	660,506,873	394,823,977
	-	-
Supplemental cash flows information:		
Non-cash items consist of:		
Acquisition of fixed assets for which cash has not been paid	43,477,924	74,690,115
Acquisition of intangible assets for which cash has not been paid	4,100,775	1,008,796
Increase in right-of-use assets and lease liabilities from additional lease agreements	17,992,868	1,905,555
Transfer advance for purchase of fixed assets and intangible assets to fixed assets and intangible assets	8,902,828	1,357,550
Dividend payable	13,896,214	11,499,007

The accompanying notes are an integral part of the financial statements.

Praram 9 Hospital Public Company Limited

Statement of changes in shareholders' equity

For the year ended 31 December 2025

(Unit: Baht)

			Retained earnings		
	Issued and paid-up share capital	Share premium	Appropriated - statutory reserve	Unappropriated	Total shareholders' equity
Balance as at 1 January 2024	786,300,000	1,934,359,580	80,000,000	2,279,029,281	5,079,688,861
Profit for the year	-	-	-	712,682,373	712,682,373
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	712,682,373	712,682,373
Dividend paid (Note 23)	-	-	-	(353,831,640)	(353,831,640)
Balance as at 31 December 2024	786,300,000	1,934,359,580	80,000,000	2,637,880,014	5,438,539,594
Balance as at 1 January 2025	786,300,000	1,934,359,580	80,000,000	2,637,880,014	5,438,539,594
Profit for the year	-	-	-	822,709,359	822,709,359
Other comprehensive income for the year	-	-	-	(31,887,393)	(31,887,393)
Total comprehensive income for the year	-	-	-	790,821,966	790,821,966
Dividend paid (Note 23)	-	-	-	(353,833,170)	(353,833,170)
Balance as at 31 December 2025	786,300,000	1,934,359,580	80,000,000	3,074,868,810	5,875,528,390

The accompanying notes are an integral part of the financial statements.

Praram 9 Hospital Public Company Limited
Notes to financial statements
For the year ended 31 December 2025

1. General information

Praram 9 Hospital Public Company Limited ("the Company") is a public company incorporated and domiciled in Thailand. The Company is principally engaged in the hospital operations. The registered office of the Company is at 99, Praram 9 Road, Bangkapi, Huaykwang, Bangkok.

2. Basis of preparation

The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

3. New financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Company has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Company's financial statements.

3.2 Financial reporting standard that will become effective for fiscal years beginning on or after 1 January 2026

The Federation of Accounting Professions issued a revised financial reporting standard, which is effective for fiscal years beginning on or after 1 January 2026. This financial reporting standard was aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Company believes that adoption of these amendments will not have any significant impact on the Company's financial statements.

4. Accounting policies

4.1 Revenue and expense recognition

Revenues from hospital operations

Revenues from hospital operations, mainly consisting of medical fees, hospital room sales, and medicine sales, are recognised as revenue at the point in time when services have been rendered or medicines have been delivered. Revenues are measured at the amount of the consideration received or receivable of services rendered and medicine delivered after deducting discounts.

Rental income

Rental income is recognised over the rental period and at the rate determined in the agreement.

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Medicines and supplies

Medicines and supplies are valued at the lower of cost and net realisable value. Cost is determined by First-in First-out method.

4.4 Property, plant and equipment/Depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of buildings and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Land improvement	-	10 - 30 years
Buildings, building improvement and condominium units	-	30 - 50 years
Building service systems	-	10 - 20 years
Tools and medical instruments	-	7 - 10 years
Office furniture, fixtures and equipment	-	3 - 10 years
Motor vehicles	-	10 years

Depreciation is included in determining income.

No depreciation is provided on land, assets under installation and construction in progress.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

4.5 Intangible assets/Amortisation

Intangible assets are stated at cost less any accumulated amortisation and accumulated impairment losses of assets (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible assets may be impaired. The amortisation period and the amortisation method of such intangible assets is reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

The intangible assets with finite useful lives are as follows:

	Useful lives
Computer software	5 - 10 years

No amortisation is provided on computer software under installation.

4.6 Leases

At inception of contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company as a lessee

The Company applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Company recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less any accumulated depreciation or accumulated amortisation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

Depreciation and amortisation of right-of-use assets are calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Land	-	3 years
Motor vehicles	-	3 years
Cost of right-of-use the bridges	-	10 - 30 years

If ownership of the leased asset is transferred to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation and amortisation are calculated using the estimated useful life of the asset.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Company discounted the present value of the lease payments by the interest rate implicit in the lease or the Company's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

The Company as a lessor

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

4.7 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associates and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors, and officers with authority in the planning and direction of the Company operations.

4.8 Impairment of non-financial assets

At the end of each reporting period, the Company performs impairment reviews in respect of the property, plant and equipment, right-of-use assets and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount.

An impairment loss is recognised in profit or loss.

4.9 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses, paid annual leave and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits and other long-term employee benefits

Defined contribution plans

The Company and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Company. The fund's assets are held in a separate trust fund and the Company contributions are recognised as expenses when incurred.

Defined benefit plans and other long-term employee benefits

The Company has obligations in respect of the severance payments it must make to employees upon retirement under labor law and medical care under other employee benefit plans. The Company treats these severance payment and medical care obligations as a defined benefit plan. In addition, the Company provides other long-term employee benefit plan, namely long service awards.

The obligation under the defined benefit plan and other long-term employee benefit plans is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from post-employment benefits are recognised immediately in other comprehensive income.

Actuarial gains and losses arising from other long-term benefits are recognised immediately in profit or loss.

Past service costs are recognised in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Company recognises restructuring-related costs.

4.10 Provisions

Provisions are recognised when the Company has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

4.11 Income Tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Company recognises deferred tax liabilities for all taxable temporary differences while it recognises deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Company reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Company records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.12 Financial instruments

The Company initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, or fair value through profit or loss (FVTPL). The classification of financial assets at initial recognition is driven by the Company’s business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Company measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivatives, security investments held for trading, equity investments which the Company has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Dividends on listed equity investments are recognised as other income in profit or loss.

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Company's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Company takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Company has transferred substantially all the risks and rewards of the asset, or the Company has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Impairment of financial assets

For trade receivables, the Company applies a simplified approach in calculating allowance for expected credit losses ("ECLs"). Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

4.13 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Company applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Company measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Company determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

Allowance for expected credit losses of trade receivables

In determining an allowance for expected credit losses of trade receivables, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Company's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.

Property, plant and equipment/Depreciation

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

Intangible assets

The initial recognition and measurement of intangible assets and subsequent impairment testing require the management to consider the significant changes related to the use or expected use of such assets with an adverse effect on the entity during the year or in the near future and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount.

Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the temporary differences and losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profits.

Post-employment benefits under defined benefit plans and other long-term employee benefits

The obligation under the defined benefit plan and other long-term employee benefit plans is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate, staff turnover rate, gold price change rate and medical fees increase rate.

6. Related party transactions

During the years, the Company had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related parties.

(Unit: Million Baht)

	2025	2024	Pricing Policy
Transactions with related companies			
Medical service income	4	4	Normal price
Medical service discounts	-	-	At the rate of 10%
Medical service income - net	4	4	
Rental income	1	1	Contract price
Service income	1	1	Contract price
Purchase of goods	5	3	Normal price
Transactions with related individuals			
Medical service income	14	13	Normal price
Medical service welfares and discounts	(7)	(5)	At the rate of 15% to 100%
Medical service income - net	7	8	

As at 31 December 2025 and 2024, the balances of the accounts between the Company, and those related parties are as follows:

(Unit: Thousand Baht)

	2025	2024
Trade and other receivables - related parties (Note 8)		
Related individuals (director and shareholder)	450	663
Related companies (related by common directors)	1,970	753
Total trade and other receivables - related parties	2,420	1,416
Other payable - related party (Note 14)		
Related company (related by common directors)	889	886
Total other payable - related party	889	886

	(Unit: Thousand Baht)	
	2025	2024
Retention - related party		
Related company (related by common directors)	283	203
Total retention - related party	283	203

Directors and management's benefits

During the years ended 31 December 2025 and 2024, the Company had employee benefit expenses payable to its directors and management as below.

	(Unit: Thousand Baht)	
	2025	2024
Short-term employee benefits	86,204	66,515
Post-employment benefits	1,580	1,354
Total	87,784	67,869

7. Cash and cash equivalents

	(Unit: Thousand Baht)	
	2025	2024
Cash	2,487	1,890
Savings and current deposits at banks	656,828	392,220
Fixed deposits at banks with an original maturity of 3 months or less	1,192	714
Total cash and cash equivalents	660,507	394,824

As at 31 December 2025, bank deposits in saving accounts and fixed deposits carried interests between 0.15% and 1.13% per annum (2024: between 0.15% and 1.60% per annum).

8. Trade and other current receivables

	(Unit: Thousand Baht)	
	2025	2024
Trade accounts receivable - related parties		
Aged on the basis of due dates		
Not yet due	1,636	533
Past due		
Up to 3 months	664	754
Total trade receivables - related parties	2,300	1,287

	(Unit: Thousand Baht)	
	2025	2024
Trade accounts receivable - unrelated parties		
Aged on the basis of due dates		
Not yet due	531,072	262,892
Past due		
Up to 3 months	23,238	38,694
3 - 6 months	6,582	8,569
6 - 12 months	10,281	2,125
Over 12 months	58,556	70,570
Total	629,729	382,850
Less: Allowance for expected credit losses	(69,601)	(79,160)
Total trade accounts receivable - unrelated parties, net	560,128	303,690
Total trade accounts receivable - net	562,428	304,977
Other current receivables		
Other current receivables - related parties	5	-
Other current receivables - unrelated parties	6,189	5,217
Interest receivables	23,285	30,197
Accrued income - related parties	115	129
Accrued income - unrelated parties	3,049	2,149
Total other current receivables	32,643	37,692
Total trade and other current receivables - net	595,071	342,669

The normal credit term is 30 to 60 days.

Set out below is the movement in the allowance for expected credit losses of trade receivables:

	(Unit: Thousand Baht)	
	2025	2024
Beginning balance	79,160	89,114
Provision for expected credit losses (reversal)	(6,239)	616
Amount written off	(3,320)	(10,570)
Ending balance	69,601	79,160

The significant decrease in allowance for expected credit losses of trade accounts receivable in 2025 of Baht 10 million (2024: Baht 10 million) was mainly due to increasing in default rate by rolling credit rate method and decreasing in trade accounts receivable that are overdue for more than 60 days.

9. Medicines and supplies

(Unit: Thousand Baht)

	Cost		Reduce cost to net realisable value		Medicine and supplies - net	
	2025	2024	2025	2024	2025	2024
Medicines	45,828	40,589	(183)	(151)	45,645	40,438
Medical supplies	12,748	12,145	-	(27)	12,748	12,118
Other supplies	6,737	4,315	-	-	6,737	4,315
Total	65,313	57,049	(183)	(178)	65,130	56,871

10. Other financial assets

(Unit: Thousand Baht)

	2025	2024
Debt instruments at amortised cost		
Fixed deposits at banks	1,100,507	1,680,475
Corporate bond	427,036	403,851
Total debt instruments at amortised cost	1,527,543	2,084,326
Financial assets at FVTPL		
Cost		
Listed equity investment	270	302
Investment in debt instruments (unit trust in open-end mutual funds)	592,149	140,000
Total - cost	592,419	140,302
Unrealised gain on changes in value of investment	1,967	1,041
Fair value	594,386	141,343
Total other financial assets	2,121,929	2,225,669
Current	2,021,929	1,848,148
Non-current	100,000	377,521
	2,121,929	2,225,669

As at 31 December 2025, the Company had fixed deposits which carried interests between 1.60% and 2.20% per annum (2024: between 1.90% and 2.65% per annum).

11. Restricted bank deposits

These represent fixed deposits pledged with the bank to secure bank guarantees issued by that bank on behalf of the Company.

12. Property, plant and equipment

(Unit: Thousand Baht)

	Land	Land improvement	Buildings, building improvement and condominium units	Building service systems	Tools and medical instrument	Office furniture, fixtures and equipment	Motor vehicles	Assets under installation and construction in progress	Total
Cost									
As at 1 January 2024	637,818	29,930	1,860,599	1,253,240	1,002,026	699,832	25,154	101,033	5,609,632
Additions	-	87	29,559	29,735	93,137	35,821	3,747	47,810	239,896
Disposals/write-off	-	-	(9,258)	(1,389)	(70,372)	(9,548)	(1,614)	-	(92,181)
Transfer from advance for purchase of fixed assets	-	-	-	-	-	-	-	33	33
Transfer in (out)	-	969	49,671	31,340	-	14,275	-	(96,255)	-
As at 31 December 2024	637,818	30,986	1,930,571	1,312,926	1,024,791	740,380	27,287	52,621	5,757,380
Additions	-	140	58,424	76,667	163,994	42,378	5,964	103,748	451,315
Disposals/write-off	-	-	(23,930)	(5,574)	(24,926)	(13,088)	(3,550)	(2,206)	(73,274)
Transfer from advance for purchase of fixed assets	-	-	-	163	-	-	-	-	163
Transfer in (out)	-	-	29,506	10,892	-	4,221	-	(44,619)	-
As at 31 December 2025	637,818	31,126	1,994,571	1,395,074	1,163,859	773,891	29,701	109,544	6,135,584
Accumulated depreciation									
As at 1 January 2024	-	19,574	566,289	696,462	712,726	352,295	13,040	-	2,360,386
Depreciation for the year	-	1,424	41,807	95,298	75,429	66,157	2,141	-	282,256
Depreciation on disposals/write-off	-	-	(4,593)	(1,128)	(69,317)	(7,812)	(1,461)	-	(84,311)
As at 31 December 2024	-	20,998	603,503	790,632	718,838	410,640	13,720	-	2,558,331
Depreciation for the year	-	1,446	47,723	100,094	73,921	67,009	2,599	-	292,792
Depreciation on disposals/write-off	-	-	(12,293)	(4,431)	(22,605)	(11,092)	(2,977)	-	(53,398)
As at 31 December 2025	-	22,444	638,933	886,295	770,154	466,557	13,342	-	2,797,725

(Unit: Thousand Baht)

	Land	Land improvement	Buildings, building improvement and condominium units	Building service systems	Tools and medical instrument	Office furniture, fixtures and equipment	Motor vehicles	Assets under installation and construction in progress	Total
Allowance for impairment loss									
As at 1 January 2024	-	-	4,664	154	-	1,007	-	-	5,825
Increase during the year	-	-	5,065	-	-	-	-	-	5,065
Decrease during the year	-	-	(4,664)	(154)	-	(1,007)	-	-	(5,825)
As at 31 December 2024	-	-	5,065	-	-	-	-	-	5,065
Increase during the year	-	-	2,447	138	-	1,031	-	-	3,616
Decrease during the year	-	-	(5,065)	-	-	-	-	-	(5,065)
As at 31 December 2025	-	-	2,447	138	-	1,031	-	-	3,616
Net book value									
As at 31 December 2024	637,818	9,988	1,322,003	522,294	305,953	329,740	13,567	52,621	3,193,984
As at 31 December 2025	637,818	8,682	1,353,191	508,641	393,705	306,303	16,359	109,544	3,334,243
Depreciation for the year									
2024 (Baht 231 million included in cost of hospital operations, and the balance in selling and administrative expenses)									282,256
2025 (Baht 248 million included in cost of hospital operations, and the balance in selling and administrative expenses)									292,792

As at 31 December 2025, certain items of fixed assets were fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation and allowance for impairment loss of those assets amounted to approximately Baht 1,331 million (2024: Baht 1,219 million).

13. Intangible assets

(Unit: Thousand Baht)

	Computer software	Computer software under installation	Total
Cost			
As at 1 January 2024	265,885	3,776	269,661
Additions	11,209	4,027	15,236
Write-off	(65,297)	-	(65,297)
Transfer from advance for purchase of intangible assets	605	720	1,325
As at 31 December 2024	212,402	8,523	220,925
Additions	3,420	37,349	40,769
Write-off	-	(428)	(428)
Transfer from advance for purchase of intangible assets	118	8,622	8,740
Transfer in (out)	3,114	(3,114)	-
As at 31 December 2025	219,054	50,952	270,006
Accumulated amortisation			
As at 1 January 2024	169,349	-	169,349
Amortisation for the year	17,119	-	17,119
Amortisation on write-off	(45,297)	-	(45,297)
As at 31 December 2024	141,171	-	141,171
Amortisation for the year	12,655	-	12,655
As at 31 December 2025	153,826	-	153,826
Allowance for impairment loss			
As at 1 January 2024	20,000	-	20,000
Decrease during the year	(20,000)	-	(20,000)
As at 31 December 2024	-	-	-
As at 31 December 2025	-	-	-
Net book value			
As at 31 December 2024	71,231	8,523	79,754
As at 31 December 2025	65,228	50,952	116,180

14. Trade and other current payables

(Unit: Thousand Baht)

	2025	2024
Trade accounts payable	233,098	238,128
Other current payable - related party	889	886
Other current payables - unrelated parties	108,997	97,383
Accounts payables - purchase of fixed assets and intangible asset	47,579	75,699
Accrued physician's fee	222,775	181,347
Accrued expenses	115,221	53,770
Total trade and other current payables	728,559	647,213

15. Non-current provision for employee benefits

Non-current provision for employee benefits was as follows.

(Unit: Thousand Baht)

	Defined benefit plans		Other long-term employee benefits		Total	
	2025	2024	2025	2024	2025	2024
Non-current provision for employee benefits at beginning of year	187,674	180,774	11,378	11,952	199,052	192,726
Included in profit or loss:						
Current service cost	13,055	11,152	1,291	1,042	14,346	12,194
Interest cost	5,390	5,729	288	300	5,678	6,029
Actuarial loss arising from						
- Financial assumptions changes	-	-	14,879	-	14,879	-
Included in other comprehensive income:						
Actuarial loss arising from						
- Financial assumptions changes	39,859	-	-	-	39,859	-
Benefits paid during the year	(11,707)	(9,981)	(2,711)	(1,916)	(14,418)	(11,897)
Non-current provision for employee benefits at end of year	234,271	187,674	25,125	11,378	259,396	199,052

The Company expect to pay Baht 19 million of long-term employee benefits during the next year (2024: Baht 27 million).

As at 31 December 2025, the weighted average duration of the liabilities for long-term employee benefit is 5 - 18 years (2024: 5 - 18 years).

Significant actuarial assumptions are summarised below:

	2025	2024
	(% per annum)	(% per annum)
Discount rate	1.1 - 2.3	2.4 - 4.3
Future salary increase rate	4.0 - 6.0	4.0 - 6.0
Staff turnover rate	0.0 - 15.0	0.0 - 15.0
Gold price change rate	2.0	2.0
Medical fees increase rate	5.0	5.0

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2025 and 2024 are summarised below:

(Unit: Thousand Baht)

		2025		2024	
	% of change per annum	Increase	Decrease	Increase	Decrease
Discount rate	1	(23,254)	27,711	(16,165)	18,930
Future salary increase rate	1	29,091	(24,662)	19,096	(16,522)
Staff turnover rate	20	(18,740)	22,706	(10,738)	12,708
Gold price change rate	20	4,990	(4,990)	2,245	(2,245)
Medical fees increase rate	1	457	(588)	412	(517)

16. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside a statutory reserve at least 5% of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10% of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

17. Income tax

Income tax expenses for the years ended 31 December 2025 and 2024 are made up as follows:

	(Unit: Thousand Baht)	
	2025	2024
Current income tax:		
Current income tax charge	194,959	149,415
Deferred tax:		
Relating to origination and reversal of temporary differences	(4,450)	(87)
Income tax expenses reported in profit or loss	190,509	149,328

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2025 and 2024 are as follows:

	(Unit: Thousand Baht)	
	2025	2024
Deferred tax on actuarial loss	7,972	-
Total	7,972	-

The reconciliation between accounting profit and income tax expense is shown below.

	(Unit: Thousand Baht)	
	2025	2024
Accounting profit before tax	1,013,219	862,011
Applicable tax rate	20%	20%
Accounting profit before tax multiplied by income tax rate	202,644	172,402
Adjustment in respect of income tax of previous year	2,296	-
Effects of:		
Promotional privileges (Note 18)	(14,000)	(18,000)
Non-deductible expenses	3,548	2,228
Additional expense deductions allowed	(3,979)	(7,302)
Total	(14,431)	(23,074)
Income tax expenses reported in profit or loss	190,509	149,328

The components of deferred tax assets and deferred tax liabilities are as follows:

(Unit: Thousand Baht)

	Statement of financial position	
	2025	2024
Deferred tax assets		
Allowance for expected credit losses	13,920	15,832
Allowance for diminution in value of medicines and supplies	36	36
Allowance for asset impairment	723	1,013
Provision for employee benefits	52,765	39,810
Unrealised fair value loss on investments	34	-
Deferred revenue - Customer loyalty program	3,113	1,714
Lease	149	122
Total	70,740	58,527
Deferred tax liabilities		
Unrealised fair value gain on investments	-	209
Total	-	209
Deferred tax assets - net	70,740	58,318

18. Promotional privileges

The Company has received promotional privileges from the Board of Investment for the hospital operations, pursuant to the investment promotion certificate No. 67-1838-2-37-1-0 issued on 29 August 2024. Subject to certain imposed conditions, the Company receive privileges as follows:

1. Exemption from corporate income tax derived from the promoted operation in the proportion of 200% of the investment made in supporting local public health organisations, excluding the cost of land and working capital, with for period of 3 years from the date of generating revenues after receiving the promotion privileges (dated 29 August 2024), with the corporate income tax exemption not exceeding Baht 61.64 million.
2. In case of losses being incurred during the corporate income tax exemption period, the Company is allowed to utilise the loss as a deduction against net profits for a period of 5 years after exemption period, which it can choose to deduct from the net profit of any year or several years.
3. Exemption from corporate income tax on dividend paid from the profit of the promoted operation throughout the tax exemption period.

The Company must comply with the conditions stipulated in the investment promotional privileges.

The Company's operating revenues for the years ended 31 December 2025 and 2024, divided between promoted and non-promoted operations, are summarised below.

(Unit: Thousand Baht)

	Promoted operations		Non-promoted operations		Total	
	2025	2024	2025	2024	2025	2024
Revenue from hospital operations	5,276,568	1,665,035	-	2,970,346	5,276,568	4,635,381
Other income	-	-	64,852	55,164	64,852	55,164
Total revenues	5,276,568	1,665,035	64,852	3,025,510	5,341,420	4,690,545

19. Expenses by nature

Significant expenses classified by nature are as follows:

(Unit: Thousand Baht)

	2025	2024
Salaries, wages and other employee benefits	1,235,353	1,109,880
Depreciation and amortisation expenses	313,225	306,365
Physicians' fees	1,213,525	1,071,922
Medicines and supplies used	621,991	569,805

20. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

21. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance. The chief operating decision maker has been identified as the executive committee.

The Company is principally engaged in the hospital business. Its operations are carried on only in Thailand. Segment performance is measured based on operating profit or loss, on a basis consistent with that used to measure operating profit or loss in the financial statements. As a result, all of the revenues, operating profits and assets as reflected in these financial statements pertain exclusively to the aforementioned reportable operating segment and geographical area.

Major customer

For the years 2025 and 2024, the Company has no major customer with revenue of 10% or more of an entity's revenues.

22. Provident fund

The Company and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Both the Company and employees contribute to the fund monthly at rates of 3% and 5% of basic salary. The fund, which is managed by Kasikorn Asset Management Company Limited, will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2025 amounting to approximately Baht 16 million (2024: Baht 15 million) were recognised as expenses.

23. Dividends

Dividends	Approved by	Total dividends (Thousand Baht)	Dividend per share (Baht)
Final dividends for 2023	Annual General Meeting of the shareholders on 23 April 2024	235,887	0.30
Interim dividends for 2024	Board of Directors' meeting on 8 November 2024	117,945	0.15
Total dividends for 2024		353,832	0.45
Final dividends for 2024	Annual General Meeting of the shareholders on 25 April 2025	196,574	0.25
Interim dividends for 2025	Board of Directors' meeting on 7 November 2025	157,259	0.20
Total dividends for 2025		353,833	0.45

24. Commitments and contingent liabilities

24.1 Capital commitments

As at 31 December 2025 and 2024, the Company had capital commitments as follows.

(Unit: Million Baht)

	2025	2024
Improvement, construction of buildings and building systems	82	87
Acquisition of tools and equipment	55	3
Acquisition of computer software	41	51
Total capital commitments	178	141

24.2 Long-term service commitments

The Company has entered into service agreements for maintenance of medical instruments and other services, with a total of approximately Baht 188 million to be paid between the years 2026 and 2030 (2024: Baht 139 million to be paid between the years 2025 and 2029).

24.3 Guarantees

As at 31 December 2025, there were outstanding bank guarantees of approximately Baht 4 million (2024: Baht 4 million) issued by the bank on behalf of the Company in respect of certain performance bonds as required in the normal course of business. These included letters of guarantee to guarantee electricity use.

25. Fair value hierarchy

As at 31 December 2025 and 2024, the Company had the assets that were measured at fair value as follow:

(Unit: Thousand Baht)

	As at 31 December 2025		
	Level 1	Level 2	Total
Asset measured at fair value			
Financial asset measured at FVTPL			
- Equity investments	100	-	100
- Debt investments	-	594,286	594,286

(Unit: Thousand Baht)

	As at 31 December 2024		
	Level 1	Level 2	Total
Asset measured at fair value			
Financial asset measured at FVTPL			
- Equity investments	117	-	117
- Debt investments	-	141,226	141,226

26. Financial instruments

26.1 Financial risk management objectives and policies

The Company's financial instruments principally comprise cash and cash equivalents, trade accounts receivable and investments. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Company is exposed to credit risk primarily with respect to trade accounts receivables, deposits with banks and financial institutions, and other financial instruments. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

Trade accounts receivable

The Company manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade accounts receivable are regularly monitored. In addition, the Company does not have high concentrations of credit risk since it has a large and diverse customer base.

An impairment analysis is performed at each reporting date to measure expected credit losses. The Company classifies trade accounts receivable segments by similar credit risks and calculates expected credit losses by considering the outstanding debts aging of each segment, the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade accounts receivable is written-off individually when payment has been defaulted and it is probable that the debt will not be collectible, and the Company has pursued legal action against the debtor.

Financial instruments and cash deposits

The Company manages the credit risk from balances with banks and financial institutions by making investments only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed and approved by the Company's Board of Directors. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The credit risk on debt instruments is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

Market risk

Foreign currency risk

The Company does not consider itself exposed to foreign currency risk because it has no significant foreign currency transactions.

Interest rate risk

The Company expects the interest rate risk to be minimal because most of the financial assets and liabilities of the Company bear fixed interest rates which are close to the market rate.

Liquidity risk

As of 31 December 2025, approximately 76% of the Company's debt will mature in less than one year based on the carrying value of borrowings reflected in the financial statements (2024: 79%). However, the Company has access to a sufficient variety of sources of funding. As a result, the Company has assessed its ability to repay existing liabilities and concluded the liquidity risk is low.

26.2 Fair values of financial instruments

Since the majority of the Company's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

27. Capital management

The primary objective of the Company's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value. As at 31 December 2025, the Company's debt-to-equity ratio was 0.20:1 (2024: 0.18:1).

28. Subsequent event after reporting date

On 17 February 2026, a meeting of the Company's Board of Directors passed a resolution to propose the dividend payment, in respect of 2025 profit of Baht 0.50 per share, or a total of Baht 393.15 million. The Company already paid the interim dividend at the rate of Baht 0.20 per share in December 2025. The remaining dividend is Baht 0.30 per share or a total of Baht 235.89 million. The Company will later propose for approval the dividend payment in the Annual General Meeting of the Company's shareholders.

29. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 17 February 2026.

Attachment 1

Details of Directors, Executives, the Person Taking the Highest Responsibility in Accounting and Finance, the Person Supervising Accounting and Company Secretary

DETAILS OF DIRECTORS

MR. BHANAPOT DAMAPONG

Chairman of the Board of Directors

Age 77 years

Appointment Date

28 March 2018

Highest Academic Qualifications

- Diploma, National Defence College,
  The National Defence Course Class 9
- Master of Social Studies,
  Texas Southern University
- Bachelor's degree in Business Administration,
  Kasetsart University

Training

Thai Institute of Directors (IOD)

- Director Accreditation Program (DAP)
  class 142/2017 (IOD)

Others

- Certificate, Senior Justice Executives Program (Batch10),
  National Academy of Justice

Current Position

Other Listed Company

- None -

Other companies or organizations

- 2009 – Present Chairman of the Board of Directors
  Thaicom Foundation

Experience

- 2011 – 2023 Chairman of the Board of Directors
  B.B.D. Development Company Limited
- 2006 – 2011 Chairman of the Board of Directors
  B.B.D. Property Company Limited

Shareholding Percentage

- Director 1,000,000 Shares (0.127%)
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executives

- None -

Illegal record in the past 10 years

- None -

DR.SATIAN POOPRASERT

Vice-Chairman of the Board of Directors /
Member of the Executive Committee /
Chief Executive Officer / Authorized Director

Age 74 years

Appointment Date

28 March 2018

Highest Academic Qualifications

- American Board of Rheumatology Loma Linda University, California, the United States
- American Board of Internal Medicine Christ's Hospital, Oak Lawn, Illinois, the United States
- Doctor of Medicine, Ramathibodi Hospital

External Training

Thai Institute of Directors (IOD)

- Risk Management Program for Corporate Leaders (RCL), Class 29/2022
- Director Accreditation Program (DAP), Class 142/2017 (IOD)
- Role of the Chairman Program (RCP), Class 36/2015 (IOD)
- Director Certification Program (DCP), Class 82/2006 (IOD)

The Stock Exchange of Thailand (SET)

- Seminar on Business Driving for Sustainability 2020 conducted by the specialists and executives from Sustainable Business Development Department

Others

- Communication and Coordination for CEO (Triple C) Class 2
- High-level executive development program Cambridge – Thammasat Class 1

Internal training

- Business Strategy Course
- Academic Conference on Rehabilitation Medicine (Neck Pain) in collaboration with Phramongkutklao Hospital: Update in Common Neck Pain 2025
- Annual Cyber Security Awareness Training 2024
- Lecture Series Topic Lung Transplant
- Heal for Healthcare Worker
- LEAN Leadership for Praram 9 Hospital
- CAT Culture
- Seminar in Kidney Disease and Transplantation
- DHTC BANGKOK 2023: Digital Healthcare Transformation Conference

Current Position

Other Listed Company

- 2015 – Present Chairman of the Board of Directors
  Pioneer Motor Public Company Limited
- 2013 – Present Independent Director /
  Chairman of the Risk Management Committee /
  Corporate Governance Committee Member
  Major Cineplex Group Public Company Limited

Other companies or organizations

- 1995 – Present Director
  Rely (Thailand) Company Limited

Experience

- 2011 – 2013 Directors
  The Foundation of International Education (FIE), NIST International School

Shareholding percentage

- Director 10,550,000 Shares (1.342%)
- Spouse 1,000,000 Shares (0.127%)
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executives

- None -

Illegal record in the past 10 years

- None -

DR.PRASERT TRAIRATVORAKUL

Director / Member of the Executive Committee /
Senior Deputy Managing Director /
Authorized Director

Age 78 years

Appointment Date

28 March 2018

Highest Academic Qualifications

- Certificate in Orthopedic Surgery,
  United Hospital and Medical Center
  of New Jersey, U.S.A.
- Certificate in Surgery,
  The Jewish Hospital and Medical Center of Brooklyn,
  N.Y., U.S.A.
- Diplomate,
  American Board of Surgery
- Bachelor in Doctor of Medicine,
  Mahidol University
- Bachelor of Science
  Mahidol University

External Training

Thai Institute of Directors (IOD)

- Director Accreditation Program (DAP)
  Class 145/2018 (IOD)

The Stock Exchange of Thailand (SET)

- Capital Market Research Forum 2/2023
  Practice guidelines Good advice from company directors
  for sustainable business development
- Seminar on Business Driving for Sustainability 2020 conducted by
  the specialist and executives from Sustainable Business
  Development Department

Internal training

- Business Strategy Course
- Academic Conference on Rehabilitation Medicine (Neck Pain) in collaboration with Phramongkutklao Hospital: Update in Common Neck Pain 2025
- PR9 Course: Fostering Transparency... Towards Sustainability
- LEAN Leadership for Praram 9 Hospital
- CAT Culture
- Seminar in Kidney Disease and Transplantation

Current Position

Other Listed Company

- None -

Other companies or organizations

- 2013 – Present Director
  CPT Company Limited
- 1992 – Present Advisor, Department of Surgery
  Ramathibodi Hospital

Experience

- 2015 – 2020 Director
  Manorom International Christian School
- 2014 – 2020 Director
  Christian Learning Foundation
- 2004 – 2020 Chief of Surgery
  Praram 9 Hospital Public Company Limited

• Shareholding Percentage

- Director 9,950,000 Shares (1.265%)
- Spouse 616,833 Shares (0.0784%)
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executives

- None -

Illegal record in the past 10 years

- None -

DR.VIROON MAVICHAK

Director / Member of the Executive Committee /
Senior Deputy Managing Director / Authorized Director

Age 75 years

Appointment Date

28 March 2018

Highest Academic Qualifications

- Higher Graduate Diploma, Division of Internal Medicine, Nephrology, Diplomate, American Board of Nephrology
- Higher Graduate Diploma, Division of Internal Medicine, Diplomate, American Board of Internal Medicine
- Bachelor of Science
  Doctor of Medicine, Mahidol University

External Training

สมาคมส่งเสริมสถาบันกรรมการบริษัทไทย (IOD)

- Director Accreditation Program (DAP)
  Class 145/2018 (IOD)

Internal training

- Business Strategy Course
- Academic Conference on Rehabilitation Medicine (Neck Pain) in collaboration with Phramongkutklao Hospital: Update in Common Neck Pain 2025
- LEAN Leadership for Praram 9 Hospital
- CAT Culture
- Seminar in Kidney Disease and Transplantation

Current Position

Other Listed Company

- None -

Other companies or organizations

- None -

Experience

- 2004 – 2020 President of Medical Organization
  Praram 9 Hospital Public Company Limited

Shareholding percentage

- Director 9,250,000 Shares (1.176%)
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

MR.ATTAPOL SARIDDIPUNTAWAT

Director / Chairman of the Executive Committee

Age 60 years

Appointment Date

28 March 2018

Highest Academic Qualifications

- Diploma, National Defence College,
  The National Defence Course Class 24
- Master of Business Administration,
  Kasetsart University
- Bachelor Degree in Accounting,
  Kasetsart University

Training

The Institute of Directors (IOD)

- Successful Formulation & Execution of Strategy (SFE),
  Class 36/2021
- Director Accreditation Program (DAP)
  Class 142/2018

The Stock Exchange of Thailand (SET)

- NEUROSCIENCE SOLUTION FOR BETTER FINANCIAL /
  INVESTMENT DECISION

Others

- Leadership Course: Learn from Success,
  SC Asset Corporation Public Company Limited
- Course, important effects there and the accountant
  must be aware of changing NPAEs standards,
  Thammaniti Public Company Limited

Current Position

Other Listed Company

- 2017 – Present Director / Chief Corporate Officer
  SC Asset Corporation Public Company Limited

Other companies or organizations

- 2022 – Present Director
  SCX One Company Limited
- 2022 – Present Director
  SC Asset Four Company Limited
- 2019 – Present Director
  SCX Corporation Company Limited
- 2019 – Present Director
  Bridge Group (Thailand) Company Limited
- 2018 – Present Director
  SC NNR1 Company Limited
- 2018 – Present SCOPE TOWER Company Limited
- 2017 – Present Director V. Land Property Company Limited
- 2017 – Present Director Upcountry Land Company Limited
- 2017 – Present Director SC ABLE Company Limited
- 2017 – Present Director SCOPE Company Limited

Experience

- 2009 – 2017 Chief Financial Officer
  SC Asset Corporation Public Company Limited
- 2003 – 2009 Assistant Director
  SC Asset Corporation Public Company Limited
- 2002 – 2003 Assistant Director
  SC Asset Corporation Company Limited
- 2000 – 2002 Assistant Managing Director
  N.C.C. Management
  and Development Company Limited

Shareholding percentage

- Director 200,000 Shares (0.0254%)
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

MRS. VILASINEE PUDDHIKARANT

Director / Member of the Nomination and Remuneration Committee

Age 70 years

Appointment Date

28 March 2018

Highest Academic Qualifications

- MINI MBA
  Chulalongkorn University
- Bachelor of Science Economics,
  East Texas State University

Training

Thai Institute of Directors (IOD)

- Board Nomination and Compensation Program (BNCP) Course Batch 23/2025
- Hot Issue for Directors : The Evolving Role of Audit Committee in Fostering Trust and Transparency
- Hot Issue for Directors : Empowering Boards : Enhancing Governance, Standards, and Financial Insights
- Hot Issue for Directors : Climate Governance 4/2023
- Advanced Audit Committee Program (AACP) Class 29/2018 (IOD)
- Board that Make a Difference (BMD) Class 8/2018 (IOD)
- Director Certification Program (DCP) Class 134/2010 (IOD)

The Stock Exchange of Thailand (SET)

- Course: Building immunity for listed companies with 3 lines of defense
- Course on the importance of the audit committee and confidence to the Thai Stock Exchange

Others

- 2025 Audit Committee Seminar: In the Winds of Change How Will You Adapt as the World Changes? (EY)
- Decorating financial statements in order to make adjustments corruption in the Thai stock market and sustainability under a declining economy (EY)
- Leadership Program, Capital Market Academy Class 14
- Certificate Course in Good Governance for Medical Executives, Class 3, King Prajadhipok's Institute and the Medical Council of Thailand

Current Position

Other Listed Company

- 2022 – Present Director SCB Tech X Company Limited
- 2018 – Present Company Director / Independent Director / Audit Committee Member / Nomination and Remuneration Committee Member
  Forth Corporation Public Company Limited
- 2015 – Present Independent Director / Member of the Corporate Governance and Sustainability Development Committee / Executive Committee
  SC Asset Corporation Public Company Limited

Other companies or organizations

-None-

Experience

- 2022 – 2023 Advisor
  Advanced Info Service Public Company Limited
- 2013 – 2015 Chief Executive Officer on Customer and Service
  Advanced Info Service Public Company Limited
- 2007 – 2012 Deputy Managing Director on Customer and Service
  Advanced Info Service Public Company Limited

Shareholding percentage

- Director - None -
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

MR.KANIT PATSAMAN

Independent Director / Chairman of the Audit Committee /
Member of the Corporate Governance
and Sustainable Development Committee

Age 64 years

Appointment Date

28 March 2018

Highest Academic Qualifications

- Master of Business Administration,
  National Institute of Development Administration
- Bachelor of Economics,
  Ramkhamhaeng University

Training

Thai Institute of Directors (IOD)

- Hot Issue for Directors Course : The Evolving Role of Audit Committee in Fostering Trust and Transparency 3/2025
- Independent Director Forum 2025 Course : Role of Independent Directors in Overseas Expansion and International Market
- Director's Briefing 4/2025 Course / ESG Risks Mitigation What Directors Need to Know Before Risk Becomes a Turning Point for the Organization
- Empowering Boards: Enhancing Governance, Standards, and Financial Insights (Online) Class 3/2024
- Course on prevention and suppression of inappropriate behavior of listed companies
- Hot Issue for Directors : Climate Governance Class 3/2023
- Anti-corruption course
- Value of Audit
- Hot Issue for Directors : What Directors Need to know about Digital Assets Class 3/2022
- Ethical Leadership Program (ELP) Class 24/2021
- Director Briefing (O-DB) Class 1/2564 and Class 14/2021
- National Director Conference (NDC) Class 1/2021
- Board War Room Series (O-War Room) Class 5/2020
- The Role of chairman Program (RCP) Class 45/2019
- IT Governance and Cyber Resilience Program (ITG) Class 5/2016
- Director Certification Program (DCP) Class 156/2012
- Audit Committee Program (ACP) Class 40/2012

The Stock Exchange of Thailand (SET)

- Seminar on "Insight in SET: ID & AC Focus - Comprehensive Knowledge for Growth and Sustainability in the Capital Market"
- In-depth seminar on expectations regarding the appropriate roles and responsibilities of the Audit Committee (AC) and its supervisors for Internal Audit (CAE), organized by the Stock Exchange of Thailand and the Federation of Accounting Professions.
- Capital Market Research Forum 2/2023 : Best Practices for Board of Directors for Sustainable Development
- Seminar on Business Driving for Sustainability 2020 conducted by the specialists and executives from Sustainable Business Development Department

The Securities and Exchange Commission (SEC)

- Seminar of the Strong Securities Issuer Project on the roles and responsibilities of directors and executives of listed companies
- Online seminar with the Audit Committees of Listed Companies

Others

- 2025 Audit Committee Seminar In the Winds of Change How Will You Adapt as the World Changes? (EY)

- Supervision Business activities for directors and senior management of State enterprises and public organizations, Class 11 (PDI 11), King Prajadhipok's Institute

Positions held in other companies

Listed Company

- 2021 – Present Independent director / Chairman of the Audit Committee / Member of the Nomination and Remuneration Committee Aurora Design Public Company Limited

Other companies or organizations

- None -

Experience

- 2014 – 2024 Independent director/ Member of the Audit Committee / Member of the Nomination and Remuneration Committee/ Member of the Risk Management Committee / Member Committee Sustainability Carabao Group Public Company Limited
- 2016 – 2021 Consultant P&T Consulting Company Limited
- 2013 – 2014 Director Bank for Agriculture and Agricultural Cooperatives
- 2012 – 2014 Director National Housing Authority

Shareholding percentage

- Director 60,000 Shares (0.0076%)
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

MR.PISET CHIYASAK

Independent Director / Chairman of the Corporate Governance and Sustainable Development Committee / Chairman of the Nomination and Remuneration Committee / Member of the Audit Committee

Age 61 years

Appointment Date

31 July 2018

Highest Academic Qualifications

- Doctor of Philosophy in Organization Development, Saidi University, Philippines
- Master of Laws in Jurisprudence, Temple University, Philadelphia, USA
- Bachelor of Laws in Jurisprudence Thammasat University

External Training

Thai Institute of Directors (IOD)

- Hot Issue for Directors : The Evolving Role of Audit Committee in Fostering Trust and Transparency 4/2025
- Board Nomination and Compensation Program Class 23/2025
- Director's Briefing 2/2024 Leading with Urgency: Climate Action for Boards
- Empowering Boards : Enhancing Governance, Standards and Financial Insights Class 4/2024
- Hot Issue for Directors : Climate Governance Class 4/2023
- Audit Committee Forum 2023 : Detection of Accounting Irregularities in First Growing Business : The Role of Audit Committee
- Value of Audit
- Hot Issue for Directors : What Directors Need to know about Digital Assets Class 3/2022
- Corporate Governance for Executives (CGE) Class 16/2020
- Ethical Leadership Program (ELP) Class 11/2018
- IT Governance and Cyber Resilience Program (ITG) Class 1/2016
- Director Certification Program (DCP) Class 213/2015
- Risk Management Program for Corporate Leaders Class 2/2015
- Digital Transformation

The Securities and Exchange Commission (SEC)

- Seminar on Governance for Sustainability Instilling Governance for Sustainable Value Creation (Online)
- Online seminar with the Audit Committees of Listed Companies

The Stock Exchange of Thailand (SET)

- The Insight in SET AC Focus course provides comprehensive knowledge for growth and sustainability in the capital market
- Seminar on Business Driving for Sustainability 2020 by specialist and executives from Sustainable Business Development Department, the Securities and Exchange Commission

Others

- 2025 Audit Committee Seminar In the Winds of Change How Will You Adapt as the World Changes? (EY)
- Corporate governance course for directors and senior executives of regulatory organizations (Regulators), state enterprises and public organizations (PDI) Class 27, King Prajadhipok's Institute
- Personal data Protection act (PWC)
- Personal data Protection act (EY)
- Corporate Innovation Masterclass (Alex Osterwalder)
- Advanced Certificate Course in Politics and Governance in Democratic Systems for Executives, Class 20, King Prajadhipok's Institute and the Medical Council of Thailand

Position held in other companies

Listed Company

- 2022 – Present Independent Director / Chairman of the Board of Directors / Chairman of the Audit Committee Panelesmatic Solutions Public Company Limited

Other companies or organizations

- 2025 – Present Deputy Director
  Thai Public Broadcasting Organization
- 2017 – Present Legal Advisor
  Music Copyright (Thailand) Company Limited
- 2015 – Present Director
  Inter Law Biz Company Limited

Experience

- 2020 – 2021 Senior Director of Legal Affairs
  Carabao Tawandang Company Limited
- 2016 – 2020 Director
  MCOT Public Company Limited
- 2016 – 2018 Legal Advisor
  Electronic Transactions Development Agency
  (Public Organization).
- 2016 – 2017 Chairman of the Executive Committee
  Seed MCOT Company Limited

Shareholding percentage

- Director - None -
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

DR.TANAI CHARINSARN

Independent Director / Member of the Executive Committee /
Member of the Corporate Governance
and Sustainability Development Committee

Age 53 years

Appointment Date

23 April 2024

Highest Academic Qualification

- Doctor of Information Technology,
  University of New South Wales, Austria
- Master of Civil Engineering,
  University of Illinois at Urbana-Champaign, U.S.A
- Bachelor of Civil Engineering,
  Chulalongkorn University

Training

Thai Institute of Directors (IOD)

- ESG in the Boardroom: A Practical Guide for Board (ESG)
  Class 13/2025
- Capital Market Academy, Senior Executive Course (SES)
  Class 30
- Risk Management Program for Corporate Leaders (RCL)
  Class 33/2023
- Board Nomination and Compensation Program (BNCP)
  Class 12/2022
- Director Leadership Certification Program (DLCP)
  Class 1/2022
- Advanced Audit Committee Program (AACP)
  Class 32/2019
- Director Certification Program (DCP)
  Class 98/2551
- Chartered Director Class (CDC)
  (CDC) 3/2008
- Director Accreditation Program (DAP) Class 16/2004

Positions held in other companies

Listed Company

- 2022 – Present Independent Director /
  Member of the Executive Committee /
  Member of the Risk Committee
  SC Asset Corporation Public Company Limited
- 2020 – Present Independent Director / Member of Nomination
  and Remuneration Committee
  JD Food Public Company Limited

Other companies or organizations

- 2024 – Present Directors Ignifier Company Limited
- 2023 – Present Directors
  Entrepreneurship Plus Company Limited
- 2019 – Present Directors
  TNI and Associates Company Limited
- 2016 – Present Directors
  MPT Solution Company Limited

Experience

- 2022 – 2025 Independent Director /
  Member of Nomination and Remuneration Committee
  Thantawan Industry Public Company Limited
- 2019 – 2025 Independent Director / Member of the Audit Committee
  Ready Planet Public Company Limited
- 2010 – 2011 Instructor Chulalongkorn University
- 2000 – 2001 Consultant
  IBM Thailand Company Limited
- 1999 – 2000 Consultant
  The Boston Consulting Group
  International Company Limited

Shareholding percentage

- Director - None -
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

POLICE LIEUTENANT GENERAL BORIHARN SIANGAROM

Independent Director / Member of the Audit Committee / Member of the Nomination and Remuneration Committee

Age 75 years

Appointment Date

25 April 2025

Highest Academic Qualification

- Master's degree in Architecture (Housing), Chulalongkorn University
- Master of Public Administration, National Institute of Development Administration
- Bachelor of Laws, Thammasat University
- Bachelor of Architecture, Chulalongkorn University

Training

Thai Institute of Directors (IOD)

- Board Nomination and Compensation Program (BNCP) Batch 23/2025
- Director Certification Program (DCP) Batch 122/2009

Others

- 2025 Audit Committee Seminar In the Winds of Change How will You Adapt as the World Changes? (EY)
- Joint Public- Private Sector Course, Class 4414
- Top executives program, Capital Market Academy Class 14
- Corporate Governance Course for Driectors and Senior Executive of State enterprises and Public organizations, Class 1, King Prajadhipok's Institute
- Certificate Program in Public Administration and Public Law Class 8 , King Prajadhipok's Institute
- Senior Police Administration Course, Class 18
- Police Administration Course, Class 5 (Army Command and General Staff College)

Positions held in other companies

Listed Company

- 2017 – Present Director / Independent Director / Nomination and Remuneration Committee Member Forth Smart Service Public Company Limited

Other companies or organizations

- 2024 – Present Subcommittee on Police Personnel Administration Royal Thai Police

Shareholding percentage

- Director - None -
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

DIRECTORSHIP

NAMES OF DIRECTORS AND EXECUTIVES	PR9	RELATED COMPANIES
Mr. Bhanapot Damapong	A	17(A)
Dr. Satian Pooprasert	B / E / F / H	1(A), 2(D,N,O), 3(C)
Dr. Prasert Trairatvorakul	C / E / H	4(C)
Dr. Viroon Mavichak	C / E / H	-
Mr. Attapol Sariddipuntawat	C / G	5,6,7,8,9,10,11,12,18,19,20(C)
Mrs. Vilasinee Puddhikarant	C / L	5(D)(H)(N), 13(D)(J)(L), 23(C)
Mr. Kanit Patsaman	D / I / N	22(D)(I)(L)
Mr. Piset Chiyasak	D / J / K / M	14(A)(D)(I), 15(C), 21(R), 30(Q)
Mr. Tanai Charinsarn	D / H / N	5(D)(H)(P), 24(D)(L), 25,26,27,28(C)
Police Lieutenant General Boriharn Siangarom	D / J / L	29(D)(L)
Dr. Somchai Pinyopornpanich	H	16(A)
Mr. Songsak Premsuk	H	5(D), 17(C)
Miss Kamaporn Tumpipit	Q	-
Dr. Wittaya Wanpen	Q	-
Dr. North Techawathanawanna	Q	-
Dr. Keeranuch Reowchotisakul	Q	-

A	Chairman of the Board of Directors
B	Vice Chairman
C	Director
D	Independent Director
E	Authorized Director
F	Chief Executive Officer
G	Chairman of the Executive Committee
H	Executive Director
I	Chairman of the Audit Committee
J	Member of the Audit Committee
K	Chairman of the Nomination and Remuneration Committee
L	Member of the Nomination and Remuneration Committee
M	Chairman of the Corporate Governance and Sustainability Development Committee
N	Member of the Corporate Governance and Sustainability Development Committee
O	Chairman of the Risk Management Committee
P	Member of the Risk Management Committee
Q	Executives
R	Advisor

1	Pioneer Motor Public Company Limited
2	Major Cineplex Group Public Company
3	LimitedRely (Thailand) Company Limited
4	CPT Company Limited
5	SC Asset Corporation Public Company Limited
6	V. Land Property Company Limited
7	Upcountry Land Company Limited
8	SC Able Company Limited
9	SCOPE Company Limited
10	SCOPE TOWER Company Limited
11	SC NNR1 Company Limited
12	Bridge Group (Thailand) Company Limited
13	Forth Corporation Public Company Limited
14	Panelesmatic Solutions Public Company Limited
15	Inter Law Biz Company Limited
16	Mahanakorn Maesod Vejchakarn Company Limited
17	Thaicom Foundation
18	SCX One Company Limited
19	SC Asset Four Company Limited
20	SCX Corporation Limited
21	Music Copyright (Thailand) Ltd
22	Aurora Design Company Limited
23	SCB Tech X Company Limited
24	JD Food Public Company Limited
25	IGNIFIER Company Limited
26	Entrepreneurship Plus Company Limited
27	TNI and Associates Company Limited
28	MTP Solution Company Limited
29	Fort Smart Service Public Company Limited
30	The Public Broadcasting Service of Thailand

DETAILS OF EXECUTIVES

DR. SOMCHAI PINYOPORNPANICH

Member of the Executive Committee

Age: 74 years

Appointment Date

30 March 2018

Highest Academic Qualification

- Doctor of Medicine,
  Mahidol University

Positions held in other companies

Listed Company

- None -

Other companies or organizations

- 2015 – Present Chairman of the Board of Directors
  Mahanakorn Maesod Vejchakarn
  Company Limited

Work Experience

- 2013 – 2014 Director
  General Hospital Products Public
  Company Limited
- 2012 – 2014 Chairman of the Executive Committee/
  Director
  The Government Pharmaceutical Organization

Shareholding percentage

- Executive 100,000 Shares (0.0127%)
- Spouse 50,000 Shares (0.0064%)
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

MR. SONGSAK PREMSUK

Member of the Executive Committee

Age: 66 years

Appointed Date

30 March 2018

Highest Academic Qualifications

- Certificate in Strategic Marketing Management Program, Harvard Business School, the United States of America
- Bachelor of Architecture, King Mongkut's Institute of Technology Ladkrabang

External Training

The Institute of Directors (IOD)

- Leading with Urgency: Climate Action for Boards
- Director Accreditation Program (DAP), Class 9/2004
- The Role of Chairman Program (RCP), Class 45/2019

Positions held in other companies

Listed Company

- 2015 – Present Independent Director
  SC Asset Corporation Public Company Limited

Other companies or organizations

- 2007 – Present Director
  Thaicom Foundation

Work Experience

- 2009 – 2019 Director
  Voice TV Company Limited
- 2013 – 2015 Honorary Director
  National Science and Technology Development Agency, Ministry of Science and Technology
- 2012 – 2015 Honorary Director
  The institute for the Promotion of Teaching Science and Technology, Ministry of Education
- 2010 – 2014 Chairman of the Board of Directors
  ffice of Knowledge Management and Development, Office of the Prime Minister (OKMD)

Shareholding percentage

- Executive - None -
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

MISS KAMAPORN TUMPIPIT

Chief Financial Officer and Executive
(The highest responsible person in Accounting and Finance)

Age: 45 years

Appointed Date

1 March 2024

Highest Academic Qualifications

- Certified Public Accountant (CPA), Thailand Federation of Accounting Professions (TFAC)
- Master of Business Administration (MBA), National Institute of Development Administration (NIDA)
- Bachelor of Accounting, Chulalongkorn University

External Training

Thailand Federation of Accounting Professions (TFAC)

- Course: Accurate Accounting and Tax Planning for General Businesses (Updated 2025, Batch 2/2025)
- Course: Next GEN: GRC + ESG A New Game for Sustainable Growth
- Course: Revenue Recognition Criteria under TFRS 15 for General Businesses and Related Issues in Revenue Auditing (Batch 2/2025)
- Course: All TFRS Standards 2025 (Batch 1/2025) (Sub-course 301)
- Income Tax: Differentiation between Accounting Principles vs. Taxation (Course 1)
- Introduction to IFRS S1 and IFRS S2
- Code of Ethics 2023 Update, Class 2/2024
- TFRS Comprehensive Course 2024, Class 2/2024 (Module 601)
- Industrial Costing System: Job Order Cost Accounting
- Advanced Management Accountant Certification (TCMA), Class 2/2023 (Financial Strategy)
- TFRS Comprehensive Course 2023, Class 2/2023 (Module 503)
- Fraud Awareness and Prevention, Class 3/2023
- Tax Update: Interpretation Techniques and Consultation for Accountants

The Stock Exchange of Thailand (SET)

- ESG For Executives Course
- SET Sustainability Assessment 2025 Webinar Course
- Training Course on Developing Company Value Enhancement Plans via the Corporate Value Up (ThaiESG) function on The SETLink system
- First Year Webinar with FTSE Russell ESG scores: Stepping Towards Sustainability with International Standards
- e-One Report (Phase 1) Preparation Course via the SETLink system (Online)
- SETLink Disclosure System Training, Class 3/2024 (Online)
- How to Implement ESG to Attract Analysts and Investors (Online)
- The Next Step for SET ESG Ratings: Preparing for FTSE Russell Evaluation
- Series 101: FTSE Russell ESG Scores – Understanding the Evaluation Methodology (Online)
- Building Corporate Resilience with the Three Lines of Defense
- Regulatory Updates on Significant Transactions (MT) and Related Party Transactions (RPT) for Listed Companies (Online)
- Introduction to e-One Report Function (Phase 1) on SETLink System (Online)
- e-Learning: CFO's Orientation for New IPOs

Thai Listed Companies Association (TLCA)

- TLCA CFO Professional Development Program: Financial Reporting Standards on Sustainability Disclosure IFRS S1 / IFRS S2
- Human Rights in Business (Online)
- Roles and Responsibilities of AC, IA, and CFO in Enhancing Corporate Governance (Online)
- TLCA CFO CPD 5/2024:
- ESG Bonds – Issuing Sustainable Debt Instruments (Online)
- IR Sharing 3/2024: Presentation Techniques for Opportunity Day

- TLCA CFO CPD 3/2024: Tax Governance (Online)
- TLCA CFO CPD 2/2024: Economic Update for CFOs (Online)
- TLCA CFO CPD 1/2024: Enhancing the Quality of Financial Reports for Listed Companies (Online)
- IR Sharing 1/2024: IR Communications Practices (Online)
- TCFD Disclosure and Climate Risk (Online)

Others

- IR Sharing 3/2025 Course: How to Write an Effective MD&A
- PwC Thailand's Sustainability Seminar: IFRS S1 and S2 - Ready or Not?
- Hospital Costing Course, Mahidol University
- Setting Targets for Net Zero Greenhouse Gas (GHG) Emissions
- Net Zero Target Setting According to TGO Guidelines, Class 2 (Online)

Internal training

- Course "Thai Public Health Information System Standards" (SNOMED-CT)
- Course for Safety Officers at the Management Level
- Course "Hospitals in the Climate Crisis Era: Opportunities and Challenges Towards Sustainability"
- Annual Cyber Security Awareness Training 2024
- PR9 Course: Fostering Transparency... Towards Sustainability
- Leveraging Chat GPT: Applying AI in Healthcare
- Resource Management & Cost Control
- Communication for Collaboration and Win-Win Solution

Positions held in other companies

Listed Company

- None -

Other companies or organizations

- None -

Work Experience

- 2019 – 2024 Director of Accounting and Finance
  BDMS Wellness Clinic Company Limited
  BDMS Wellness Resort Company Limited
  BDMS Silver Company Limited
- 2018 – 2019 Director of Accounting
  Energy Absolute Public Company Limited
- 2017 – 2018 Assistant Director of Accounting
  One Bangkok Holdings Company Limited
- 2011 – 2017 Financial Controller
  Vet Recommended Company Limited
- 2007 – 2011 Accounting and Finance Manager
  BNH Medical Centre Limited (BNH Hospital)

Shareholding percentage

- Executive - None -
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

DR. WITTAYA WANPEN

Deputy Managing Director Business Development and Strategy Office

Age: 50 years

Appointed Date

18 February 2025

Highest Academic Qualifications

- Psychiatry, Chulalongkorn University
- Bachelor Doctor of Medicine, Chulalongkorn University

External Training

The Institute of Directors (IOD)

- Sucessessful Formulation & Execution the Strategy (SFE) Year 2008

The Stock Exchange of Thailand (SET)

- NEUROSCIENCE SOLUTION FOR BETTER FINANCIAL / INVESMENT DECISION

Others

- The Art of Business War Master class, TNI & Associates Co., Ltd.
- Study visit to the United States at leading hospitals and companies in various sectors of the medical industry, includingmedical devices, laboratory testing, and information systems, from 10-25 November 2024.
- Certificate in Medical Governance for Senior Executives, Special Class 1 (PDP Executive: PDP X), 2024.
- Global Mini MBA: Entrepreneurial Manager Series, Class 96, Faculty of Commerce and Accountancy, Thammasat University, 2022.
- Mini MBA in Digital Business Management, Class 2, College of Management, Mahidol University (CMMU), 2020.
- Certificate in "The Next Tycoon" Program, Class 1, 2017.
- Certificate in the Leadership Succession Program (LPS), Class 2, Institute of Research and Development for Public Organizations (IRDP), 2014.
- Certificate in Medical Governance for Executives, Class 2, King Prajadhipok's Institute & Medical Council of Thailand, 2013.
- Mini MBA in Health, Class 23, Faculty of Medicine, Chulalongkorn University, 2006.

Internal training

- Business Strategy
- Leveraging ChatGPT : Applying AI in Healthcare at Praram 9 Hospital
- Communication for Collaboration and Win-Win Solution
- Sharing session : The World Transformed : The Mindset that Change My Life

Positions held in other companies

Listed Company

- None -

Other companies or organizations

- None -

Work Experience

- 2009 – 2025 Assistant Chief Executive Officer Praram 9 Hospital Public Company Limited

Shareholding percentage

- Executive 293,000 Shares (0.0373%)
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

DR. NORTH TECHAWATHANAWANNA

Deputy Managing Director Medical
and Human Resources Department /
Chairman of the Medical Organization

Age: 53 years

Appointed Date

18 February 2025

Highest Academic Qualifications

- Master of Business Administration, Chulalongkorn University
- Master of Science, Chulalongkorn University
- Nephrology, Chulalongkorn University
- Internal Medicine, Chulalongkorn University
- Bachelor of Medicine, Chulalongkorn University

External Training

The Stock Exchange of Thailand (SET)

- NEUROSCIENCE SOLUTION FOR BETTER FINANCIAL / INVESMENT DECISION

Others

- The Art of Business War Master class, TNI & Associates Co., Ltd.
- Medical Governance Certificate Program for Senior Executives, King Prajadhipok's Institute and the Medical Council of Thailand
- Study visit to the United States at leading hospitals and companies in various sectors of the medical industry, including medical devices, laboratory testing, and information systems, from 10-25 November 2024.

Internal training

- Business Strategy
- Leveraging ChatGPT : Applying AI in Healthcare at Praram 9 Hospital
- Communication for Collaboration and Win-Win Solution
- Sharing session : The World Transformed : The Mindset that Change My Life

Positions held in other companies

Listed Company

- None -

Other companies or organizations

- None -

Work Experience

- 2020 – 2025 Assistant Director, Medical and Human Resources Department Praram 9 Hospital Public Company Limited
- 2005 - 2007 Medical Professor Department of Nephrology, Chulalongkorn Hospital

Shareholding percentage

- Executive 33,400 Shares (0.0042%)
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

DR.KEERANUCH REOWCHOTISAKUL

Deputy Managing Director /
Nursing / Medical Services / Pharmacy

Age 65 years

Appointment Date

1 February 2026

Highest Academic Qualification

- Obstetrics and Gynecology,
  Ramathibodi Hospital, Mahidol University
- Doctor of Medicine,
  Ramathibodi Hospital, Mahidol University

External Training

- The 22nd National Seminar on infection Control
  Building Resilient Healthcare System Through Modern IPC
  : What Future will be?
- The 19th International Congress of the Asia Pacific Society
  of Infection Control "A new era of IPC in Thailand"
- The 7th International Congress of the Asia Pacific Society
  of Infection Control
- The 6th International Congress of the Asia Pacific Society
  of Infection Control
- The 4th International Congress of the Asia Pacific Society
  of Infection Control

Internal Training

- JCI Standard on Infection Control
- Business Strateg

Positions held in other companies

Listed Company

- None -

Other companies or organizations

- None -

Work Experience

- 2025 – 2026 Senior Assistant Director
  Rama 9 Hospital Public Company Limited
- 2023 – 2025 Assistant Director
  Rama 9 Hospital Public Company Limited
- 2013 – 2023 Head Obstetrician-Gynecologist
  Praram 9 Hospital Public Company Limited

Shareholding percentage

- Executive 310,000 Shares (0.0394%)
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

MISS DUANGKAMOL WONGSAITA

Profile of the person supervising accounting / Assistant Accounting Manager

Age: 36 years

Appointed Date

1 September 2025

Highest Academic Qualifications

- Master's Degree, Faculty of Business Administration, Bangkok University.

External Training

The Stock Exchange of Thailand (SET)

- Revision of Rules for Significant Transactions (MT) and Related Party Transactions (RPT) of Listed Companies

Others

- Withholding Tax Course: CPD Tutor Co., Ltd.
- Value Added Tax Course: CPD Tutor Co., Ltd.
- Designing a Good Internal Control System for Organizations Course: CPD Tutor Co., Ltd.

Internal training

- Fundamentals of RPA (UI Path)
- The World Transformed: The Mindset That Changed My Life
- Principles of Personal Data Protection (PDPA)
- Leveraging ChatGPT Course: Applying AI in Healthcare at Praram 9 Hospital
- Resource Management & Cost Control
- Employee Mental Health Management
- Communication for Collaboration and Win-Win Solutions
- Risk Management Training Program
- Safety Week 2024
- Hospitals in the Climate Crisis Era - Opportunities and Challenges Towards Sustainability
- Cybersecurity Awareness Training

Positions held in other companies

Listed Company

- 2019 – 2019 Accounting Manager
  Energy Absolute Pcl.

บริษัทหรือกิจการอื่น ๆ

- 2020 – 2024 Assistant Manager – Financial Planning & Costing
  BDMS Wellness Clinic Co.,Ltd
- 2019 – 2020 Accounting Manager
  Expert Car Rental Co.,Ltd
- 2016 – 2019 Accounting Manager
  Wongnai Media Co., Ltd
- 2014 – 2016 Senior Accountant
  Sports Engineering and Recreation Asia Ltd.
- 2012 – 2014 Assistant Auditor
  Bunchikij.Co.,Ltd

Shareholding percentage

- Executive - None -
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

MISS MARISARA THANASAKSIRI

Company Secretary / Head of Compliance

Age: 56 years

Appointed Date

16 March 2018

Highest Academic Qualifications

- Certificate in Intellectual Property and International Trade Law, Ramkhamhaeng University
- Bachelor of Laws, Thammasat University

External Training

Thai Institute of Directors (IOD)

- Clarification of the CGR Project Survey Process 2027
- ASEAN Corporate Governance Scorecard 2025 Coaching
- Company Secretary Forum 2025 Course: Behind the Boardroom: The Art of Conflict Management for Company Secretaries
- Clarification of the criteria for the 2025 CGR project survey
- Refreshment Training Program (RFP) Class 10/2023 Conflicts of interest and connected transactions
- CGR 2023 Coaching on "Insight Seminar on the guidelines for the CGR 2023 Survey"
- Board Reporting Program (BRP) course, class 41/2022
- Anti – Corruption : The Practical Guide (ACPG), Class 53/2020
- Effective Minutes Taking (EMT), Class 44/2019
- Company Secretary Program (CSP), Class 43/2011
- IOD Open House : Best Practices for Reporting and Information Disclosure

Securities and Exchange Commission (SEC)

- Executives of the 2nd SDG Impact Standards for Listed Companies and 2024 SDG Impact Standards
- Training course on the use of the e-Approval system
- Guidelines for disclosing ESG information in One Report

The Stock Exchange of Thailand (SET)

- First-year course: FTSE Russell ESG Scores: Taking a step toward sustainability with international standards.
- The Next Step for SET ESG Ratings: Preparing for FTSE Russell Evaluation
- Course: Building immunity for listed companies with 3 lines of defense
- Training Service 101 FTSE Russell ESG Scores : Methodology
- The First Year with FTSE Russell ESG Scores: Stepping Towards Sustainability with International Standards
- Course "Insight in SET: Knowledge for growth and sustainability in the capital market, Class 3"
- SET ESG Professionals Forum 2023 Together for Change
- SET Sustainability Forum 2/2023 : From Sustainability Ambitions....to Actions
- Sustainability Assessment : Activity THIS One-on-One Coaching 2020 conducted by executives from Sustainable Business Development Department
- Seminar on Business Driving for Sustainability 2020 conducted by specialists and executives from Sustainable Business Development Department
- Preliminary to Corporate Sustainability
- CGR Workshop 2020 "Enhancing Good Governance Based"
- Online Seminars on Sustainability
  - P01 Business Sustainability Fundamentals
  - S01 Setting Business Sustainable Development Goals
  - S02 Value Chain and Stakeholder Analysis
  - RE01 The Preparation for Sustainability Disclosure in accordance with the Requirements of One Report
  - SD Professional Sharing 1/2021 : Secrets to being ranked in the list of Thailand Sustainability Investment (THIS)
  - Industry Sustainability Reporting, Class 5, Service Group
  - Training to prepare for sustainability assessment of THSI 2021

Thai Listed Companies Association

- CS Knowledge Sharing Course Class 1/2025: Topic: Board Meeting Procedures
- CS Knowledge Sharing Course Class 2/2025: Topic: Conflict of Interest Reporting and Internal Information Policy

- CS Knowledge Sharing Course Class 3/2025: Topic: Best Practices in Director Compensation
- RIC Knowledge Sharing Course Class 2/2025: Topic: PDPA Mastery: Transforming Law into Business Opportunities
- IR&CS Networking Course: Lessons Learned from Implementing e-One Report to Annual Report
- CS Knowledge Sharing Course, Class 3/2024, Q&A Topic, Observations on One Report Preparation
- Dividend Payment Course
- Role and Duties of Company Secretary Course
- Role and Duties of AC, IA, and CFO to Enhance Corporate Governance
- Company Secretary Forum entitled "Challenges of the Company Secretary in Building Trust"
- "Techniques for Preparing Meeting Minutes"
- "Are you Ready for the 2022 PDPA?"
- "Preparation for the PDPA Enforcement for the Company Secretary"

Thailand Securities Depository (TSD)

- Annual Meeting of Issuers of Securities Company 2026
- Enhancing Servicer for Sustainable Growth

Others

- Employee Misconduct Course According to PDPA, the Organization Must Be Responsible, How Can HR Help?
- Medical and Public Health Law 2018 Course, Ramkhamhaeng University
- The Personal Data Protection Act B.E. 2019 (PDPA@TH): Guidelines and preparation to support law enforcement

Internal training

- Business Ethics, Code of Conduct, and Best Practices in the Workplace Course
- Anti-Corruption and Bribery Course
- Training Course to Raise Awareness of Occupational Safety and Health for Employees
- Leveraging Chat GPT : Applying AI in Healthcare at Praram 9 Hospital
- Resource Management & Cost Control
- Communication for Collaboration and Win-Win Solution
- JCI Standards Course Edition 8
- Annual Cyber Security Awareness Training 2024
- PR9 Course: Fostering Transparency... Towards Sustainability
- LEAN Leadership for Praram 9 Hospital
- CAT Culture
- Course on sustainable business development and reporting according to the GRI Standards framework

Positions held in other companies

Listed Company

- None -

Other companies or organizations

- None -

Work Experience

- 2013 – 2018 Assistant Company Secretary, Pruksa Holding Public Company Limited
- 2003 – 2013 Legal Specialist, SC Asset Corporation Public Company Limited

Shareholding percentage

- Executive 15,000 Shares (0.0001%)
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

Attachment 2

Details of Directors and Subsidiaries

--No Subsidiaries--

Attachment 3

Details of the Head of Internal Audit and Head of Compliance

MRS. SASIVIMON SUKSAI

Head of Internal Audit

Age: 59 years

Appointed Date

11 March 2020

Highest Academic Qualifications

- Master of Business Administration (M.B.A.)
  Chulalongkorn University
- Bachelor of Faculty of Commerce and Accountancy,
  Thammasat University
- Certified Public Accountant,
  Registration Number 3906

Training

- Continuing Professional Development (CPD) Program:
  Financial Reporting Standards for Non-Publicly Accountable Entities (TFRS for NPAEs) Session 14/2568
- IFRS 18: New Format for Presentation and Disclosure of Financial Statements
- Training Program: "Seminar on Financial Reporting Standards and Interesting Financial Reporting Issues 2025"
- Stepping Towards Becoming a Digital Auditor
  ep.1 - Data Analytics
- Stepping Towards Becoming a Digital Auditor
  ep.2 – AI
- Advanced Technology EP.10: AI and Data Governance – What Accountants Need to Know Before Using AI in Real-World Work
- TAP-Net Talk for Instruction: Accounting and Taxation for Online Businesses

Positions held in other companies

Listed Company

- None -

Other companies or organizations

- 2006 – Present Managing Director
  Account Revolution Company Limited

Work Experience

- 2002 – 2006 Director
  Thana Ake Advisory Company Limited
- 1996 – 2002 Director
  C.A.S. Company Limited
- 1991 – 1996 Director
  V.S.P. Consultant Company Limited
- 1988 - 1991 Assistant Auditor
  S.G.V Na Talang Office Company Limited

Shareholding percentage

- Internal Auditor - None -
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

MISS MARISARA THANASAKSIRI

Company Secretary / Head of Compliance

Age: 56 years

Appointed Date

16 March 2018

Highest Academic Qualifications

- Certificate in Intellectual Property and International Trade Law, Ramkhamhaeng University
- Bachelor of Laws, Thammasat University

External Training

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- Clarification of the CGR Project Survey Process 2027
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- Training Service 101 FTSE Russell ESG Scores : Methodology
- The First Year with FTSE Russell ESG Scores: Stepping Towards Sustainability with International Standards
- Course "Insight in SET: Knowledge for growth and sustainability in the capital market, Class 3"
- SET ESG Professionals Forum 2023 Together for Change
- SET Sustainability Forum 2/2023 : From Sustainability Ambitions....to Actions
- Sustainability Assessment : Activity THIS One-on-One Coaching 2020 conducted by executives from Sustainable Business Development Department
- Seminar on Business Driving for Sustainability 2020 conducted by specialists and executives from Sustainable Business Development Department
- Preliminary to Corporate Sustainability
- CGR Workshop 2020 "Enhancing Good Governance Based"
- Online Seminars on Sustainability
  - P01 Business Sustainability Fundamentals
  - S01 Setting Business Sustainable Development Goals
  - S02 Value Chain and Stakeholder Analysis
  - RE01 The Preparation for Sustainability Disclosure in accordance with the Requirements of One Report
  - SD Professional Sharing 1/2021 : Secrets to being ranked in the list of Thailand Sustainability Investment (THIS)
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- CS Knowledge Sharing Course Class 3/2025: Topic: Best Practices in Director Compensation
- RIC Knowledge Sharing Course Class 2/2025: Topic: PDPA Mastery: Transforming Law into Business Opportunities
- IR&CS Networking Course: Lessons Learned from Implementing e-One Report to Annual Report
- CS Knowledge Sharing Course, Class 3/2024, Q&A Topic, Observations on One Report Preparation
- Dividend Payment Course
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- Role and Duties of AC, IA, and CFO to Enhance Corporate Governance
- Company Secretary Forum entitled "Challenges of the Company Secretary in Building Trust"
- "Techniques for Preparing Meeting Minutes"
- "Are you Ready for the 2022 PDPA?"
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Thailand Securities Depository (TSD)

- Annual Meeting of Issuers of Securities Company 2026
- Enhancing Servicer for Sustainable Growth

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- Medical and Public Health Law 2018 Course, Ramkhamhaeng University
- The Personal Data Protection Act B.E. 2019 (PDPA@TH): Guidelines and preparation to support law enforcement

Internal training

- Business Ethics, Code of Conduct, and Best Practices in the Workplace Course
- Anti-Corruption and Bribery Course
- Training Course to Raise Awareness of Occupational Safety and Health for Employees
- Leveraging Chat GPT : Applying AI in Healthcare at Praram 9 Hospital
- Resource Management & Cost Control
- Communication for Collaboration and Win-Win Solution
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- PR9 Course: Fostering Transparency... Towards Sustainability
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- Course on sustainable business development and reporting according to the GRI Standards framework

Positions held in other companies

Listed Company

- None -

Other companies or organizations

- None -

Work Experience

- 2013 – 2018 Assistant Company Secretary
  Pruksa Holding Public Company Limited
- 2003 – 2013 Legal Specialist
  SC Asset Corporation Public Company Limited

Shareholding percentage

- Executive 15,000 Shares (0.0001%)
- Spouse - None -
- Minor child - None -

Conflict of Interest

- None -

Family Relationship with the executive

- None -

Illegal record in the past 10 years

- None -

Attachment 4

Business Assets and Details on Asset Valuation

-None-

Attachment 5

Policy and Guidelines for Corporate Governance and Code of Conduct of

Praram 9 Hospital Public Company Limited

Detail of the Policy and Guidelines for Corporate Governance and Code of Conduct are disclosed on the Company's website https://investor.praram9.com/en/home

Attachment 6

Report of the Audit Comittee

Report of the Audit Committee is disclosed in the item 8.2.3 Report of the Audit Committee

GRI content index					
Statement of use		PRARAM 9 HOSPITAL PUBLIC COMPANY LIMITED has reported in accordance with the GRI Standards 2021 for the the period between 1 January 2025 to 31 December 2025			
GRI 1 used		GRI 1: Foundation 2021			
Applicable GRI Sector Standard(s)		Not applicable			
			Omission		
GRI Standards	**Disclosure**	**Location Reference**	**Requirement Omiitted**	**Reason**	**Explanation**
General disclosures 2021					
The Organization and its Reporting Practices					
GRI 2	2-1 Organizational details	20			
	2-2 Entities included in the organization's sustainability reporting	A			
	2-3 Reporting period, frequency and contact point	A, 262			
	2-4 Restatements of information	No restatement of information was made during the reporting period.			
	2-5 External assurance				The Company has not yet sought external assurance for the current report. However, the Company has established internal verification processes to ensure the accuracy of our greenhouse gas emissions data, which has been verified by the Thailand Greenhouse Gas Management Organization (TGO).
Activities and Workers					
GRI 2	2-6 Activities, value chain and other business relationships	75-76			
	2-7 Employees	185-187			
	2-8 Workers who are not employees	203			
Governance					
GRI 2	2-9 Governance structure and composition	333-334			
	2-10 Nomination and selection of the highest governance body	383-389			
	2-11 Chair of the highest governance body	386, 523			
	2-12 Role of the highest governance body in overseeing the management of impacts	70-71			
	2-13 Delegation of responsibility for managing impacts	70-73			
	2-14 Role of the highest governance body in sustainability reporting	70-71			
	2-15 Conflicts of interest	282, 298-299			
	2-16 Communication of critical concerns	104, 300-302			
	2-17 Collective knowledge of the highest governance body	388			
	2-18 Evaluation of the performance of the highest governance body	394-397			
	2-19 Remuneration policies	408-415			
	2-20 Process to determine remuneration	409			
	2-21 Annual total compensation ratio	Omission		Confidentiality constraints	This information is not disclosed due to confidentiality constraints
Strategies, Policies and Practices					
GRI 2	2-22 Statement on sustainable development strategy	3, 72-74			
	2-23 Policy commitments	69-70			
	2-24 Embedding policy commitments	69-74			
	2-25 Processes to remediate negative impacts	104, 300-302			
	2-26 Mechanisms for seeking advice and raising concerns	104, 300-302			
	2-27 Compliance with laws and regulations	263			
	2-28 Membership associations	18			
	2-29 Approach to stakeholder engagement	77-81			
	2-30 Collective bargaining agreements	200-201			

GRI content index					
Statement of use		PRARAM 9 HOSPITAL PUBLIC COMPANY LIMITED has reported in accordance with the GRI Standards 2021 for the the period between 1 January 2025 to 31 December 2025			
GRI 1 used		GRI 1: Foundation 2021			
Applicable GRI Sector Standard(s)		Not applicable			
			Omission		
GRI Standards	**Disclosure**	**Location Reference**	**Requirement Omiitted**	**Reason**	**Explanation**
Material topics 2021					
GRI 3	3-1 Process to determine material topics	82-99			
	3-2 List of material topics	84			
1. Business Ethics, Integrity and Transparency					
GRI 3: Material Topics 2021	3-3 Management of material topics	72-73, 102-104, 299			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	295–300			
	205-2 Communication and training about anti-corruption policies and procedures	297–300			
	205-3 Confirmed incidents of corruption and actions taken	300			
2. Innovation & Collaboration					
GRI 3: Material Topics 2021	3-3 Management of material topics	72-73, 113-118			
3. Supply Chain Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	72-73, 105-112			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	105-106			
	308-2: Negative environmental impacts in the supply chain and actions taken	106-112			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	105-106			
	414-2: Negative social impacts in the supply chain and actions taken	106-112			
4. Respect for Human Rights and Labor Practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	72-73, 175-177, 237-239			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	185-187, 335			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	192, 240			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	184			
5. Improve Quality of Life and Community					
GRI 3: Material Topics 2021	3-3 Management of material topics	72-73, 216-218			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	218-237			
6. Customer Responsibility					
GRI 3: Material Topics 2021	3-3 Management of material topics	72-73, 204-210			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	205-206			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	212-214, 240			
7. Talent Attraction and Retention					
GRI 3: Material Topics 2021	3-3 Management of material topics	72-73, 194-197			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	201-202, 204			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	203-204			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	197			
	404-2 Programs for upgrading employee skills and transition assistance programs	194-197			
8. Climate Change Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	72-73, 164-172			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	169, 172			
	305-2 Energy indirect (Scope 2) GHG emissions	169, 172			
	305-3 Other indirect (Scope 3) GHG emissions	169-172			
	305-4 GHG emissions intensity	167			
	305-5 Reduction of GHG emissions	168			
9. Energy Saving Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	72-73, 136-141			
GRI 302: Water and Effluents 2018	302-1 Energy consumption within the organization	138-139, 141			
	302-3 Energy intensity	140			
	302-4 Reduction of energy consumption	140			
10. Water Saving Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	72-73, 141-150			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	142-145			
	303-2 Management of water discharge-related impacts	143-150			
	303-3 Water withdrawal	149			
	303-4 Water discharge	150			
	303-5 Water consumption	150			
11. Waste Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	72-73, 150-164			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	158-164			
	306-2 Management of significant waste-related impacts	150-157, 160-162			
	306-3 Waste generated	163			
	306-4 Waste diverted from disposal	158-159, 164			
	306-5 Waste directed to disposal	158-159			

Certificate Number:
TGO CFO FY26-04-402

องค์กร rganization 2

THAILAND GREENHOUSE GAS MANAGEMENT ORGANIZATION
(Public Organization)
TGO

CERTIFICATE

Awarded to

Praram 9 Hospital Public Company Limited

Company address verified: 99 Rama IX Rd.,Bangkapi, Huai Khwang, Bangkok 10310

Thailand Greenhouse Gas Management Organization certifies that
the quantity of Greenhouse Gas of the above organization has been verified
by NPC Safety and Environmental Service Co., Ltd.
and found to be in accordance with the requirements of the standard detailed below.

Standard

TGO Guidance of the Carbon Footprint for Organization

Verification Period: [01/01/2025 - 31/12/2025]

Total Greenhouse Gas Emission (Scope 1&2): 6817 $tonCO_2e$/year

Direct GHG emissions	604	$tonCO_2e$/year
Energy Indirect GHG emissions	6213	$tonCO_2e$/year
Other Indirect GHG emissions	6072	$tonCO_2e$/year

The agreed level of assurance is: Limited, at materiality of 5%

Registration Date: 18 March 2026

Nakorn.

Mr.Nakorn Tangavirapat
Executive Director
Thailand Greenhouse Gas Management Organization (Public Organization)

เชื่อมโยงผู้คน โลก และการดูแลสุขภาพ
เพื่อคุณภาพชีวิตที่ดียิ่งขึ้น

Praram 9 Hospital

บริษัท โรงพยาบาลพระรามเก้า จำกัด (มหาชน)
99 ถนนพระราม 9 แขวงบางกะปิ เขตห้วยขวาง กรุงเทพฯ 10310
Praram9 Hospital Public Company Limited
99 RamaIX Rd., Bang Kapi, Huai Khwang, Bangkok 10310
Tel.: +66(0) 2 202 9999 Fax: +66(0) 2 202 9998
E-mail: info@praram9.com
www.praram9.com 1270 Praram 9 Hospital