



Form 56-1 One Report

# ANNUAL REPORT 2024



Praram 9  
Hospital

บริษัท โรงพยาบาลพระรามเก้า จำกัด (มหาชน)  
Praram 9 Hospital Public Company Limited



# “ ไม่ใช่แค่ ดุลยภาพ แต่เรา...ดุล **โลก** ด้วย ”



## About this report

This report presents the 56-1 One Report for the fiscal year 2024 of Praram 9 Hospital Public Company Limited.

## Reporting Scope

The information covers the performance results of Praram 9 Hospital Public Company Limited, presenting operational outcomes based on the calendar year from 1 January to 31 December 2024.

The reporting approach aligns with the Global Reporting Initiative (GRI) Standards, with disclosures following the Core Option guidelines. The details are presented in the GRI Content Index.



# Contents

|                                                                                                                                                                   |            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>Message from the Chairman and the Chief Executive Officer</b>                                                                                                  | <b>3</b>   |
| <b>Part 1 Business Operations and Performance</b>                                                                                                                 | <b>6</b>   |
| 1 Structure and Business Operations                                                                                                                               | 7          |
| 2 Risk Management                                                                                                                                                 | 46         |
| 3 Driving Business for Sustainability                                                                                                                             | 55         |
| 4 Management Discussion and Analysis (MD&A)                                                                                                                       | 164        |
| 5 General Information and other Important Information                                                                                                             | 178        |
| <b>Part 2 Corporate Governance</b>                                                                                                                                | <b>180</b> |
| 6 Corporate Governance Policy                                                                                                                                     | 181        |
| 7 Corporate Governance Structure and Important Information of the Board of Directors, Sub-Committees, Management, Employees and Others                            | 234        |
| 8 Significant Performance on Corporate Governance                                                                                                                 | 267        |
| 9 Internal Control and Connected Transactions                                                                                                                     | 312        |
| <b>Part 3 Financial Statements</b>                                                                                                                                | <b>332</b> |
| Financial Statements                                                                                                                                              |            |
| <b>Financial Statements</b>                                                                                                                                       |            |
| Attachment 1                                                                                                                                                      |            |
| Details of Directors, Executives, the Person Taking the Highest Responsibility in Accounting and Finance, the Person Supervising Accounting and Company Secretary | 371        |
| Attachment 2                                                                                                                                                      |            |
| Details of Directors of Subsidiaries                                                                                                                              | 397        |
| Attachment 3                                                                                                                                                      |            |
| Details of the Head of Internal Audit and the Head of Compliance                                                                                                  | 400        |
| Attachment 4                                                                                                                                                      |            |
| Business Assets and Details on Asset Valuation                                                                                                                    | 404        |
| Attachment 5                                                                                                                                                      |            |
| Policy and Guidelines for Corporate Governance and Code of Conduct                                                                                                | 405        |
| Attachment 6                                                                                                                                                      |            |
| Report of the Audit Committee                                                                                                                                     | 406        |
| <b>Appendix</b>                                                                                                                                                   |            |
| <b>GRI content index</b>                                                                                                                                          | <b>407</b> |
| <b>Certificate</b>                                                                                                                                                | <b>412</b> |







# Message from the Chairman of the Board of Directors and the Chief Executive Officer

Over the past year, Praram 9 Hospital has demonstrated its commitment to adaptability and continuous service development amid rapidly changing economic, social, and technological conditions. It has proven its potential as a leader in medical innovation and sustainable management through impressive achievements and prestigious awards. These accomplishments highlight the Hospital's superior service standards, serving as a crucial foundation for its advancement toward SET 100 in 2025, a significant milestone that further strengthens its reputation and credibility in the stock market.

In 2024, total revenue of Baht 4,690.5 million, with revenue from hospital operations of Baht 4,635.4 million, with a net profit of Baht 712.7 million, with total assets of Baht 6,399.1 million, compared to total liabilities of Baht 960.6 million, with shareholders' equity of Baht 5,438.5 million.

Moving forward into 2025, the Hospital is committed to becoming an AI-driven hospital by fully leveraging artificial intelligence technology while prioritizing sustainability and addressing climate change, particularly in environmental aspects. The Hospital integrates greenhouse gas (GHG) reduction and efficient resource utilization into the organization's DNA, including reducing paper, electricity, and water consumption. These efforts collectively propel the Hospital toward carbon neutrality by 2050 and achieving net-zero greenhouse gas (GHG) emissions by 2065, aligning with the national goal of greenhouse gas reduction.

We extend our sincere gratitude to our service recipients, partners, investors, communities, and all personnel for their invaluable contributions to this achievement. With our commitment to continuous innovation, we are confident that Praram 9 Hospital will continue to thrive, growing stronger and more sustainably into the future.



(Mr. Bhanapot Damapong)

Chairman of the Board of Directors



(Dr. Satian Pooprasert)

Chief Executive Officer





### 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”

### Accreditation

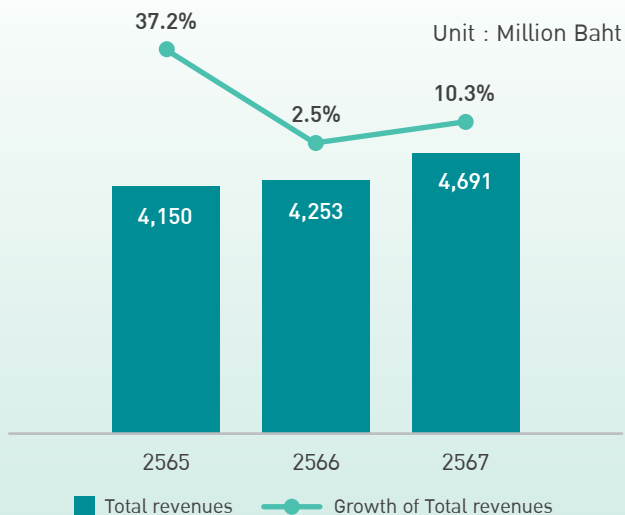


JCI (5<sup>th</sup> accredited)



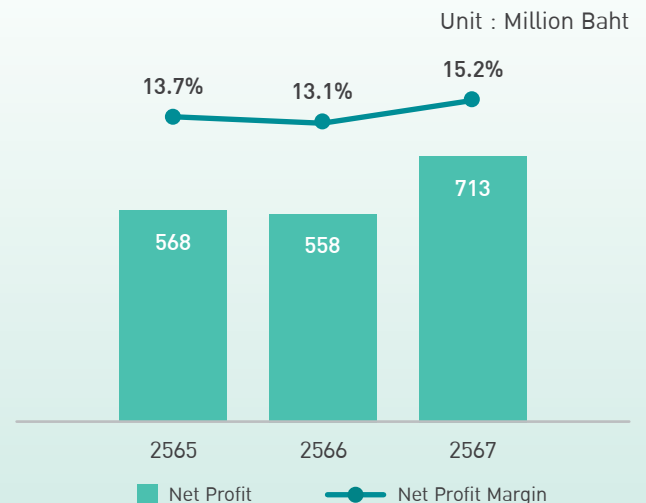


## Total Revenues



Remark: Total revenues = Revenue from hospital operations + Rental income + Financial income

## Net Profit and Net Profit Margin



### SET AWARDS 2024 “Highly Commended Sustainability Awards”



### Digital Transformation Initiative of the Year 2024” by “Healthcare Asia Awards” Achievements in sustainable digital healthcare delivery



### Top Ranked Orthopedic Thailand Best Specialized Hospital Asia Pacific 2024 by Newsweek



### 2023-2024 Thailand’s Most Admired Company Outstanding company ranked 3<sup>rd</sup> in the private hospital group





# Part 1

## Business Operations and Performance







# 1. Structure and Business Operations

Praram 9 Hospital Public Company Limited (“The Company” or “The Hospital” or “Praram 9 Hospital”) has been operating a general hospital under the name “Praram 9 Hospital” since 1992 with 166 beds. In 2021, the Hospital had additional 38 registered beds and has gradually increased the number of available beds according to its business plan. Currently, the total number of registered beds are 204 beds.



## 1.1 Business Policy and Overview

Initially, the Hospital provided general medical services mainly to domestic patients. It later expanded its focus to corporate customers, group insurance customers, health insurance holders and foreign patients, especially those from Republic of the Union of Myanmar (Myanmar), People’s Republic of China (China), Laos PDR (Laos) and the Kingdom of Cambodia (Cambodia) and United Arab Emirates-UAE. The number of patients from such countries looking for medical treatment in Thailand has been increased driven by the Thai government’s policy to support

Thailand to be medical and wellness hub of the region to drive “New Engine of Growth” for the Thai economy.

Praram 9 Hospital has emphasized on continuous quality development of its medical services to become the most trusted hospital. It has expertise in treating complex diseases, such as kidney transplant, cardiovascular surgery, brain surgery, scarless thyroidectomy, etc. by multi-disciplinary team and with readiness of highly experienced doctors, medical teams and advanced equipment. It is the





Hospital’s policy to commit to delivering quality and good value for money medical services and believes that Praram 9 Hospital’s readiness and medical team capabilities are the key factors driving continuous expansion of its customer base, both domestically and internationally.

With commitment to high quality medical services and efficiency, the Hospital has been certified with

- ISO 9002 standard from 2000-2003
- ISO 9001 from 2003-2019
- Hospital Accreditation (HA) by the Healthcare Accreditation Institute (HAI) from 2004-2010
- Joint Commission International (JCI) of the United States from 2010 until today.

### 1.1.1 Vision, Mission, Targets and Strategies for Business Operations



#### 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 value: “CAT” CULTURE



##### Collaboration Working Together in Unity

Ability to work collaboratively with others to achieve company goals.



##### Agility Timely Adaptation, Fast Change

Ability to self-transform in terms of ways of thinking and working to enable agility and fast response to dynamic situations



##### Trust Make others believe and believe in others

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





## Business Strategy for 2024

Praram 9 Hospital has developed a long-term strategic plan to become a leading private hospital providing comprehensive medical services. The Hospital aims to serve as a modern healthcare hub, offering efficient and cost-effective solutions in prevention, treatment, healthcare services, and wellness. With a team of professional medical personnel and cutting-edge technology, the Hospital is committed to expanding its patient base beyond general patients to include elderly individuals, those with complex diseases, critical patients, and those seeking health promotion and wellness services. This expansion aligns with the Hospital's goal of achieving sustainable growth in the future.

Given the intense competition in the healthcare industry, it is essential for organizations to establish clear strategic directions and objectives to navigate an increasingly challenging business landscape effectively. Praram 9 Hospital continuously adapts its strategies to global changes, emphasizing climate change, risk preparedness, social and environmental transformations, good corporate governance, environmental sustainability, and social responsibility. These strategic adaptations aim to foster business opportunities and sustainable growth.

## PR9 STRATEGY 2024-2026

### 1. Global Standard (Excellence Center)

Praram 9 Hospital aims to enhance its medical centers to meet international standards, ensuring excellence in specialized treatments at a global level. Key initiatives include: Establishing a comprehensive Kidney Excellence Institute with widespread recognition, Enhancing the Praram 9 Heart and Vascular Institute, Strengthening the

Orthopedic and Joint Center, Advancing the Sleep Center with new medical technologies, Improving cancer treatment services and developing a comprehensive health check-up center, Expanding targeted marketing strategies for specialized centers such as cardiology and surgery, Launching the Traditional Chinese Medicine Center to cater to diverse healthcare needs.

Praram 9 Hospital is gaining increasing recognition among international patients, reflecting the success of its global-standard service strategy. The Hospital continues to develop its medical capabilities by leveraging renowned experts and a proactive marketing team targeting patients from ASEAN, China, and the Middle East. Future include expanding the Hospital's capacity through advanced medical technologies, improving infrastructure for different patient groups, and establishing an International Center to cater specifically to foreign patients.

### 2. World-Class Hospitality (Excellence Service)

The Hospital is committed to elevating its service standards to achieve world-class hospitality. Key focus areas include: Delivering exceptional customer service across all touchpoints, Enhancing customer relations to create outstanding patient experiences, Implementing training programs to equip staff with world-class service skills and a patient-centric mindset.

Establishing a VIP Lounge for premium customers to enhance their experience, Introducing feedback systems to refine services based on patient insights, Offering personalized promotions and exclusive benefits to increase patient satisfaction and loyalty.





### 3. Efficiency with Collaboration (Excellence Process)

To maximize operational efficiency, the Hospital is implementing the following measures: Adopting Lean Management principles to streamline operations and control costs, Enhancing collaboration between internal teams and external partners to optimize efficiency, Reducing operational expenses while maintaining high-quality service delivery.

### 4. Digital Transformation

Praram 9 Hospital is embracing digital transformation by: Developing digital platforms and applications for improved service efficiency

and convenience, Implementing Smart Hospital technologies and telemedicine solutions, Utilizing ERP (Enterprise Resource Planning) systems to digitize various processes. Incorporating AI technology into hospital operations, Enhancing digital literacy among staff to ensure effective utilization of advanced technologies.

These four strategic pillars aim to elevate the Hospital to international standards, enhance patient experiences, optimize management processes, and integrate digital technology for operational efficiency. The ability to adapt swiftly to strategic plans and monitor their implementation will be crucial to sustaining business growth and achieving long-term success.

## Strategic Plan for 2025

Praram 9 Hospital continues to prioritize maintaining its existing customer base, particularly among elderly patients and those with complex medical conditions. Additionally, the Hospital aims to expand its services to attract a younger demographic, increasing service volume in areas such as aesthetic enhancements and wellness care. Revenue generation remains a key focus, aligning with the Hospital's long-term business goals through the continuation of its four core strategies:



Global Standard



World Class  
Hospitality



Efficiency with  
Collaboration



Digital  
Transformation



## 1. Global Standard Excellence Center: Advancing Specialized Medical Centers

Praram 9 Hospital remains committed to developing specialized medical centers to achieve Global Standard Excellence. The Hospital continues to invest in advanced medical technology, enhance physician expertise, and expand services to meet the needs of both local and international patients. In 2025, the Hospital will focus on five key medical centers:

### 1.1 Kidney and Transplant Institute

- Specializing in kidney transplantation, with a record of performing the highest number of kidney transplants among private hospitals.
- Expanding services by establishing a new Private Hemodialysis Unit.
- Enhancing knowledge and training programs for medical professionals, including physicians, nurses, and medical assistants, to improve kidney disease care across various regions.

### 1.2 Heart and Vascular Institute

- Providing comprehensive cardiovascular treatment through a team of specialized cardiologists. Offering advanced procedures such as Transcatheter Aortic Valve Implantation (TAVI).
- Investing in state-of-the-art medical equipment and technology.
- Renovating facilities, including upgrading the Cardiac Catheterization Laboratory (Cath Lab).
- Strengthening public relations strategies and improving the Hospital's image to build patient confidence in treatment outcomes.

### 1.3 Brain and Neurology Center

- Enhancing the center's capabilities by increasing the number of specialized neurologists. Installing advanced diagnostic equipment, such as the latest Magnetic Resonance Imaging (MRI) technology.

### 1.4 Orthopedic and Joint Center

- Continuing leadership in orthopedic surgery, following recognition by Newsweek as the top-ranked orthopedic center. Preparing to introduce robotic-assisted surgery for orthopedic procedures.
- Expanding the use of minimally invasive surgery (MIS) techniques to reduce recovery time, particularly for elderly patients.

### 1.5 Minimally Invasive Surgery (MIS)

- Employing a team of highly specialized surgeons experienced in various MIS procedures. Providing minimally invasive procedures for lung tumors, sports-related injuries, and thyroid surgeries.
- Expanding the scope of MIS across multiple specialties, including thoracic surgery, endocrine surgery, and orthopedic surgery.





## 1. Global Standard Excellence Center

| Medical Center                             | Development                                                                                                                                                                                                                                                                                                                                                                                                                                   | Goals                                                                                                                                                                                                                                                                           |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kidney Disease & Transplantation Institute | <ul style="list-style-type: none"> <li>• Maintaining excellence in kidney transplantation, with the highest number of kidney transplant surgeries among private hospitals.</li> <li>• Expanding services by establishing a new Private Hemodialysis Unit.</li> <li>• Conducting nationwide training programs for physicians and medical personnel to enhance knowledge and skills in kidney disease management across the country.</li> </ul> | <ul style="list-style-type: none"> <li>• Leadership in Kidney Transplantation</li> <li>• Expanding the number of dialysis units to accommodate more patients</li> <li>• Developing a network of medical professionals specializing in kidney disease</li> </ul>                 |
| Cardiovascular Institute                   | <ul style="list-style-type: none"> <li>• Providing advanced procedures such as TAVI (Transcatheter Aortic Valve Implantation)</li> <li>• Upgrading the Cardiac Catheterization Laboratory (Cath Lab)</li> <li>• Investing in state-of-the-art medical equipment and technology</li> <li>• Developing public relations and branding strategies to enhance patient confidence</li> </ul>                                                        | <ul style="list-style-type: none"> <li>• Increasing the number of patients undergoing cardiac and vascular procedures</li> <li>• Reinforcing expertise in cardiology and advanced procedures</li> <li>• Elevating the center's recognition to an international level</li> </ul> |
| Neurology Center                           | <ul style="list-style-type: none"> <li>• Increasing the number of specialized physicians and enhancing the center's capabilities</li> <li>• Installing a new-generation MRI machine</li> <li>• Exploring the feasibility of Robotic Surgery for operations</li> </ul>                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• Enhancing the diagnosis and treatment capabilities for brain diseases</li> <li>• Reducing MRI waiting times with advanced equipment</li> <li>• Integrating cutting-edge technology into surgical procedures</li> </ul>                 |
| Orthopedic Center                          | <ul style="list-style-type: none"> <li>• Maintaining leadership in orthopedic surgery</li> <li>• Focusing on minimally invasive surgery (MIS)</li> <li>• Reducing tissue trauma and accelerating patient recovery</li> </ul>                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• Reaffirming its position as the leading orthopedic center</li> <li>• Increasing the number of patients opting for minimally invasive techniques</li> </ul>                                                                             |
| Minimally Invasive Surgery Center          | <ul style="list-style-type: none"> <li>• Expanding minimally invasive surgery (MIS) services to additional specialties, such as thoracic surgery, endocrine surgery, and orthopedic surgery</li> <li>• A highly experienced team of specialized surgeons in minimally invasive procedures</li> </ul>                                                                                                                                          | <ul style="list-style-type: none"> <li>• Increasing the number of minimally invasive surgery (MIS) cases</li> <li>• Reducing patient recovery time</li> <li>• Elevating the minimally invasive surgery center to a leading hub</li> </ul>                                       |



## 2. World-Class Hospitality

Enhancing service standards to achieve World-Class Hospitality, ensuring high-quality care and exceptional patient experiences. This will be achieved by delivering outstanding service at every touchpoint and improving Customer Relations to create positive experiences and maximize patient satisfaction.

| Strategic                                                | Development                                                                                                                                                                                                                                                                   | Goals                                                                                                                                                         |
|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Developing and training personnel in service excellence. | <ul style="list-style-type: none"> <li>The Service Transformation team plans training programs for both frontline staff and back-office employees.</li> <li>Enhancing soft skills such as communication, customer satisfaction management, and complaint handling.</li> </ul> | <ul style="list-style-type: none"> <li>Enhancing service efficiency</li> <li>Ensuring staff readiness and a positive service mindset</li> </ul>               |
| Enhancing international patient care.                    | <ul style="list-style-type: none"> <li>Accommodating the growing number of international patients by focusing on five key medical centers</li> <li>Improving language communication</li> <li>Increasing the number of interpreter staff</li> </ul>                            | <ul style="list-style-type: none"> <li>Enhancing international patient satisfaction</li> <li>Elevating service standards to meet global benchmarks</li> </ul> |
| Improving the service quality assessment system.         | <ul style="list-style-type: none"> <li>Integrating Service Review as part of the annual performance evaluation</li> <li>Utilizing patient satisfaction survey data to improve services</li> </ul>                                                                             | <ul style="list-style-type: none"> <li>Continuously improving services</li> <li>Elevating service standards to meet patient needs</li> </ul>                  |







### 3. Efficiency with Collaboration (Lean Process)

Building a highly efficient work system and improving operational processes for greater effectiveness.

| Strategic                                         | Development                                                                                                                                                                                                                                                                                                                                       | Goals                                                                                                                                                                                  |
|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Building a highly efficient work system.          | <ul style="list-style-type: none"> <li>Applying Lean Management principles to workflow processes</li> <li>Analyzing and streamlining redundant processes to reduce waste (Waste Reduction)</li> </ul>                                                                                                                                             | <ul style="list-style-type: none"> <li>Reducing wait times</li> <li>Enhancing service efficiency and patient satisfaction</li> </ul>                                                   |
| Improving work processes for greater efficiency   | <ul style="list-style-type: none"> <li>Establishing a dedicated team to develop and monitor improved work processes</li> <li>Enhancing workflow systems through a Workflow Automation platform to increase efficiency</li> <li>Leveraging Digital Transformation to support operations, including HIS, RPA, and AI for data management</li> </ul> | <ul style="list-style-type: none"> <li>Reducing errors in processes (Error Rate)</li> <li>Increasing speed and quality of service delivery</li> </ul>                                  |
| Cost control and expense reduction in operations. | <ul style="list-style-type: none"> <li>Implementing Cost Optimization strategies with a focus on resource management</li> <li>Establishing Standard Cost frameworks for various processes</li> <li>Collaborating with suppliers to procure cost-effective medical materials</li> </ul>                                                            | <ul style="list-style-type: none"> <li>Reducing overall operational costs</li> <li>Increasing operating profit margins</li> </ul>                                                      |
| Building collaboration among internal teams.      | <ul style="list-style-type: none"> <li>Fostering a Cross-Functional Team culture for effective collaboration</li> <li>Utilizing digital platforms for communication and task tracking between teams</li> </ul>                                                                                                                                    | <ul style="list-style-type: none"> <li>Enhancing problem-solving efficiency and collaborative decision-making</li> <li>Reducing time and conflicts in inter-team operations</li> </ul> |



## 4. Digital Transformation

Adapting to the digital era by enhancing digital capabilities and implementing various initiatives, such as integrating AI technology into operational systems. Additionally, fostering Digital Literacy—the ability to understand, access, and efficiently utilize existing digital technologies—is a fundamental skill that all employees should develop.

| Strategic                                                                    | Development                                                                                                                                                                                                                                                                                                                                                                               | Goals                                                                                                                                                                                                   |
|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Developing platforms and applications to enhance efficiency and convenience. | <ul style="list-style-type: none"> <li>Developing the Hospital Information System (HIS) platform</li> <li>Advancing Smart Hospital initiatives to enhance digital healthcare services</li> <li>Implementing ERP (Enterprise Resource Planning) to digitize processes and streamline operations</li> <li>Expanding Telemedicine services to reach a broader patient demographic</li> </ul> | <ul style="list-style-type: none"> <li>Enhancing convenience for both patients and medical staff</li> <li>Reducing service time and streamlining complex processes</li> </ul>                           |
| Integrating digital technology to improve operational systems.               | <ul style="list-style-type: none"> <li>Implementing AI technology to support diagnosis and medical recommendations</li> <li>Utilizing Cloud Computing for secure and fast data storage and access</li> <li>Leveraging Big Data to analyze patient trends and behaviors for strategic medical service planning</li> </ul>                                                                  | <ul style="list-style-type: none"> <li>Enhancing accuracy in diagnosis and treatment</li> <li>Improving data management for greater efficiency and security</li> </ul>                                  |
| Developing employees' digital literacy skills.                               | <ul style="list-style-type: none"> <li>Conducting Digital Literacy training for employees at all levels to enhance their technological proficiency</li> <li>Encouraging the use of automation systems and digital tools to improve work efficiency</li> <li>Promoting the use of E-Learning platforms for continuous skill development</li> </ul>                                         | <ul style="list-style-type: none"> <li>Enhancing employees' ability to utilize technology efficiently</li> <li>Reducing errors in digital system usage and improving overall work efficiency</li> </ul> |





## 1.1.2 Significant Changes and Development during the past three years

### 2022

- The Hospital opened the Vaccination and Travel Medicine Center.
- The Hospital opened the Thyroid and Thyroid Surgery Center.
- The Hospital was ranked 8<sup>th</sup> for the World's Best Hospital 2022 of Thailand and 5<sup>th</sup> in the Private Hospital Category by Newsweek Magazine.
- The Hospital was ranked 3<sup>rd</sup> in the Thailand's Most Admired Company 2022 in the Private Hospital Category by Brand Age magazine.
- PR9 was one of the three companies operating hospital business (Services) and listed on the Stock Exchange of Thailand that was selected to be in the 2022 THSI (Thailand Sustainability Investment) list.
- The Hospital won the "Sustainability Excellence Award" in the category of "Rising Star Sustainability Awards" at SET Awards 2022. This award reflects the Hospital's commitment to all three dimensions of sustainable development, environmental, social and corporate governance.
- The Hospital was accredited JCI 7<sup>th</sup> Edition and received Accredited Effective Status by JCI.
- The Hospital received Certification of Conformance with GHA COVID-19 Guidelines for Medical Travel Services.
- The Hospital received Best Healthcare Provider Partnership Award 2022 at KTAXA Signature Hospital Awards 2022 organized by Krungthai-AXA Life Insurance Public Company Limited.
- The Hospital achieved the "Excellent" recognition level for the assessment of Corporate Governance Report of Thai Listed Companies, (CGR) 2022 and was one of the Top Quartile of listed companies with market values of Baht 3,000 - 9,999 million for the fourth consecutive year from the first year of its listing on the Stock Exchange of Thailand.
- The Hospital was certified as a member of Thai Private Sector Collective Action Against Corruption (CAC).
- The Hospital received 100 full score or excellent rating for the 4<sup>th</sup> consecutive year of the 2022 Annual General Shareholders' Meeting (AGM) Assessment.
- The Hospital's Medical Laboratory Section was awarded laboratory certification for its management System quality in accordance with Thailand Medical Technology Standard : 2017 on November 27, 2022. The Hospital signed a Cooperation Agreement with Naver Cloud Corporation a Cloud Service Provider (CSP), for the purpose of exchanging knowledge about the application of Artificial Intelligence (AI) to the development of Telemedicine or Decentralized Healthcare services.



## 2023

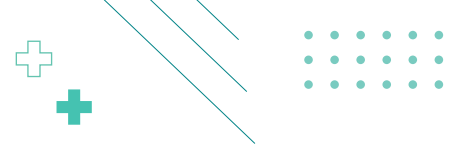
- We launched the Sleep Center to provide one-stop service to solve sleep problems.
- We launched the 9 Care Application to provide a new healthcare dimension to support decentralized healthcare services and raise the level of patient care at home, which is the healthcare trend of the future.
- We have been ranked as the 3<sup>rd</sup> most admired company among consumers in private hospital businesses in Thailand (Thailand's Most Admired Company 2023-2024) by the Brand Age magazine.
- We have been ranked as one of the top 10 of the world's best hospitals by Newsweek 2023 in Thailand from among public and private hospitals in Thailand. The ranking was performed by Newsweek magazine.
- We have received a share sustainability evaluation by SET ESG Ratings for 2023 (which announced its evaluation results as ratings for the first year) with a AAA rating, which makes us one of the top 5 service companies with a AAA rating and one of 34 companies with this rating out of over 700 listed companies in the Stock Exchange of Thailand.
- We received the Commended Sustainability Awards by the SET Awards 2023 event, which was held by the Stock Exchange of Thailand. The event handed out awards to listed companies that stood out in terms of overall sustainable business development with consideration to all 3 ESG principles (Environmental, Social and Governance) to provide role models that inspire other listed companies.
- We received the "Customer Centric Bronze Award" for speed, quality and understanding about the needs of customers. This award was given to us for being a hospital with a customer-centric vision and an aim to deliver the best experiences to our customers. The award was given at the Muang Thai Life Assurance Hospital Awards 2022 event held by Thai Life Insurance Public Company Limited.
- We received the "Best Hospital for Excellent Customer Service Award 2023" for being a successful hospital with excellence in delivering impressive customer service in health insurance and in representing Krung Thai-Axa in providing excellent insurance from Krung Thai-Axa Life Insurance Public Company Limited.
- We signed in a memorandum of understanding (MOU) with SensAi, a developer and researcher in artificial intelligence (AI), to study and cooperate with allies to support modern medical technologies for future health. We will be starting a trial use of our B-Sense pioneer product, consisting of sensors and AI for monitoring breathing quality during sleep, such as by monitoring sleep apnea, etc. to effectively improve healthcare provided to our patients.
- We held the Digital Healthcare Transformation Conference Bangkok 2023 or DHTC Bangkok 2023, No. 1 and No. 2, in collaboration with Naver Cloud Corp. Co., Ltd., a leading technology service provider from South Korea, in order to exchange knowledge about medical technologies and to adopt knowledge acquired for the benefit of the Thai public health sector in the future, not to mention demonstrating the progress of Thailand's initiative in telemedicine services via Line Messenger in the transition of services to become a digital medicine and telemedicine hub with the implementation of AI technology in medicine.
- Facility Renovations:
  - OPD of the 2<sup>nd</sup> floor of Building A at the emergency room, Internal Medicine Department and Orthopedic Surgery Department, to support increasing numbers of outpatients.
  - IPD on the 10<sup>th</sup> floor of Building A to improve the scenery for accommodating inpatients.
  - 8<sup>th</sup> floor of Building A to create a Praram 9 Hospital Learning Center that provides academic knowledge to hospital personnel.



## 2024

- Opened the Opened the Traditional Chinese Medicine Center, fully equipped with a specialized medical team and professionals to enhance patient care capabilities. This initiative aims to expand the Hospital's patient base, attracting both Thai and international patients while increasing the intensity of complex disease treatments.
- Ranked among the Top 10 World's Best Hospitals in Thailand (2024) by Newsweek, including both public and private hospitals.
- Recognized as a Top-Ranked Orthopedic Hospital in Thailand in Best Specialized Hospital Asia Pacific 2024 by Newsweek.
- 2023-2024 Thailand's Most Admired Company, ranked 3<sup>rd</sup> among private hospitals.
- SET Awards 2024 (Sustainability Excellence) - Received the "Highly Commended Sustainability Award" for the second consecutive year from the Stock Exchange of Thailand (SET), in the medical services sector (Market Cap: 10,000 - 30,000 million THB).
- ESG Ratings 2024 - Achieved AAA rating, the highest score in the Service sector (97/100), awarded by the Stock Exchange of Thailand (SET).
- Sustainability Disclosure Recognition 2024, an honorary award for sustainability disclosure, presented by the Thai Institute of Directors.
- "Creativity and Innovation Award" at the Muang Thai Life Assurance Hospital Awards 2023, recognizing hospitals that embrace and implement innovative solutions, specifically in the medium-sized hospital category.
- "People Who Care for the Planet" Award, recognizing organizations with outstanding sustainability practices in environmental conservation, awarded by the Senate Committee on Religion, Arts, and Culture.
- Corporate Governance Rating (CGR 2024) - Achieved the highest 5-star rating from the Thai Institute of Directors (IOD) using the CGR Checklist for listed companies.
- AGM Checklist 2024 - Earned the highest 5-shield rating from the Thai Investors Association (TIA) for excellence in shareholder meeting organization.
- Certified under the Thai Private Sector Collective Action Against Corruption (CAC) - Successfully renewed CAC certification for the first time (valid until Dec 27, 2024).
- Collaboration with Siriraj Genomics Center and CARIVA (Thailand) Co., Ltd. - Advancing AI-based cancer diagnostics through ONCO+ genetic testing, which analyzes 53 genes to assess the risk of 12 types of cancer (including gastric, adrenal, prostate, pancreatic, breast, kidney, thyroid, skin, ovarian, endometrial, and colorectal cancers). The test requires a standard blood sample and takes approximately one month for analysis before proceeding with appropriate medical care.
- Partnership with AIS for the "E-Waste Recycling Initiative" - Promoting awareness and correct e-waste disposal practices. The initiative encourages the public, hospital staff, and personnel to dispose of electronic waste (E-Waste) at designated drop-off points in Buildings A and B. The collected waste is recycled using environmentally safe procedures, reducing pollution and minimizing health risks associated with heavy metals like mercury and lead. This project is part of the Hospital's ongoing commitment to corporate social and environmental responsibility.





### 1.1.3 Use of the IPO Proceeds

As Praram 9 Hospital Public Company Limited (“the Company”) offered 186.30 million newly-issued ordinary shares for sale, which the Company received a net amount (after deducting underwriting fees and other costs associated with the offer of securities for sale) of 1,981 million Baht, as detailed below.

1. Offered 167.50 million shares for sale in the Initial Public Offering: IPO at a price of Baht 11.60 per share.
2. Offered 12.50 million shares for sale to the Company’s founder directors and/or executives at a price of Baht 2.65 per share.
3. Offered 6.30 million shares for sale to the Company’s over-allotment agent related to the allocation of over-allotment shares at a price of Baht 11.60 per share.

The Company used all proceeds from such Initial Public Offering (IPO) as of 31 December 2021 of Baht 1,981 million.

## 1.2 Nature of Business

### 1.2.1 Revenue Structure

The Company operates primarily in the private hospital business, with revenue categorized based on patient types as follows:

| Revenue by Type                                 | For the accounting period ending 31 December |                |                |                |
|-------------------------------------------------|----------------------------------------------|----------------|----------------|----------------|
|                                                 | 2024                                         | 2023           | 2022           | 2021           |
|                                                 | Million Baht                                 | Million Baht   | Million Baht   | Million Baht   |
| 1. Revenue from hospital operations             | 2,986.8                                      | 4,107.3        | 4,202.0        | 4,635.4        |
| General customers <sup>(1)</sup>                | 2,044.5                                      | 2,918.9        | 2,845.4        | 3,064.3        |
| Insurance and Contract Customers <sup>(2)</sup> | 942.3                                        | 1,188.5        | 1,356.6        | 1,571.1        |
| 2. Other Revenue <sup>(3)</sup>                 | 43.4                                         | 51.8           | 81.0           | 109.7          |
| <b>Total Revenue</b>                            | <b>3,030.2</b>                               | <b>4,159.1</b> | <b>4,283.0</b> | <b>4,745.1</b> |

Remark:

<sup>(1)</sup> General customers - Patients who receive medical services and pay for their treatment expenses independently.

<sup>(2)</sup> Corporate Contract Patients - Patients whose medical expenses are covered by an organization, including government agencies, private corporations, life insurance, and non-life insurance companies.

<sup>(3)</sup> Other Revenue - Includes rental income, miscellaneous income, and financial income.

## 1.2.2 Information about Products and Services

### Nature of Products and Services

#### (1) Outpatient Services (OPD)

The Company provides outpatient services for both general medical conditions and a wide range of complex specialized diseases, under the care of specialist medical teams. The services are offered through 3 Medical Institutes and 29 Medical Centers, as listed below:

#### 3 Medical Institutes

|                                                                                                                                                     |                                                                                                                               |                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <b>1) Praram 9 Kidney Disease &amp; Transplantation Institute</b> |  <b>2) Praram 9 Cardiovascular Institute</b> |  <b>3) Advanced Pain Management &amp; Wellness Institute (Fix &amp; FIT)</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### 29 Medical Centers

|                                                                                                                                                          |                                                                                                                                            |                                                                                                                                        |                                                                                                                                              |                                                                                                                                              |                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| <b>1</b><br><br>Medicine Center                                       | <b>2</b><br><br>Surgery Center                          | <b>3</b><br><br>Diabetes & Metabolic Center         | <b>4</b><br><br>Neurology Center                          | <b>5</b><br><br>Emergency Center                        | <b>6</b><br><br>Pediatric Center |
| <b>7</b><br><br>Advanced Spine Center                                 | <b>8</b><br><br>Orthopedic Center                       | <b>9</b><br><br>Obstetrics & Gynecology Center      | <b>10</b><br><br>IVF Center                               | <b>11</b><br><br>Breast Clinic                          | <b>12</b><br><br>Dental Center   |
| <b>13</b><br><br>Dental Center                                        | <b>14</b><br><br>Eye Center                             | <b>15</b><br><br>Imaging (X-Ray) Center             | <b>16</b><br><br>Physical Therapy & Rehabilitation Center | <b>17</b><br><br>Skin and Cosmetic Laser Surgery Center | <b>18</b><br><br>Mind Center     |
| <b>19</b><br><br>Gastroenterology (GL) & Hepatobiliary (Liver) Center | <b>20</b><br><br>Ear, Nose, and Throat Center           | <b>21</b><br><br>Allergy and Asthma Center          | <b>22</b><br><br>Sleep Center                             | <b>23</b><br><br>Oncology Care                          | <b>24</b><br><br>Lasik Center    |
| <b>25</b><br><br>Chest and Respiratory Center                         | <b>26</b><br><br>Vaccination and Travel Medicine Clinic | <b>27</b><br><br>Thyroid and Thyroid Surgery Center | <b>28</b><br><br>Traditional Chinese Medicine Clinic      | <b>29</b><br><br>W9 Wellness Center                     |                                                                                                                       |



## (2) Inpatient Service (IPD)

The Company 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                            | Unit | As of December 31 |      |      |      |
|-------------------------------------------|------|-------------------|------|------|------|
|                                           |      | 2021              | 2022 | 2023 | 2024 |
| Number of licensed-beds                   | Bed  | 204               | 204  | 204  | 204  |
| General rooms                             | Bed  | 177               | 177  | 177  | 177  |
| ICU <sup>(1)</sup> and CCU <sup>(2)</sup> | Bed  | 24                | 24   | 24   | 24   |
| NICU <sup>(3)</sup>                       | Bed  | 3                 | 3    | 3    | 3    |

### Remark:

<sup>(1)</sup> Intensive Care Unit (ICU) For patients with severe or critical conditions or as postoperative patient where doctors will be available 24 hour.

<sup>(2)</sup> Cardiac Care Unit (CCU) For patients with heart disease such as Ischemic heart disease, Coronary artery, Patients with heart failure Problems, heart surgery patients.

<sup>(3)</sup> Neonatal Intensive Care Unit (NICU)

## (3) International Patient Services

The Company provides comprehensive medical services for international patients, supported by a team of specialist doctors and a dedicated coordination team to facilitate the entire treatment process. Services include: Medical coordination, Patient transfers, International health insurance claim processing, Liaison with embassies and Handling of related medical documents. These services ensure that international patients receive seamless and efficient medical care throughout their treatment journey.

Center, Medicine Center, Pediatric Center, Orthopedic Center, and many specialized medical centers, namely, Diabetes and Metabolic Center, Gastroenterology (GI) & Hepatobiliary (Liver) Center, Mind Center, Eye Center, Ear, Nose, Throat Center, and Dental Center. Putting patient safety at the heart of its services, the Hospital was equipped with physician teams and medical staff as well as advanced medical equipment and tools to support the delivery of high-quality services.

### (1.2) Patients with complex diseases, critical condition patients:

With highly capable teams of doctors and medical staff who have good knowledge, experience and expertise, the Hospital can provide treatment to patients with complex diseases, such as kidney transplantation, heart bypass surgery, balloon angioplasty treatment, and brain surgery. The multidisciplinary team members work closely together to draw a quality treatment plan resulting in effective and safe treatment. The Hospital also has the critical care team, 12 ICU beds, 12 CCU beds, vital

## Target customers

The Hospital had two target groups of customers classified by type of customer and payment method as follows:

### (1) Customers Groups by Type of medical

#### (1.1) General disease patients:

The Hospital offers general medical treatment services to patients of all age and gender through basic medical centers, including Obstetrics & Gynecology Center, Surgery



sign monitoring devices, respiratory support devices, hemodialysis machines, as well as other advanced medical equipment, which has enhanced the Hospital's capability to provide 24-hour effective care to patients with critical condition.

**(1.3) Customers seeking health promotion services:**

The Hospital has expanded its target customers from patients to health-conscious customers who seek health promotion, examination, treatment or promotive and preventive healthcare services as well as rehabilitative services. Medical services have been, therefore, expanded to be more comprehensive and extensive.

## (2) Customers Groups by Type of payment

**(2.1) Contracting organizations:**

This group consists of companies or organizations that have agreements or contracts with the Company to provide healthcare services for their employees or personnel under agreed-upon terms and special benefits. These may include: Annual health check-ups, Medical treatments based on contract conditions, Comprehensive

annual healthcare packages (Corporate Health Package)

This group primarily includes medium and large enterprises that seek to implement systematic employee healthcare programs to enhance productivity and reduce long-term costs. Additionally, these agreements provide employees with confidence and assurance in accessing quality healthcare services from a partner hospital.

**(2.2) Contracting insurance companies:**

This group consists of life and health insurance companies that have agreements or partnerships with the Hospital to provide medical services for their policyholders or customers. Under this contract, the Hospital serves as a healthcare provider, allowing patients to use their insurance benefits to cover medical expenses according to the agreed-upon terms. This arrangement enhances patient convenience by reducing out-of-pocket medical costs, ensuring a smoother and more accessible healthcare experience.

## Service Capacity

| Outpatient Services (OPD)             | Unit       | For the Year Ended 31 December |       |       |       |
|---------------------------------------|------------|--------------------------------|-------|-------|-------|
|                                       |            | 2021                           | 2022  | 2023  | 2024  |
| Number of outpatient examination room | Room       | 162                            | 162   | 158   | 172   |
| Maximum outpatient service capacity*  | Time / Day | 4,212                          | 4,212 | 4,108 | 4,472 |
| Number of outpatient visit            | Time / Day | 1,335                          | 1,743 | 1,836 | 1,905 |
| Outpatients visit rate**              | %          | 31.7                           | 41.4  | 44.7  | 42.6  |

Remark:

\* Maximum outpatient service capacity = number of outpatient examination rooms \* operating hours \* average number of patients served per room per hour.

\*\* Number of outpatients / maximum outpatient service capacity.



| Inpatient Service (IPD)             | Unit        | For the Year Ended 31 December |        |        |        |
|-------------------------------------|-------------|--------------------------------|--------|--------|--------|
|                                     |             | 2021                           | 2022   | 2023   | 2024   |
| Number of Bad                       | Bed         | 204                            | 204    | 204    | 204    |
| Maximum inpatient service capacity* | Patient day | 74,460                         | 74,460 | 74,460 | 74,664 |
| Number of Inpatient                 | Patient day | 41,973                         | 50,826 | 44,494 | 44,904 |
| Inpatient Day rate**                | %           | 56.4                           | 68.3   | 59.8   | 60.1   |

Remark:

\* Maximum inpatient service capacity = number of bad \* number of service day

\*\* Number of Inpatients / maximum Inpatient service capacity.

## Development Innovations

In an era where digital technology transformation impacts all industries, including the Hospital business, evolving into a Digital Hospital is not merely an option but a crucial objective to meet the expectations of patients in the digital age. This transformation enhances service efficiency and provides a competitive advantage in the healthcare market.

In 2024, Praram 9 Hospital has continued to advance information technology and innovation, integrating various projects to build a sustainable Digital Hospital under the following core objectives:

1. Enhancing medical care efficiency and ensuring patient safety.
2. Creating a new service experience that fosters satisfaction and positive word-of-mouth referrals.
3. Improving work processes and optimizing resource utilization.

Based on these objectives, digital transformation initiatives are categorized into three key areas:

### 1. Data and Information Management

Praram 9 Hospital recognizes that efficient data management is the foundation for achieving a fully digital hospital. Accurate and accessible data facilitates seamless digital integration across all processes, supporting innovation to enhance service quality sustainably while preparing for future technological advancements.

#### 1.1 Development of Data Warehouse

The Hospital has implemented a Data Warehouse as a centralized data storage hub, integrating information from various departments, including: Medical Data: Patient medical history, diagnostic results, and laboratory reports, Back Office Data: Financial information, human resource management, medical equipment, and supply chain management. The systematically structured data ensures real-time accessibility and supports ongoing and future projects, including:



#### 1.1.1 Customer Relationship Management (CRM) System

The objective of developing the CRM system is to strengthen the relationship between the Hospital and its patients. Accurate and well-structured data from the Data Warehouse is fundamental to CRM development, as it enables data-driven analysis to create effective campaigns that meet patient needs. This data can be utilized for strategic planning, enhancing patient satisfaction and trust, and fostering long-term relationships between the Hospital and its patients.

The CRM system development focuses on Customer Segmentation, categorizing patients beyond basic demographic data by incorporating actual service usage behavior and specific health interests. This allows for the customization of healthcare packages, including: Optimizing health check-up programs to better meet patient needs. Adjusting pricing structures to enhance value for patients. Refining service conditions such as appointment availability and scheduling flexibility. Additionally, the CRM system is integrated with Marketing Technology (MarTech) tools, enabling data analysis for personalized marketing campaigns that improve target audience reach and engagement. This is done while ensuring secure data management and strict compliance with the Personal Data Protection Act (PDPA).

#### 1.1.2 Electronic Medical Record (EMR) System

The development of the Electronic Medical Record (EMR) system is fundamentally built upon the Data Warehouse infrastructure. EMR data serves as the core component of the Hospital's operations. High-quality EMR

data enhances treatment efficiency and optimizes hospital management. Additionally, digitizing medical records reduces the need for physical storage, improves data accessibility, and ensures greater accuracy in information retrieval.

The current EMR development plays a crucial role in advancing web application solutions under the Smart Hospital initiative, designed to enhance patient services and create a new healthcare experience. Further details on this initiative will be discussed in the following section.

#### 1.1.3 Personal Health Record (PHR) System

To support the development of the Electronic Medical Record (EMR) system, Praram 9 Hospital has continuously advanced the Personal Health Record (PHR) system in parallel. The PHR system receives data directly from the EMR system and is fully integrated with the Smart Hospital web application, bridging back-end operational data with a front-end patient interface, enabling seamless and interactive digital healthcare services.

Once patients register in the Smart Hospital system, they can conveniently access their personal health records through the Hospital's official Line account, "Praram9 Hospital." With just one click, patients can review essential health information, including: Medical history, Annual check-up results, Laboratory test results, X-ray reports, Prescribed medications, Doctor's diagnoses and Vaccination history. All of this information is accessible anytime, anywhere.





The PHR system, which is directly linked to the EMR system, ensures that personal health data is retrieved from an accurate and up-to-date source. The information is presented in an easy-to-understand format, allowing patients to manage their health efficiently, make informed decisions, and receive real-time updates on their medical records.

#### Additional PHR Enhancements in 2024

- 1) **1)Real-time Data Updates:** Medical records within the EMR system are updated immediately after a service is provided. For example, lab results, health check-up reports, or prescription changes are instantly reflected in the PHR system, ensuring patients always have access to the most recent information.
- 2) **Advanced Data Security Standards:** Data access within the PHR system is protected through encryption and authentication processes via a secure web application. This ensures that personal health information remains confidential and meets the highest standards of data security and privacy.
- 3) **User-Friendly Interface (UI):** The system is designed for ease of use, catering to users of all age groups for seamless navigation.

In the future, Praram 9 Hospital aims to introduce advanced health analytics features within the PHR system, providing personalized health recommendations such as: Nutritional guidance, Exercise plans. Additionally, the system will be integrated with IoT health devices, including; Smartwatches, Blood pressure monitors, Blood glucose meters. This

integration will enable real-time health tracking, allowing patients to monitor their health data continuously and improve their overall well-being.

## 2. Service Provision

### 2.1 Smart Hospital

Praram 9 Hospital has launched the Smart Hospital project to enhance medical services by integrating multiple technologies to improve service quality across all dimensions. This initiative is designed to meet the expectations of digital-age patients, ensuring convenience, efficiency, and data security, while providing a seamless and innovative healthcare experience.

One of the key challenges of the Smart Hospital project is integrating existing sub-projects into a cohesive and efficient system. This requires managing complex data and implementing technologies that accommodate a diverse range of users. To achieve this, the Hospital has focused on developing a Smart Hospital Web Application, designed with a user-friendly interface that is accessible to people of all ages while considering varying levels of digital literacy. This ensures a smooth healthcare experience that effectively meets patient needs.

Smart Hospital Web Application - Three Core Concepts:

1. **Decentralize:** Expanding healthcare services to cover both pre-hospital and post-hospital care.
2. **Personalize:** Collecting and communicating personalized health data to provide tailored healthcare services.
3. **Seamless:** Ensuring a smooth and connected patient journey, linking online services with hospital-based care.



The Smart Hospital service is integrated into LINE, Thailand's most widely used communication platform. With a design focused on ease of use, patients do not need to download a separate application—they can simply access the Hospital's official LINE account to utilize various Smart Hospital functions effortlessly.

#### Five Key Functions of the Smart Hospital Web Application

- 1) **Pre-registration for New Patients** : New patients who have never visited the Hospital before can register online in advance to receive a Hospital Number (HN). Upon arrival, they can check in and receive a queue number automatically, eliminating the need for in-person registration and reducing waiting times.
- 2) **Appointment Management** : Patients can schedule, reschedule, or cancel appointments directly via the Smart Hospital system. They can also view detailed doctor information, including specialties, departments, and available consultation schedules.
- 3) **Automatic Check-in on Service Day** : On the day of their visit, patients can check in via mobile phone through the Hospital's official LINE account. The Smart Hospital system provides real-time navigation throughout the visit, showing: Registration, Waiting areas, Laboratory tests, Doctor consultations, Payment locations and Pharmacy pickup. The system also sends notifications on queue status and service locations (including department, floor, and building details) and displays the number of patients ahead in line to ensure a smooth and stress-free experience.
- 4) **Coupon & Benefits Management** : Patients can track their health service coupons, reward points, and special privileges. They can redeem points for complimentary gifts or service discounts, ensuring they maximize their benefits.

- 5) **Access to Personal Health Records (PHR)** : Patients can easily access personal health data, including: Lab test results, X-ray reports, Medication history, Doctor's diagnoses, Vaccination records. This allows for continuous health monitoring and self-care management.

#### 2.2 Development of the 9 CARE Platform and 9 CARE Shop by the Online Hospital Center

Over the past year, the Online Hospital Center has continued to develop the 9 CARE platform in alignment with the Digital Hospital and Decentralized Health Care Service policies. This initiative includes the 9 CARE Application, which supports both Telemedicine and Medical IoT services.

The 9 CARE platform functions as a Telemedicine service, allowing patients, doctors, and medical professionals to consult via video calls in real-time. This enhances access to healthcare services, enabling patients to receive diagnoses and treatment without limitations of time or location. Additionally, the 9 CARE platform offers a Personal Care Plan, where physicians create customized healthcare plans in collaboration with patients. The plan is supported by a team of professional nurses from the Online Hospital Center, who closely monitor health metrics through integrated medical devices, including: Blood pressure monitors, Blood glucose meters, Body temperature sensors, Weighing scales and Smartwatches. The system also enables real-time health data sharing with family members, allowing them to stay informed about the patient's health status instantly. This ensures seamless, fast, and convenient family-based health monitoring and support.



To further enhance convenience for Praram 9 Hospital's patients, the Online Hospital Center has initiated additional 9 CARE platform development projects to improve system efficiency and user experience.

1. 24/7 Telemedicine Services - The platform now offers round-the-clock telemedicine consultations, allowing patients to access medical care from anywhere without the need to travel to the Hospital. This is particularly beneficial for: Patients in remote areas who may have difficulty accessing healthcare facilities. Non-severe emergency cases requiring immediate medical consultation. Reducing travel time and costs associated with in-person hospital visits. Providing instant access to doctors, ensuring no restrictions on time or location for healthcare consultations. Additionally, the 24/7 Telemedicine service is designed to support international patients, eliminating time zone limitations and allowing them to consult with Praram 9 Hospital's specialists at any time. This significantly enhances convenience, accessibility, and safety for patients seeking expert medical advice.



2. Development of an Online Medical Certificate System. Aimed at enhancing convenience for patients using Telemedicine services, the online medical certificate system integrates Digital Transformation into the medical certification process. This upgrade modernizes healthcare services and improves patient accessibility at Praram 9 Hospital. The system supports both Telemedicine patients and in-person hospital visitors who require an electronic medical certificate with global security and reliability standards.
3. Insurance Coverage Verification Feature. Patients using the 9 CARE application at Praram 9 Hospital can now check their insurance coverage directly. By selecting the "Treatment Benefits" function in their user profile, they can instantly review their health insurance coverage details. This feature enables patients to assess their medical benefits independently, enhancing transparency and ease of access to insurance information.



## Development of 9 CARE Shop to Align with 9 CARE Platform Expansion

### Medical Devices

- **Expanded Medical Device Options:** Increased the variety of existing medical devices to better meet patient needs. Added new models of blood pressure monitors and body temperature thermometers, enabling seamless health data integration with the 9 CARE application. Expanded device selection based on the specific needs of doctors and patients.
- **New Recommended Devices:** Introduced doctor-recommended medical devices to improve patient convenience, including nebulizers, with support from trained medical staff and nurses.

### Smart Watch

- **Special Promotions** to boost sales and encourage patients to start using smartwatches for health tracking.

Introduced new features, such as ECG (Electrocardiogram) monitoring, in collaboration with hospital-led usage initiatives.

### Services

- **Encouraging patients** to add the Praram9V Official LINE Account as a fast and convenient communication channel for 24/7 updates. Providing access to: Video demonstrations on how to use medical devices. Direct consultation for any inquiries regarding medical equipment or health metrics from devices. Patients can report device-related concerns via Praram9V LINE OA at any time, ensuring a premium after-sales service managed by a team of professional nurses. This exclusive support service is available for patients who purchase products through the 9 CARE Shop at Praram 9 Hospital.





## 1.2.3 Market and Competition

### Overview of Private Hospital Businesses in Thailand

The private hospital business in Thailand is expected to recover and continue growing after a slowdown in 2023. This growth is supported by structural social changes, increased access to Digital Health, urbanization, and the recovery of Medical Tourism, leading to a significant rise in the number of international patients seeking medical services in Thailand.

#### Growing Trends in International Patients

1. **Middle Eastern Market** - Increasing demand for specialized medical services and preventive healthcare, along with opportunities for collaboration between Thai hospitals and international healthcare institutions, such as hospitals in Kuwait.
2. **ASEAN Market** - Countries such as Cambodia, Myanmar, Laos, and Vietnam are seeing growing demand for complex disease treatments and a rising interest in aesthetic and cosmetic surgery.
3. **Chinese Market** - China remains a key market, particularly in health check-ups, fertility treatments (IVF), and cosmetic surgery. However, economic factors and travel confidence may influence patient behavior in this segment.

#### Challenges Facing the Industry

1. **Medical Personnel Costs** - Shortages of specialized doctors and healthcare professionals are increasing competition for wages and salaries.
2. **Rising Utility Costs** - Higher costs of energy and water, driven by environmental factors such as droughts.
3. **Investment in Medical Technology** - The need for advancements in Telemedicine and Health-Tech to improve treatment quality and expand service accessibility.

### Key Trends Impacting the Hospital Business

1. **Aging Society** - Thailand has entered a fully aging society, driving demand for medical treatments and advanced healthcare technology.
2. **Digitalization** - The adoption of health technologies such as Telemedicine and health applications improves service efficiency and meets consumer expectations.
3. **Urbanization** - Urban expansion presents opportunities for hospitals to reach new markets, both in major cities and developing rural areas.
4. **Medical Tourism** - Health tourism continues to grow, requiring hospitals to invest in technology and enhance service standards to remain competitive in the international market.

### Competition

#### Market Positioning

Through investment in technology and efficient management, Praram 9 Hospital has established a strong market share within Thailand's private hospital sector. Despite competition from both public and private hospitals that focus on high-quality healthcare services, Praram 9 Hospital continues to differentiate itself through international service standards, prestigious awards, and outstanding industry rankings.

By continuously adapting and improving services, the Hospital not only maintains its market position but also has the potential to expand its market share and strengthen its credibility among patients in Thailand in a sustainable manner.

#### Industry Competitor Landscape

1. **Comprehensive Healthcare Providers** - Manage businesses ranging from infrastructure development to medical services through affiliated companies.
2. **Large Hospital Network Groups** - Expand operations through mergers and acquisitions, integrating services across their networks.



3. **Independent Private Hospitals** - Focus on specialized treatments and importing advanced medical technology to create differentiation.

Praram 9 Hospital maintains its competitive edge by advancing medical technology, enhancing service standards, and operating with a focus on sustainability. These strategies help build trust and satisfaction among both domestic and international patients.

## Marketing Strategies

Praram 9 Hospital employs the strategy of "Expertise in Complex Disease Treatment," offering comprehensive medical services for both general and specialized conditions. The Hospital focuses on providing integrated specialized care while expanding its capacity to accommodate more patients. This is complemented by the development of infrastructure and digital technology to enhance service quality.

### Key Strategies for 2024

1. **Expanding the International Patient Market** - Targeting patients from China and the Middle East, with the establishment of a dedicated unit to manage operations and collaborate with international patient referral agencies.
2. **Upgrading the International Center** - Enhancing facilities to support the expansion of the international patient market, particularly from the Middle East. The Hospital aims to raise medical standards to a global level, positioning itself as a One-Stop Service for international patients seeking high-quality and internationally accredited private healthcare.
3. **Enhancing Communication Channels and Brand Awareness** - Utilizing digital platforms and global partnerships to improve market reach and effectively connect with target audiences.

With a strategy focused on sustainable growth and patient base expansion, Praram 9 Hospital is well-positioned to become a leading international medical center and a strong competitor in the private healthcare market.

## 1.2.4 Procurement of Products and Services

### 1. Recruitment of Doctors and Medical Personnel

With over 32 years of reputation throughout the Hospital's operation, and the reputation and good relationships of the founding doctors and executives with the medical professionals and medical schools in Thailand, the Hospital has been able to invite and recruit high-quality medical personnel with expertise in different fields to work with the Hospital on a continuous basis. Furthermore, the Hospital has taken action to develop processes to recruit personnel by providing equal opportunity for interested persons to apply for jobs without discrimination in regards to race, religion, sex, language, sexual orientation, social status or disability, etc. In 2023, Praram 9 Hospital publicized job openings through social media such as Facebook, Line, Tiktok and HR9Jai channel and held applicant interviews in the online format as well as in person at the Hospital. The development of the HRIS system started in 2023 with the adoption of the OneBook application in human resource management such as check-ins and check-outs via mobile phones to make these tasks easier and to reduce steps involved in fingerprint scanning or card punching by employees. In addition, there are systems for applying for leaves/applying for medical treatment benefits, applying for in-house and external training with evaluations and evaluation results available via mobile phones.

The Hospital's personnel recruitment department has been making preparations to accommodate the expansion of services in the patient ward of Building B (new building) and to expand the services of the kidney specialized service unit and the ICU, which is a strategy being focused on by the Company in the treatment of kidney disease and kidney transplants.

The Hospital has a plan to allocate its manpower sufficiently to meet service requirements:

- Publications on Facebook and membership to Facebook groups for finding hospital jobs, as well as Line, Tiktok and the HR9Jai channel.



- Job applications via [www.praram9.com/job-application-form/](http://www.praram9.com/job-application-form/). Data connected to the Onebook system allows human resources personnel to be able to query background information without having to key in new information, which reduces work processes as part of the Lean concept for 2023.
- For professional personnel, we have focused on building positive relations between the university and target groups and nursing assistants by taking part in job fair activities.
- For recruitment of employees to provide assistance to patients, the Hospital has established relationships with institutions that produce patient caregiver graduates. Accordingly, the Hospital provides free accommodations during internships and after internships to allow these graduates to become regular employees at the Hospital in addition to receiving assistance in staying in their accommodations for free for 1 month as part of an effort to assist employees who are just starting to earn an income.
- We proposed a project for inviting friends to work in hard-to-fill positions such as nurse anesthetists, radiological technicians and pharmacists, etc.

Furthermore, in 2023, the Hospital launched a learning center for human resource development to continuously improve and develop the learning of personnel for greater proficiency. In doing so, we used simulation rooms to facilitate learning and to create realistic simulations to create opportunities for learners to learn from direct experiences in a realistically designed environment that facilitated learning. The aim of this is to provide personnel with the essential skills and expertise for their work. Moreover, the Hospital reviews its medical personnel manpower allocation to support service growth in line with the Hospital's strategies and to support long-term continuous service provision and growth.

## 2. Procurement of Medicines and Medical Supplies

The Hospital procures high-quality medicines and medical supplies with consideration to safety and value in terms of prices and the ability to meet medical requirements. Accordingly, we primarily

purchase medicines and medical supplies from sales representatives of international manufacturers and up-to-standard domestic manufacturer with our vendor selection criteria covering product quality, pricing reasonability and the Company reliability such as certification according to the Good Manufacturing Practice (GMP) standards. Moreover, we support companies with good governance and that consider human rights and provide labor protection and pay attention to the environment, and the Hospital has created an approved vendors' list that specifies key trade partners, divided into important trade partners that conducted business directly with the Company (Critical Tier 1) and important trade partners not conducting business directly with the Company (Critical Non-Tier 1), and we evaluate the risks of our trade partners and review vendors by at least once annually by through the evaluation of related persons in the Hospital and self-evaluations performed by each company. At the same time, site visits are made to some companies with high purchase volumes and that are important to the Company in order to effectively assess trade partners and seek improvement guidelines with trade partners in different areas in order to reduce potential risks in the procurement process and reduce environmental resource consumption. Accordingly, the Hospital contacts and purchases medicines and medical supplies from many different distributor companies without contract obligations particularly favoring any medicine and medical supply distributor. As a result, the Hospital has a wide variety of choices and flexibility that allows it to adapt to changes in circumstance. In addition, the Hospital has a network of partners with other hospitals in sharing information about the prices of medicines and medical supplies, and the Hospital currently has over 500 registered vendors of medicines and medical supplies.

## 3. Procurement of Medical Tools and Devices

The Hospital regularly monitors medical technological progress and continuously surveyed the medical tool and equipment needs that are related to every field of medicine. Furthermore, the Hospital has established a medical device committee composed of representatives of the Management Department, the





Medical Department, the Accounting Department, the Procurement Department and representatives from different clinics in order to consider and assess the suitability, value and benefits to service recipients in the adoption of new medical sciences, tools and equipment in hospitals. Moreover, the committee has the duty to consider, plan and allocate budgets related to medical tools and devices according to nursing treatment service necessity to ensure quality and safety and make proposals to the budget evaluation committee and subsequently the Executive Committee and/or a board of directors authorized by the Company (depending on the case), respectively. In addition, we rely on many factors in the selection of medical tools and equipment such as newness of technologies, safety, product quality, prices, value, post-sale services, necessity and consistency with the strategies and readiness of medical personnel, etc. Accordingly, procurements are performed through the procurement channels in line with the Company's policy to ensure transparency according to the organization's policy.

Currently, the Hospital has procured medical tools and devices from retail distributors in the country that have been appointed directly by the manufacturing companies because these companies are able to provide post-sale services along with repair services performed by skilled personnel right away in the event that tools and equipment suffer from malfunction or damage. As for the procurement conditions, the Hospital has a payment period with distributors of about 30 days, depending on the type of the medical tools or equipment purchased and negotiations with the retail distributors. In addition, the Hospital has made service contracts for the "management of medical devices across the entire system" with leading companies with specialty in providing maintenance and repair services to ensure that medical tools and equipment are ready for use and highly effectively, in addition to providing guidance and essential information support to the Hospital in the long-term procurement or planning in the use of medical devices.

## 1.2.5 Assets Utilized in Operating Business

### 1. Land, Buildings and Equipment

As of 31 December 2024, the particulars and net book value of land, building and equipment of the Company as appeared in the Company's financial statements were as follows:

| Assets                                                   | Ownership Characteristic | Net Book Value (million Baht) |
|----------------------------------------------------------|--------------------------|-------------------------------|
| 1. Land and land improvement                             | Owner                    | 647.8                         |
| 2. Buildings, building improvement and condominium units | Owner                    | 1,327.1                       |
| 3. Building service systems                              | Owner                    | 522.3                         |
| 4. Tools and medical instruments                         | Owner                    | 306.0                         |
| 5. Office furniture, fixtures and equipment              | Owner                    | 329.7                         |



| Assets                                                                          | Ownership Characteristic | Net Book Value (million Baht) |
|---------------------------------------------------------------------------------|--------------------------|-------------------------------|
| 6. Vehicles                                                                     | Owner                    | 13.6                          |
| 7. Assets during installation and construction in progress                      | Owner                    | 52.6                          |
| 8. Allowance for loss on impairment of land, buildings, machinery and equipment | Owner                    | (5.1)                         |
| <b>Total Net Book Value</b>                                                     |                          | <b>3,194.0</b>                |

As of 31 December 2024, the Company's land, buildings and improvements used in the business operation were as follows:

| Assets                                                                                                                                                                                                                                                                                       | Ownership Characteristic | Net Book Value (million Baht) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------|
| <b>Land and buildings used in the operations</b>                                                                                                                                                                                                                                             |                          |                               |
| <b>1. Current Building (Building A)</b><br>Location: 99 Rama IX Road, Bangkok, Huai Khwang, Bangkok 10310<br>Land: 6 rai 74 square wah, Title Deed No. 177014-15, 177075-76, 187558-59 and 187648<br>Building: Usable area of about 32,825 square meters and parking area for about 449 cars | Owner                    | 127.4 <sup>(1)</sup>          |
|                                                                                                                                                                                                                                                                                              | Owner                    | 359.4 <sup>(2)</sup>          |
| <b>2. Condominium Units for Nurses</b><br>Location: 888/202-239 Lumpini Park Rama 9 - Ratchada, Jaturatit Road, Huai Khwang, Bangkok 10310<br>Building: 38 condominium units, Lumpini Park Rama 9 - Ratchada                                                                                 | Owner                    | 44.6 <sup>(2)</sup>           |
| <b>3. New Building (Building B)</b><br>Location: 99/1 Rim Klong Bang Kapi Road, Bang Kapi, Huai Khwang, Bangkok 10310<br>Land: 2 rai 3 ngarn 89 square wah, Title Deed No. 4012<br>Building: Usable area of about 24,500 square meters and parking area for about 381 cars                   | Owner                    | 338.7 <sup>(1)</sup>          |
|                                                                                                                                                                                                                                                                                              | Owner                    | 859.8 <sup>(2)</sup>          |

| Assets                                                                                                                                                                                                                              | Ownership Characteristic | Net Book Value (million Baht)              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------------------------|
| <b>4. Home Office (Building O)</b><br>Location: 99/2 Rim Klong Bang Kapi Road, Bang Kapi, Huai Khwang District, Bangkok 10310<br>Land: 94 square wah, Title Deed No. 28442<br>Building: Usable area and parking area                | Owner<br>Owner           | 15.3 <sup>(1)</sup><br>27.8 <sup>(2)</sup> |
| <b>5. Nursing Dormitory (Building D)</b><br>Location: 90 Thiam Ruam Mit Road, Huai Khwang, Bangkok 10310<br>Land: 334 square wah, Title Deed No. 6223 (1879)<br>Building: Usable area and parking area of about 3,986 square meters | Owner<br>Owner           | 62.2 <sup>(1)</sup><br>74.6 <sup>(2)</sup> |
| <b>6. Land for Nursing Dormitory (Building E)</b><br>Location: Thiam Ruam Mit Road, Huai Khwang, Bangkok 10310<br>Land: 413 square wah, Title Deed No. 6224<br>Building: Usable area and parking area of about 4,000 square meters  | Owner<br>Owner           | 104.2 <sup>(1)</sup><br>3.3 <sup>(2)</sup> |
| <b>Total land and buildings under construction</b>                                                                                                                                                                                  |                          | <b>2,017.3</b>                             |

Remarks: <sup>(1)</sup> Including land and land improvements (if any)

<sup>(2)</sup> Including buildings, building improvements and condominium units, and assets during installation and construction in progress.





## 2. Land, nearby Praram 9 Hospital Building, registered the Right of Servitude for the Company's Benefits

The owners of 9 land parcels near Praram 9 Hospital agreed to register the right of servitude for the benefits of the Company's business operation with the following details:

| Details of the Land                                     | Utilization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title Deed No. 2877, about 13 rai 2 ngarn 91 square wah | <p>To be used as pathway, road, the way to the main road, electricity system, water supply, telephone, drainage as well as all public utilities through the land. Such landowners made the power of attorney empowering the Company to have sole authority to manage the servitude benefits thereon since 19 October 1995, including the traffic operations on the land, Title Deed No. 2877, for the period of 30 years: 1 November 1995 – October 2025.</p> <p>However, the owner of the land, Title Deed No. 2877, agreed and registered it under the right of servitude of the Company's land without time limit. In conclusion, the right of servitude is legally enforceable until registration of the cancellation thereof or termination by the law such as the cease of using the servitude right for the period longer than 10 years.</p> |

## 3. Building under the Utilization Agreement of the Company

As of 11 December 2024, the Company renewed the land lease agreement in the Si Rat Expressway. At Chaturathit Road, Section D. to open the entrance-exit for business, the area is 5 square wa, with the lease term of 3 years and the lease term will expire on 10 December 2027.

## 4. Intangible Assets

As of 31 December 2024, the particulars and net book value of the Company's intangible assets as appeared in the Company's financial statements were as follows:

| Details of Assets                   | Net Book Value (million Baht) |
|-------------------------------------|-------------------------------|
| Computer software - cost            | 220.9 <sup>(1)</sup>          |
| Less: Accumulated amortization      | (141.1)                       |
| Less: Allowance for impairment loss | -                             |
| Book Value - Net                    | 79.8                          |



## 5. Right of Usable Assets

As of 31 December 2024, the items and net book value of the Company's right to use assets as shown in the financial statements of the Company. The details are as follows

| Detail                                       | Net Book Value (million Baht) |         |                           |        |
|----------------------------------------------|-------------------------------|---------|---------------------------|--------|
|                                              | Land                          | Vehicle | Bridge usable rights cost | Total  |
| Usable Right - at cost                       | 17.4                          | 12.9    | 13.4                      | 43.7   |
| Net: Accumulated depreciation & amortization | (16.2)                        | (9.9)   | (3.7)                     | (29.8) |
| Net Book Value                               | 1.2                           | 3.0     | 9.7                       | 13.9   |

## 6. Important Contracts

### (1) Collaboration Contract

|                         |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Party to contract       | : | REHAB DIRECTION CO.,LTD. ("Rehab Direction")                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Term of contract        | : | 1 January 2023 - 31 December 2024 At the expiration of the initial term, this contract will automatically renew for successive one-year periods, unless a party provides the other parties with notice of its intent not to renew the contract prior to the expiration of the then current term.                                                                                                                                                                                                                                             |
| Essence of the contract | : | Rehab Direction agreed to collaborate with the Company in providing medical treatment, therapy and rehabilitation to patients using the services in the Hospital, including recruiting an adequate number of physical therapists/occupational therapists for providing services to patients each day and throughout the duration of the contract to ensure compliance with the terms and conditions specified in the contract. Rehab Direction's physical therapists/ occupational therapists must have licenses for Healing Arts practices. |

### (2) Praram 9 Lasik Center Establishment Contract

|                         |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Party to contract       | : | R.X. Company Limited ("R.X.")                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Term of contract        | : | 1 March 2021 - 29 February 2028                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Essence of the contract | : | R.X. intends to open and operate a Lasik Center at the Company, Building B to provide eye health promotion services to customers who wish to have Lasik surgery. R.X. shall solely apply for licenses and invest in installing equipment for such execution by itself and prepare a client service agreement on R.X.'s behalf, which the Company and R.X. have determined the scope of mutual responsibilities and nothing in this agreement will create any representative, partnership, joint venture between the Company and R.X. |



### (3) Insurance contract

#### 1) Industrial all risks Insurance (Building A)

|                              |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of contract             | : | Industrial all risks Insurance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Insurer                      | : | Bangkok Insurance Public Company Limited                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Location of property insured | : | Praram 9 Hospital, 99 Rama IX Road, Bangkokpi, Huai Khwang, Bangkok 10310 (Building A)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Protection                   | : | The protection of this Industrial all risks Insurance covers loss or damage to property insured caused by fire, lightning, explosion, hail, spontaneous combustion and explosion, aircraft, windstorm, water damage (excluding flood), flood, vehicle impact, smoke, electrical injury, earthquake or volcano eruption or underwater waves or tsunami, strike, riot or malicious acts (excluding any action for political, religious, ideological purposes), including accidents arising from external factors that are not included in the exclusions of the insurance (GIA FORM).                                                                                                                                                                                                                                                                                                                                                       |
| Period of insurance          | : | 30 June 2023 - 30 June 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Total sum insured            | : | 2,500,000,000 Baht                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Insured property             | : | Buildings (including foundation), including renovated and extended parts of buildings, parking lots, walls, gates, fences, spirit house, crosswalks and pedestrian bridges, lifts, advertisement signs, electrical system, transformers with equipment and appliances, gas system and equipment, water supply system with equipment and appliances, fire extinguishing system with equipment and appliances, closed-circuit television system (CCTV), air-conditioned system, office equipment, computers, trees, machines and accessories, electrical appliances and other properties as well as those under maintenance as a receiver, a tenant and a lessee, original documents, business documents, computer system, hard disks, electronic devices, processing devices as well as IT equipment and other properties, medical devices and equipment, including accessories, drug stocks, medical supplies and equipment, consumables. |

## 2) Industrial all risks Insurance (Building B)

|                              |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of contract             | : | Industrial all risks Insurance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Insurer                      | : | Bangkok Insurance Public Company Limited                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Location of property insured | : | Praram 9 Medical Center, 99/1 Rimklongbangkapi Road, Bang Kapi, Huai Kwang, Bangkok 10310 (Building B)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Protection                   | : | Industrial all risks Insurance protects loss or damage to property insured caused by fire, lightning, explosion, hail, spontaneous combustion and explosion, aircraft, windstorm, wildfire, water damage (excluding flood), flood, vehicle impact, smoke, electrical injury, earthquake or volcano eruption or underwater waves or tsunami, strike, riot or malicious acts (excluding any action for political, religious, ideological purposes), including accidents arising from external factors that are not included in the exclusions of the insurance (GIA FORM).                                                                                                                                                                                                                                                                                                                                                |
| Period of insurance          | : | 30 June 2023 – 30 June 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Total sum insured            | : | 2,152,000,000 Baht                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Property insured             | : | Buildings (including foundation), including renovated and extended parts of buildings, parking lots, walls, all gates, fences, spirit house, crosswalks and pedestrian bridges, lifts, advertisement signs, electrical system, transformers with electrical appliances, gas system with equipment, water supply system with appliances, fire extinguishing system with equipment and appliances, close-circuit television system, air-conditioned system, office equipment, computers, trees, machines and accessories, electrical equipment and other properties as well as those under maintenance as a receiver, a tenant and a lessee, original documents, business documents, computer system, hard disks, electronic devices, processing equipment, including IT equipment, and other properties, medical devices and equipment, including accessories, drug stocks, medical supplies and equipment, consumables. |



### 3) Industrial all risks Insurance (Building D)

|                              |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of contract             | : | Special Industrial all risks Insurance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Insurer                      | : | Muang Thai Life Assurance Public Company Limited                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Location of property insured | : | 90 Thiam Ruam Mit Rd, Huai Khwang, Bangkok 10310 (Building D)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Protection                   | : | This insurance protects loss or damage to property insured caused by fire, lightning, explosion, spontaneous combustion and explosion, wildfire, water damage (excluding flood), smoke, minor and major vehicle impact, aircraft, protest, riot, strike, or malicious acts (excluding any action for political, religious, ideological purposes), burglary leaving signs of break-in and leaving no signs of break-in, theft, robbery, storm, hail, earthquake or volcano eruption or underwater waves or tsunami and other incidents, flood.                                                                                                                                                                                                                                                                                                                                                                                  |
| Term of contract             | : | 13 April 2023 – 13 April 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Total sum insured            | : | 113,232,649.27 Baht                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Property insured             | : | Buildings (excluding foundation), including improved and extended parts of the building, parking lots, walls, gates, fences, spirit house, related parts of the improvements, building, lifts, advertisement signs, furniture, electrical system, transformers with equipment and appliances, water supply system with appliances and equipment, fire extinguishing system with appliances and equipment and, telephone system with appliances and equipment, sanitary system with appliances and equipment, air-conditioned system, office equipment, computers, machines and accessories, electrical appliances and other properties as well as those under maintenance as a receiver, a tenant and a lessee, original documents, business documents, computer system, hard disks, electronic appliances, processing equipment, signs or symbols attached to the building/outside building, close-circuit television system. |



#### 4) Industrial all risks Insurance (Building O)

|                              |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of contract             | : | Special Industrial all risks Insurance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Insurer                      | : | Muang Thai Life Assurance Public Company Limited                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Location of property insured | : | 99/2 Rimklongbangkapi Road, Bang Kapi, Huai Khwang, Bangkok 10310 (Building O)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Protection                   | : | This insurance protects loss or damage to property insured caused by fire, lightning, explosion, combustion or spontaneous explosion, wildfire, water damage (excluding flood), smoke, minor and major vehicle impact, aircraft, protest, strike, riot or malicious acts (excluding any action for political, religious, ideological purposes), burglary leaving signs of break-in and leaving no signs of break-in, theft, robbery, storm, hail, earthquake or volcano eruption or underwater waves or tsunami and other incidents, flood.                                                                                                                                                                                                                                                                                                                                                                                   |
| Terms of contract            | : | 13 April 2023 - 13 April 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Total sum insured            | : | 55,017,787.33 Baht                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Property insured             | : | Building (excluding foundation), including improved and extended parts of the building, parking lots, walls, gates, fences, spirit house, related parts of the improvements, building, lifts, advertisement signs, furniture, electrical system, transformers with appliances and equipment, water supply system with appliances and equipment, fire extinguishing system with appliances and equipment, telephone system with appliances and equipment, sanitary system with appliances and equipment, air-conditioned system, office equipment, computers, machines and accessories, electrical appliances and other properties as well as those under maintenance as a receiver, a tenant and a lessee, original documents, business documents, computer system, hard disks, electronic appliances, processing equipment, signs or symbols attached to the building/outside the building, close-circuit television system. |



## 5) Professional Indemnity Insurance

|                     |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type                | : | Professional Indemnity Insurance (Medical Malpractice Insurance for Medical Establishment)                                                                                                                                                                                                                                                                                                                                                                                                   |
| Insurer             | : | Bangkok Insurance Public Company Limited                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Period of insurance | : | 5 October 2023 - 5 October 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Protection          | : | Professional Indemnity Insurance or those related to damage derived from public health services provided by medical professionals, investigative process, act, error, omission of doctors or medical personnel in providing public health services, emergency first aid provided by medical personnel other than doctors, defamation without intention, unintentional infringement of any intellectual property right, loss of documents related to the provision of public health services. |

## 6) Directors' and Officers' Liability Insurance (D&O)

|                     |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type                | : | Directors' and Officers' Liability Insurance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Insurer             | : | Bangkok Insurance Public Company Limited                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Period of insurance | : | 21 March 2023 - 21 March 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Protection          | : | Responsibilities arising from performing duties as directors/ directors of external organizations / officers performing similar duties to directors/ company secretary, the protection covering directors assigned to manage external organizations which are not financial institutions or organizations in the United States of America, including premiums or bail bonds in civil cases, extradition costs, offering securities for sale after having the securities listed, new subsidiary is automatically protected, life-time protection for the retired, emergency expenses, claims in writing or civil procedures, including other laws and court proceedings. |

## 1.2.6 Unfinished Jobs (Future Projects)

The Hospital has future projects focused on service area improvements and developments to meet long-term patient needs. The building renovation project aims to upgrade Building A to accommodate the relocation of certain medical centers to a new facility and enhance patient rooms for increased comfort and service quality in the long run.:

Building Renovation Project (2024-2025) The project is divided into the following areas:

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p><b>OPD</b></p> <p>Focus on outpatient services and specialized centers.</p>                                                                                                                                                                                                                                                                                                             |  <p><b>IPD</b></p> <p>Renovation of wards and inpatient treatment centers.</p>                                                                                                                                                                                                                                                                                                                 |  <p><b>SERVICE</b></p> <p>Enhancing infrastructure and amenities.</p>                                                                                                                                                                                                                                                                                                                                                       |
|  <p><b>OPD</b><br/>(Outpatient Services)</p> <ul style="list-style-type: none"> <li>• Renovation of International Center</li> <li>• Upgrading LASIK Center</li> <li>• Improvement of 9 Care Plus Health Shop</li> <li>• Check-up Center Phase 2 renovation</li> <li>• Enhancing Rehabilitation Center (Building A)</li> <li>• Upgrading Hemodialysis Unit (5<sup>th</sup> Floor)</li> </ul> |  <p><b>IPD</b><br/>(Inpatient Services &amp; Specialized Centers)</p> <ul style="list-style-type: none"> <li>• Renovation of WARD 12 (W12, Building A)</li> <li>• Upgrading WARD 14 (Building A)</li> <li>• Enhancing Arab Ward</li> <li>• Renovation of CSSD (Central Sterile Supply Department)</li> <li>• Upgrading Labor &amp; Delivery Room (4<sup>th</sup> Floor, Building A)</li> </ul> |  <p><b>SERVICE &amp; FACILITIES</b><br/>(Infrastructure &amp; Support Services)</p> <ul style="list-style-type: none"> <li>• Upgrading Drop-off Area (1<sup>st</sup> Floor)</li> <li>• Renovation of Food Court (Building A)</li> <li>• Office improvements in Building O and 7<sup>th</sup> Floor, Building C</li> <li>• Landscape enhancements on the side of the building</li> <li>• Installation of MRI Room</li> </ul> |

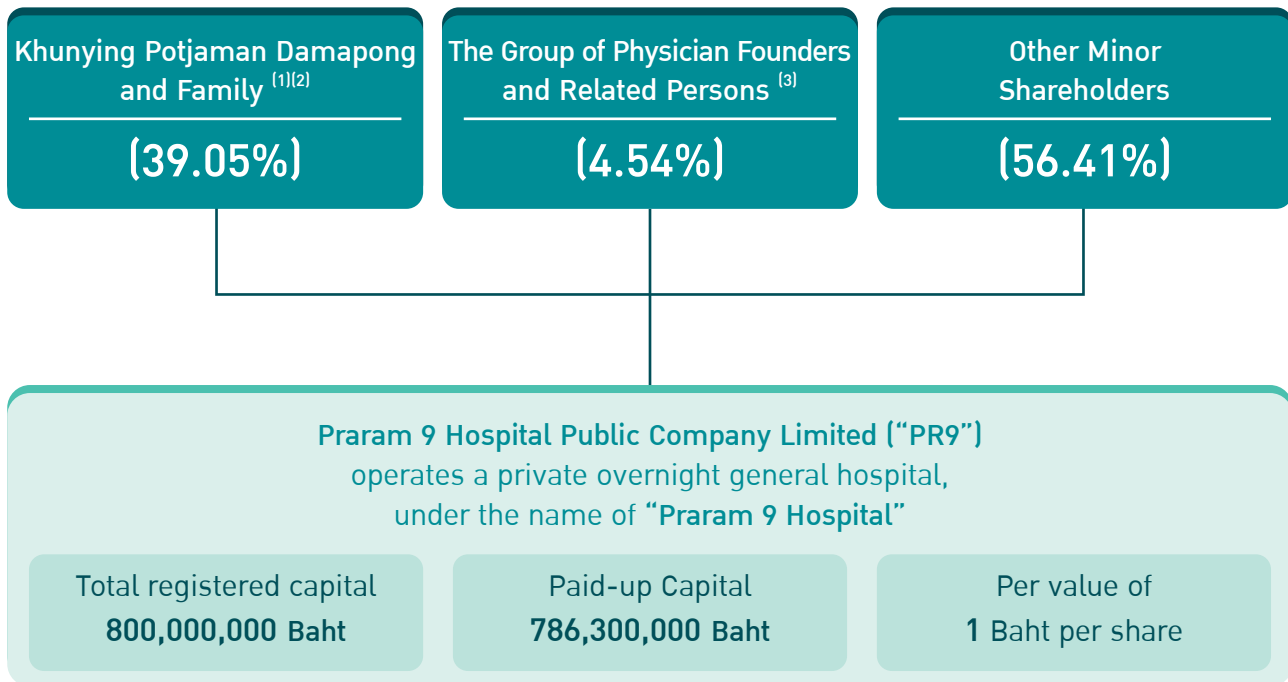




## 1.3 Shareholding Structure

### 1.3.1 Shareholding Structure

Praram 9 Hospital Public Company Limited provides medical and healthcare services under the name of “Praram 9 Hospital”. The Hospital does not have any subsidiary or associate. As of 31 December 2024, the Company’s shareholding structure is as follows:



#### Remarks:

<sup>(1)</sup> 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.

<sup>(2)</sup> 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.

<sup>(3)</sup> 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.



## 1.3.2 Persons with Potential Conflicts of Interest Holding Shares in a Subsidiary or Associate

- None

## 1.3.3 Relationship with Major Shareholders' Business Group

- None

## 1.3.4 Shareholders

The shareholding structure of the company, including shareholders holding at least 0.5% of the paid-up capital, but not fewer than 10 shareholders, as of 31 December 2024, is as follows:

| No. | Name                                                                                                                                                          | No. of shares | Percentage |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------|
| 1.  | Khunying Potjaman Damapong                                                                                                                                    | 292,062,500   | 37.144     |
| 2.  | Thai NVDR Company Limited                                                                                                                                     | 40,777,012    | 5.186      |
| 3.  | Mr. Satien Pooprasert                                                                                                                                         | 10,550,000    | 1.342      |
| 4.  | Mr. Prasert Trairatvorakul                                                                                                                                    | 9,950,000     | 1.265      |
| 5.  | Mr. Viroon Mavichak                                                                                                                                           | 9,250,000     | 1.176      |
| 6.  | Krungsri Dividend Stock LTF                                                                                                                                   | 6,976,200     | 0.887      |
| 7.  | B-TOP-THAIESG                                                                                                                                                 | 6,275,400     | 0.798      |
| 8.  | VAYU1                                                                                                                                                         | 6,024,300     | 0.766      |
| 9.  | Bangkok Life Insurance Public Company Limited                                                                                                                 | 5,766,300     | 0.733      |
| 10. | Muang Tahi Life Assurance Public Company Limited                                                                                                              | 5,521,137     | 0.702      |
| 11. | Mr. Pongsak Thammathataree                                                                                                                                    | 5,369,900     | 0.683      |
| 12. | Mr. Mongkol Tanjapatkul                                                                                                                                       | 5,350,000     | 0.680      |
| 13. | Land and Houses Asset Management Co., Ltd. (transferred from Prime Minister Miss. Paetongtarn Shinawatra for the management of the Prime Minister r's assets) | 5,000,000     | 0.636      |
| 14. | Mr. Panthongtae Shinawatra                                                                                                                                    | 5,000,000     | 0.636      |
| 15. | Miss Pintongta Shinawatra Kunakornvong                                                                                                                        | 5,000,000     | 0.636      |
| 16. | BBHISL NOMINEES LIMITED                                                                                                                                       | 4,905,500     | 0.624      |
| 17. | Abrdn Small-Mid Cap                                                                                                                                           | 4,804,800     | 0.611      |
| 18. | N.C.B.TRUST LIMITED-NORGES BANK 38                                                                                                                            | 4,154,300     | 0.528      |
| 19. | Bangkok Life Insurance Public Company Limited (2) by Bangkok Capital Asset Management Co., Ltd.                                                               | 4,052,300     | 0.515      |
| 20. | Miss Pornbhirom Bhirombhakdi                                                                                                                                  | 4,000,000     | 0.509      |
| 21. | Mr. Thitipong Siritianthong                                                                                                                                   | 4,000,000     | 0.509      |
|     | Total                                                                                                                                                         | 444,789,649   | 56.567     |



The Company has no policy to allow two or more companies acquiring each other's shares to take advantage of business clusters or to create structures of the group of companies such as cross holding or pyramid holding.

No other types of securities were issued by the Company.

## 1.4 Registered and Paid-up Capital

As of 31 December 2024, the Company's registered capital was 800,000,000 Baht, including 800,000,000 ordinary shares at 1 Baht par value. The paid-up capital was 786,300,000 Baht, including 786,300,000 Baht ordinary share at 1 Baht par value. The Company does not issue other types of shares than ordinary shares.

## 1.5 Dividend Payment Policy

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.

Past dividend payment records are shown in the table below :

| Year | Dividend per share | Par Value (Baht) | Dividend payment per net profit (%) | Payment Date |
|------|--------------------|------------------|-------------------------------------|--------------|
| 2021 | 0.14               | 1                | 44.18                               | 19/05/2022   |
| 2022 | 0.29               | 1                | 40.17                               | 19/05/2023   |
| 2023 | 0.30               | 1                | 42.28                               | 20/05/2024   |
| 2024 | 0.15               | 1                | 44.13                               | 6/12/2024    |
|      | 0.25               |                  |                                     | 22/05/2025   |



## 2. Risk Management

### Risk Management Policy and Governance (GRM 01, 02, 05, 07)

Praram 9 Hospital Public Company Limited carries out risk management in accordance with the risk policy, which is continuously refined based on the evolving business model. In 2024 onwards, the Enterprise Risk Management (ERM) policy of the Hospital encompasses 5 risk categories, namely: 1) Emerging Risk 2) Business Risk 3) Clinical Risk 4) Environmental, Social, and Governance (ESG) Risk 5) Shareholder Risk. Each risk category is overseen by the relevant committees, along with senior executives and risk owners, to manage the risks, mitigating them in acceptable levels. This is outlined as follows: (GRM 01, 02, 05, 07)



#### Roles and Responsibilities of the Board of Directors

Responsible for setting policies and making overall decisions, as well as approving or proposing improvements to risk information across 5 risk categories. These have been approved by the Audit Committee and the Enterprise Risk Management Committee to ensure their adequacy and alignment with the Company's strategic direction.

#### Roles and Responsibilities of the Audit Committee

Responsible for acknowledging and providing opinions on enterprise-wide risks across 5 risk categories, as well as recommending improvements to the risk management system to align with the principles of the 3 Lines of Defense, which are integrated with internal control and internal audit processes.

#### Roles and Responsibilities of the Enterprise Risk Management Committee

Oversee, supervise, and approve risk analysis and risk management approaches across 5 risk categories to ensure adequacy in achieving the Hospital's vision and mission. Additionally, support and promote the development of a risk-aware culture across the organization through a structured knowledge-sharing approach.

#### Roles and Responsibilities of Senior Executives

Support the operational mechanisms of the Enterprise Risk Management Committee and act as risk owner, responsible for risk analysis, designing response strategies, and systematically developing Key Risk Indicators-KRIs.



## Roles and Responsibilities of the Risk Management Division

The Hospital has established the risk management division with the primary responsibility of implementing enterprise-wide risk management in accordance with the international COSO ERM framework (Committee of Sponsoring Organizations of the Treadway Commission, Enterprise Risk Management). It also serves as a facilitator for risk owners to ensure risk management efforts achieve their goals. Additionally, it acts as the main unit for promoting a risk-aware culture and developing the Risk Champion system.

## International Standards for Enterprise Risk Management (ERM) (GRM 04) (GRM 04)

Praram 9 Hospital Public Company Limited emphasizes enterprise risk management (ERM). The Hospital's risk management process follows the international standard of COSO ERM 2017, consisting of 5 key components and 20 sub-principles, as illustrated below.



- 1. Governance and Culture** Comprising a Board of Directors, an Audit Committee, and a Risk Management Committee with clearly defined responsibilities (GRM 01, 02) as well as senior executives and personnel at all levels of the Hospital, who prioritize and implement risk management procedures. Furthermore, the Hospital has a risk management policy, a risk management manual, and risk management reports, along with initiatives to raise awareness of risk management across the Company. These are based on 5 principles: (1) Exercises Board Risk Oversight, (2) Establishes Operating Structures, (3) Defines Desired Culture, (4) Demonstrates Commitment to Core Values, and (5) Attracts, Develops, and Retains Capable Individuals.





2. **Strategy and Objective Setting** The Hospital integrates risk management with the Company's core strategies and objectives. This process consists of 4 principles: (6) Analyzes Business Context, (7) Defines Risk Appetite, (8) Evaluates Alternative Strategies, and (9) Formulates Business Objectives
3. **Performance** consists of 5 principles: (10) Identifies Risk, (11) Assesses Severity of Risk, (12) Prioritizes Risks, (13) Implements Risk Responses, and (14) Develops Portfolio View. The risk management system must be comprehensive in accordance with the risk management process. In 2024, the ERM Portfolio of the Hospital is categorized into 5 risk categories:

**I. Emerging Risk**

**II. Business Risk**

**III. Clinical Risk**

**IV. ESG Risk**

**V. Shareholder Risk**

4. **Review and Revision** The Hospital regularly reviews risks across 5 categories, with risk owners coordinating with the risk management division. This process consists of 3 principles: (15) Assesses Substantial Change, (16) Reviews Risk and Performance, and (17) Pursues Improvement in Enterprise Risk Management.

5. **Information, Communication, and Reporting** The Company collects risk-related data, communicates it to employees at all levels, and implements a reporting process based on 3 principles: (18) Leverages Information and Technology, (19) Communicates Risk Information, and (20) Reports on Risk, Culture, and Performance

## Risk Factors and Opportunities

In 2024 Praram 9 Hospital Public Company Limited has established a foundation for cultivating a risk-aware organizational culture through various activities

1. **Organizational Risk Training for Operational-Level Employees** The executives emphasize the importance of risk management, which involves integrating risk management processes into the organization to achieve the established objectives. Risk management provides a rational approach to predicting future uncertainties and identifying measures to mitigate or prevent potential damage in each operational step in advance. In cases of unexpected events, organizations that have implemented risk management are less likely to encounter problems. On the other hand, organizations that have not prepared or adopted risk management processes may face crises that lead to significant challenges and damages, which are difficult to resolve. Therefore, incorporating risk management processes alongside daily operations helps ensure that ongoing tasks align with the predetermined objectives.



2. Training on "Principles of Personal Data Protection Act (PDPA)" This training aims to enhance Praram 9 Hospital personnel's knowledge and understanding of personal data protection, privacy principles, the scope of personal data, activities related to patient and personal data usage, and data subject rights. Praram 9 Hospital personnel will also gain awareness of the roles and responsibilities of individuals and various departments under the Hospital's personal data protection policy.

In 2024, the Hospital conducted an analysis of risk factors and opportunities, along with risk management approaches across 5 risk categories as follows:

## 1. Emerging Risk

**Cost Conscious** The Health Provider industry in Thailand is highly competitive, with new entrants regularly joining the sector. The ability to remain competitive is measured by an organization's capacity to manage costs effectively and efficiently. The Hospital has identified this topic as a new risk for the 2024. The risk owner conducted an in-depth cost analysis, particularly focusing on fixed cost, to determine the factors contributing to their increase and to develop proactive cost risk management strategies. Additionally, risk indicators were established to monitor risks periodically. After implementing risk management measures for 2 quarters, a reduction in fixed costs was observed, while the Hospital's revenue increased. This outcome confirms that cost risk can be managed within an acceptable risk level.





## 2. Business Risk

### 2.1 Risk of Failing to Achieve World-Class Hospitality Within 5 Years

The Hospital has a strategic goal of becoming World-Class Hospitality to accommodate international patients, including both tourists and those residing and working in Thailand (Expat). Achieving World-Class Hospitality requires several adaptations, such as ensuring that the quality of treatment is on par with World-Class standard, along with enhancing service quality and staff competency at all levels. To achieve this goal, the Hospital has implemented several proactive risk management strategies, including:

- 1) Treatment Quality: Investing in advanced medical technologies that align with international standards, as well as developing multidisciplinary skills and knowledge.
- 2) Service Excellence: Analyzing various complaints to identify root causes, enhancing communication skills, fostering an international service culture, and creating incentives for employees.

The risks associated with this issue will be periodically monitored to assess its effectiveness moving forward.

### 2.2 Cyber Resiliency

The healthcare provider industry is highly vulnerable for cyber threats, as health-related data is a prime target for cyber theft. The Hospital acknowledges these risks and has implemented several proactive measures, such as preventive controls. The Hospital has designed critical systems with regular penetration testing and consistently updates antivirus software. Additionally, employees across all departments receive cybersecurity awareness training. Furthermore, the Hospital has established detective controls by structuring its network infrastructure to ensure continuity in all situations and monitoring proactive risk indicators, such as system uptime, statistics on external and internal attacks that could not be prevented or mitigated. The Hospital's next objective is to

achieve cyber resilience within the shortest possible time. In July, during the Blue Screen of Death (BSOD) incident caused by CrowdStrike, the Hospital was affected but successfully restored its system in accordance with the RTO (Recovery Time Objective).

### 2.3 Risk of Workforce Competency Misalignment with Organizational Direction

The business environment is rapidly evolving and requiring a high level of adaptability. As a result, workforce competencies must continuously adjust. The extended timeframe required to develop new competencies could pose a risk, potentially preventing the Hospital from achieving its organizational objectives on time. To address this risk, the human resources department has established a competency set that aligns with the Hospital's future goals and developed a performance measurement system that integrates these competencies. Additionally, a Human Resource Development (HRD) system has been designed to support these competencies through training and practical application via on-the-job training.

### 2.4 Risk of Non-Compliance with Business-Related Regulations (GRM 08, 12)

The Hospital has systematically compiled relevant regulations, including legal requirements and professional group regulations. In addition, it operates under the supervision of the Securities and Exchange Commission, which introduces numerous new laws and regulations that must be adhered to. The Hospital has successfully communicated and complied with all applicable regulations, maintaining an acceptable level of risk. The key risk management approaches are:

- 1) Monitoring new regulations, analyzing stakeholders affected by these regulations, and systematically communicating compliance guidelines.
- 2) Educating employees across all departments.
- 3) Developing a flow to outline roles



and responsibilities for handling non-compliance scenarios, ensuring a swift response. If any risk of non-compliance arises, it will be promptly communicated and clarified.

### 3. Clinical Risk

#### Patient Safety

Patient safety is the top priority for Praram 9 Hospital. In 2024, the Hospital has proactively developed a patient risk management system across multiple dimensions as follows:

#### 3.1 Patient Safety Culture Project

Starting with the process of accurately identifying patients- IPST1 - (Identify Patients Correctly) by setting the incidence in the patient identification category to zero, as well as conducting training sessions on IPST1 for each unit. Encouraging personnel to recognize patient safety as the top priority for both patients and our healthcare system. This patient safety strategy has been developed collaboratively by patients and staff to identify and implement healthcare improvements. These improvements support the delivery of the safest and highest-quality care to service recipients. The strategy acknowledges that patients and those utilizing our healthcare and service offerings are often in the best position to provide information for enhancing safety. It ensures that patient-centered care is at the core of planning and implementing patient safety strategies. This framework encompasses structured activities that cultivate a culture, processes, procedures, behaviors, technology, and healthcare environments aimed at continuously and sustainably reducing risks, minimizing preventable harm, decreasing the likelihood of errors, and mitigating their impact when they occur.

##### 3.1.1 Empowering and Engaging Patients to Improve Patient Safety.

We will foster a culture of collaboration to maximize positive patient experiences and

outcomes while minimizing the risk of errors and harm. This will include working with and learning from patients in the design, delivery, evaluation, and improvement of care.

##### 3.1.2 Empowering and Engaging Staff to Improve Patient Safety.

We will work to cultivate a culture of learning and continuous improvement—one that is compassionate and just. Fair and transparent, we will encourage employees to work safely. This includes identifying and reporting safety deficiencies, as well as managing and improving patient safety.

##### 3.1.3 Anticipating and Responding to Risks to Patient Safety.

We will prioritize the proactive risk identification in patient safety to establish and maintain a safe and resilient care system designed to reduce adverse events and improve outcomes by addressing the root causes of harm. We will take action to minimize patient harm, with a particular focus on the most common causes of harm.

##### 3.1.4 Reducing Common Causes of Harm.

We will utilize data from various sources to provide intelligence that enables us to detect anomalies, learn from them, and support best practices. Additionally, we will measure, monitor, and recognize improvements in patient safety.

##### 3.1.5 Using Information to Improve Patient Safety.

We will take action to reduce patient harm, with a particular focus on the most common causes of harm.

##### 3.1.6 Leadership and Governance to Improve Patient Safety

We will instill a culture of continuous patient safety improvement at every level of healthcare and social care services through effective leadership and the highest standards of governance.



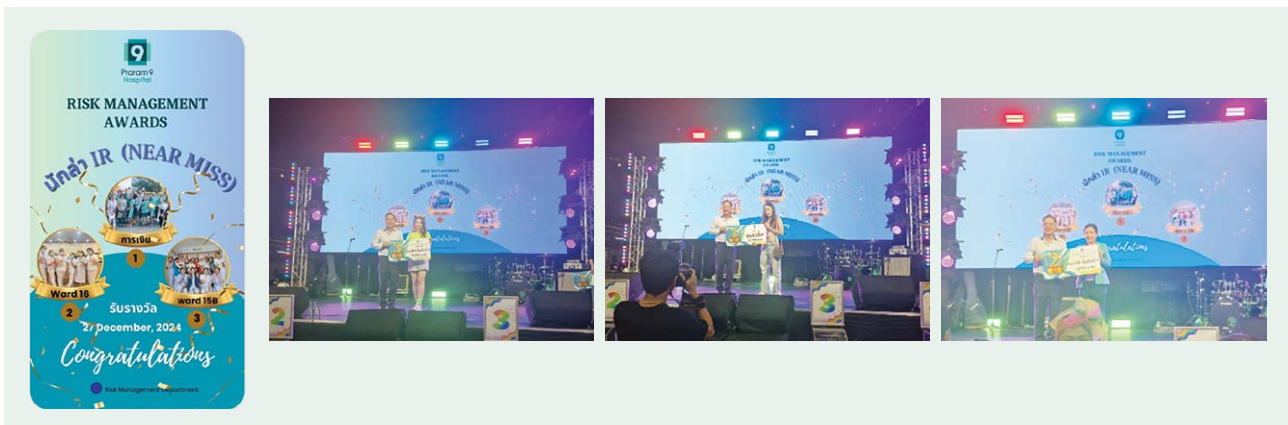


3.2 Develop a risk culture by appointing risk coordinators or Risk Champions for each ward to represent their units in fostering a proactive risk culture. These Risk Champions will undergo training to gain valuable knowledge, with the primary goal of enhancing patient safety.

3.3 Connect risk data across all points through guidance provided by the advisory team, which offers risk knowledge and training on completing the Risk Register for each participating unit.

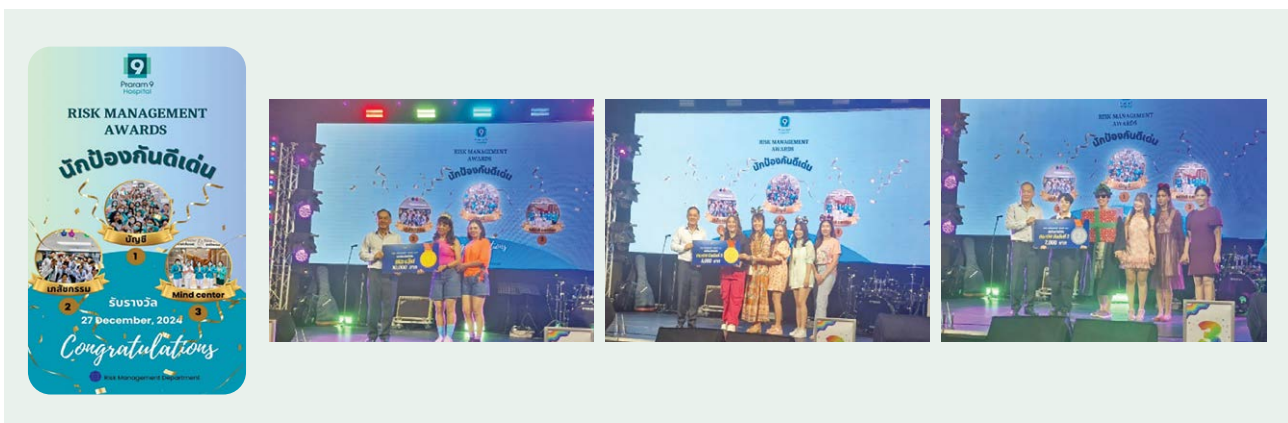
3.4 The Risk Management Award 2024 Project: IR (Near Miss) Hunter.

Enhancing proactive risk management through the identification of risks in the form of Near Miss. Risk management is everyone's responsibility, and all personnel are required to monitor, identify, and report risks by understanding the Hospital's risk management system. To achieve maximum efficiency, cooperation from all members is essential. The key principle of risk management begins with ensuring that everyone in the organization recognizes its importance and actively participates. Therefore, to encourage each unit to raise Awareness and make everyone feel engaged in identifying risks at A – B (Near Miss) levels.



3.5 The “Voice of Service Recipients for Development” Project Activity: “Risk Management Award 2024” (Outstanding Prevention Champion)

Risk Identification is a proactive activity aimed at preventing potential harm, injury, or loss. In collaboration with the risk management division and the human resources department, the executives has initiated a competition for reporting recurring incidents at level C or higher. This initiative utilizes the PDCA (Plan - Do - Check - Act) and RCA (Root Cause Analysis) processes to identify problems, analyze Data, develop improvement strategies, and assess outcomes. The goal is to enhance safety for patients, personnel, physicians, employees, service recipients, and all stakeholders.





Following the implementation of the above risk management plan, the number of patient safety-related incidents has decreased, and risks have been managed to an acceptable level.

## 4. . ESG Risk

### *Climate Change Risk* <sup>(ECC76)</sup>

The Hospital's long-term goal is to achieve net-zero greenhouse gas emissions (Net-Zero Hospital). In the medium and short-term, the Hospital has implemented measures to reduce greenhouse gas emissions across all 3 Scopes. The Hospital discloses climate risk information following the Framework TCFD (Task Force on Climate-Related Financial Disclosures) and has implemented the 4 recommendations of TCFD as follows:

| <br>Governance                                                                                                                                                                                                                                                                               | <br>Strategy                                                                                                                                                                                                                                                                                                                                                                                                                   | <br>Risk Management                                                                                                                                                      | <br>Metric and Target                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Executives and risk owners jointly oversee the greenhouse gas emission reduction process, with the Organizational Risk Management Committee and the Sustainability Committee making decisions on key issues.</p> <p>The Audit Committee and the Board of Directors acknowledge, provide feedback, and oversee the implementation of the greenhouse gas reduction plan.</p> | <p>Climate risk targets are set in alignment with the organization's strategy, categorized into short-term, medium-term, and long-term goals as follows:</p> <p><b>Short-term goal:</b> Conduct measurement and collection of greenhouse gas emissions data</p> <p><b>Medium-term goal:</b> Analyze of climate risk impact in connection with the organization's financial implications</p> <p><b>Long-term goal:</b> Participate in Science-Based Target (SBT) to drive progress toward Net-Zero Hospital.</p> | <p>Climate Change Risk is integrated as part of the organization's risk management (ERM). The risk is identified, assessed, managed, and responded to through various risk management strategies, such as adopting a Low Carbonization business model.</p> | <p>Greenhouse gas emissions data are recorded for Scope 1, 2, and 3.</p> <p>Set greenhouse gas emission reduction goals for the short, medium, and long term.</p> |

## Social Risk

Praram 9 Hospital Public Company Limited prioritizes stakeholders across the entire supply chain, including employees at all levels, shareholders, and surrounding communities. The Hospital manages various social risks as follows:

### *Health and Safety Risk* (SHS)

The Hospital regularly updates its employee health and safety policies while ensuring effective communication, training, and engaging activities to raise employee awareness of these policies. Emphasizing workplace safety, the Hospital also provides a suitable working environment, including appropriate lighting and noise levels conducive to efficient operations.

### *Human Rights Risk* (SHR)

The Hospital prepares and studies human rights policies to systematically develop a formal Human Rights Policy. The Hospital has consistently prioritized equality, ensuring that employees at all levels have the right to voice their opinions in meetings. Every employee is treated fairly under the Diversity and Inclusion Policy, which embraces individual differences. The Hospital provides equal opportunities for both male and female employees to advance into leadership roles. A clear indicator of this commitment is the composition of the Board of Directors, which maintains gender balance. Additionally, the Hospital follows a non-discriminatory hiring process, with no gender-based restrictions, and fully embraces gender diversity. Equality is extended to all gender identities, with qualifications and capabilities being the primary criteria for selection and career advancement.



## Governance Risk

Praram 9 Hospital Public Company Limited places great importance on good governance and ethical practices. Employees at all levels, supervisors, and senior executives work in coordination with all board committees, following the GRC (Governance, Risk, and Compliance) framework and the 3 Lines of Defense model to ensure transparency in governance and minimize the risk of fraud and corruption (Anti-corruption). The Hospital upholds a strong stance against bribery and ensures fair voting processes in all critical decision-making.

## 5. Stakeholder Risk

Risk of Business Growth Not Meeting Its Goals. The Hospital's executives aim to enhance shareholder value by ensuring continuous business growth. Given the highly competitive nature of the healthcare industry, the Hospital prioritizes this risk by structuring revenue growth stimulation into 2 segments: domestic patients and international patients, each with distinct strategic approaches.

- For the domestic patients segment, the Hospital employs a variety of strategies, such as promoting the Loyalty Program (CRM), offering Buy 1 Get 1 deals, distributing discount coupons, and providing discount coupons for IPD patients to use on their next visit. Additionally, the Hospital closely monitors revenue more frequently to track performance and adjust strategies accordingly.
- For the international patients segment, the Hospital employs a market penetration strategy through agencies, along with marketing promotions and event activities that provide opportunities for doctors to engage closely with international patients.
- Following the implementation of various risk management strategies, the Hospital has achieved continuous revenue growth while effectively maintaining an acceptable level of risk for shareholders.



## 3. Driving Business for Sustainability

The Company is committed to driving sustainable business operations in accordance with the ESG principles, which encompass environment, social, and governance aspects. The Company conducts its business with transparency, fairness, and strong ethics, ensuring accountability under corporate governance principles. Additionally, it adopts the framework of the United Nations' Sustainable Development Goals: SDGs as a guideline for setting sustainable development objectives, emphasizing human rights principles and engaging all stakeholders in environmental conservation and impact management. Furthermore, the Company promotes the health and well-being of its employees, as well as the community, while simultaneously fostering social development and improving the quality of life.

The Company recognizes that climate change is a global sustainability risk that may impact business operations. Therefore, the Company is committed to creating sustainable value for all stakeholders while adopting a comprehensive approach to business operations that considers all potential impacts. It proactively addresses risks arising from rapidly changing circumstances and implements management strategies to mitigate or prevent potential business-related impacts on the Company, communities, society, and the environment. This commitment aims to foster confidence and trust among all stakeholders.

### 3.1 Sustainability Management Policy and Goals (GRI 2-23, 2-24, 2-29, 3-3)

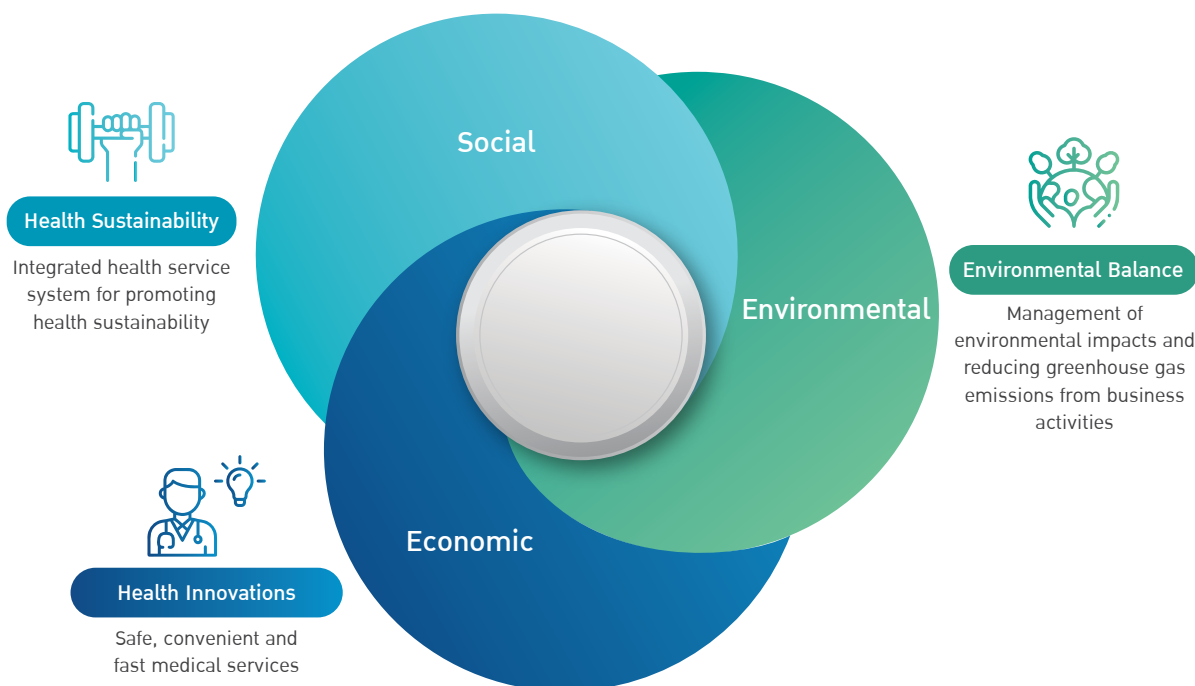
#### 3.1.1 Sustainability Management Policy

The Company conducts its business based on a balanced and inclusive approach to fostering growth for all stakeholders across economic, social, and environmental dimensions. This is achieved with a commitment to human rights principles, good corporate governance in accordance with international standards, and alignment with the United Nations' Sustainable Development Goals: SDGs. The Company's sustainability development policy consists of fostering health innovation, promoting sustainable well-being, and maintaining environmental balance. These

objectives are pursued through business processes that drive the creation of products and services that meet stakeholder needs in both normal and crisis situations. Additionally, the Company emphasizes stakeholder engagement and social development, employee responsibility, adherence to universal human rights principles, anti-corruption and anti-bribery practices, impact management, and efficient resource utilization. These efforts align with the Company's sustainability development framework and policies, ensuring the provision of high-quality, safe, accessible, and cost-effective healthcare services that meet user needs while minimizing environmental impact.

**"Praram 9 Hospital delivers comprehensive, high-quality medical care that is safe, up-to-date, accessible, and responsive to the needs of all stakeholders, based on good corporate governance and environmental responsibility, leading to an elevated standard of sustainable development on a global scale."**





### 3.1.2 Creating Sustainable Value for Stakeholders

The Company recognizes that its success is closely linked to its stakeholders, including employees, customers, suppliers, investors, communities, and the environment. The Corporate Governance and Sustainability Development Committee regularly reviews stakeholder input concerning the Company's vision, mission, and strategic direction, considering both internal and external contexts. This includes assessing risks and opportunities that may impact

business operations, as well as feedback from readers of the sustainability business report through the One Report or the Praram 9 Hospital website under the sustainability section. These insights are used to continuously refine and enhance material sustainability issues by integrating stakeholder expectations, concerns, and feedback into engagement strategies. The goal is to identify key issues and implement appropriate responses to stakeholder expectations in each area, ensuring the sustainable growth and advancement of the Hospital's healthcare services.

| <b>Economic</b>                                                                                                                                 | <b>Social</b>                                                                                                                                                                                   | <b>Environmental</b>                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Development of technology, innovation, and collaboration</li> <li>2. Corporate governance and business ethics</li> <li>3. Anti-corruption</li> <li>4. Supply chain management</li> </ol> | <ol style="list-style-type: none"> <li>1. Respect for human rights principles and compliance with labor laws</li> <li>2. Talent Attraction and retention</li> <li>3. Participation in improving quality of life in society</li> <li>4. Responsibility towards customers</li> </ol> | <ol style="list-style-type: none"> <li>1. Mitigating the impacts of climate change</li> <li>2. Energy conservation</li> <li>3. Water management</li> <li>4. Waste management</li> </ol> |

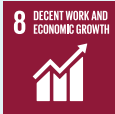


### 3.1.3 Sustainability Management Goals

The Committee for Corporate Sustainability Development has established both short-term and long-term organizational sustainability management goals. These goals align with sustainability issues across economic, social, and environmental dimensions, including human rights, and have been integrated into the Sustainable Development Goals (SDGs) of the United Nations. In 2024, the Committee for Corporate Sustainability Development approved a policy review to ensure its relevance and alignment with the Company's operational approach.

| Economic                                                                                                                                                                                                                                                                                                                                                                                                                              | Social                                                                                                                                                                                                                                                                                                                                                                                   | Environmental                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Good Corporate Governance and Business Ethics</b> <ul style="list-style-type: none"> <li>Maintain Corporate Governance Rating (CGR) at an excellent level.</li> <li>Executives' adherence to the Business Code of Conduct 100%.</li> </ul>                                                                                                      | <b>Participation in Improving Quality of Life for Society</b> <ul style="list-style-type: none"> <li>Community and social activities to increase by 20% in year 2025, compared to the baseline year 2020.</li> <li>Implement at least 2 Creating Shared Value (CSV) initiatives per year.</li> </ul>  | <b>Mitigating the Impacts of Climate Change</b> <p>Short-term :</p> <ul style="list-style-type: none"> <li>Reduce net greenhouse gas emissions Scope 1, 2, and 3 by more than 0.5% compared to the previous year.</li> </ul> <p>Medium-term :</p> <ul style="list-style-type: none"> <li>Reduce net greenhouse gas emissions Scope 1, 2, and 3 by more than 5% by year 2028, compared to the baseline year 2022</li> </ul>              |
| <b>Anti-Corruption</b> <ul style="list-style-type: none"> <li>Continuous certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC).</li> <li>At least 2 suppliers commit to becoming CAC members by year 2025.</li> <li>100% of executives and employees acknowledge the anti-corruption policy.</li> </ul>  | <b>Responsibility to Customers</b> <ul style="list-style-type: none"> <li>Outpatient service experience satisfaction rate (OPD) not less than 95%.</li> <li>Inpatient service experience satisfaction rate (IPD) not less than 95%.</li> </ul>                                                        | <b>Energy Conservation</b> <p>Short-term :</p> <ul style="list-style-type: none"> <li>Reduce energy consumption by more than 0.5% compared to the previous year.</li> </ul> <p>Medium-term :</p> <ul style="list-style-type: none"> <li>Reduce energy consumption by more than 0.5% by year 2028, compared to the baseline year 2022.</li> </ul>   |



| Economic                                                                                                                                                                                                                                                                        | Social                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Environmental                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Innovation Development</b> <ul style="list-style-type: none"> <li>User satisfaction rate for Smart Hospital: 90%.</li> </ul>                                                                | <b>Human Rights and Labor Law</b> <ul style="list-style-type: none"> <li>Zero cases of human rights violations.</li> <li>Comprehensive human rights risk assessment (Human Rights Due Diligence: HRDD) (HRDD) is at a very low-risk level, with zero cases of human rights violations.</li> <li>Zero occupational accident rate.</li> <li>Zero occupational illness rate.</li> </ul>                                                     | <b>Water Management</b> <p>Short-term :</p> <ul style="list-style-type: none"> <li>Reduce water consumption by more than 0.5% compared to the previous year.</li> </ul> <p>Medium-term :</p> <ul style="list-style-type: none"> <li>Reduce water consumption by more than 0.5% by year 2028, compared to the baseline year 2022.</li> </ul>  |
| <b>Supply Chain Management</b> <ul style="list-style-type: none"> <li>Key suppliers acknowledge and sign the Business Supplier Code of Conduct, particularly on anti-corruption.</li> </ul>  | <b>Talent Attraction and Personnel Retention</b> <ul style="list-style-type: none"> <li>Average training hours per employee: at least 30 hours per person.</li> <li>Employee engagement rate: not less than 80%.</li> <li>Employee turnover rate for               <ul style="list-style-type: none"> <li>all groups: less than 10% per year.</li> <li>High-performance employee turnover rate: less than 4% .</li> </ul> </li> </ul>  | <b>Waste Management</b> <p>Short-term :</p> <ul style="list-style-type: none"> <li>Reduce waste by more than 0.5% compared to the previous year.</li> </ul> <p>Medium-term :</p> <ul style="list-style-type: none"> <li>Reduce waste by more than 2% by year 2028, compared to the baseline year 2022.</li> </ul>                          |

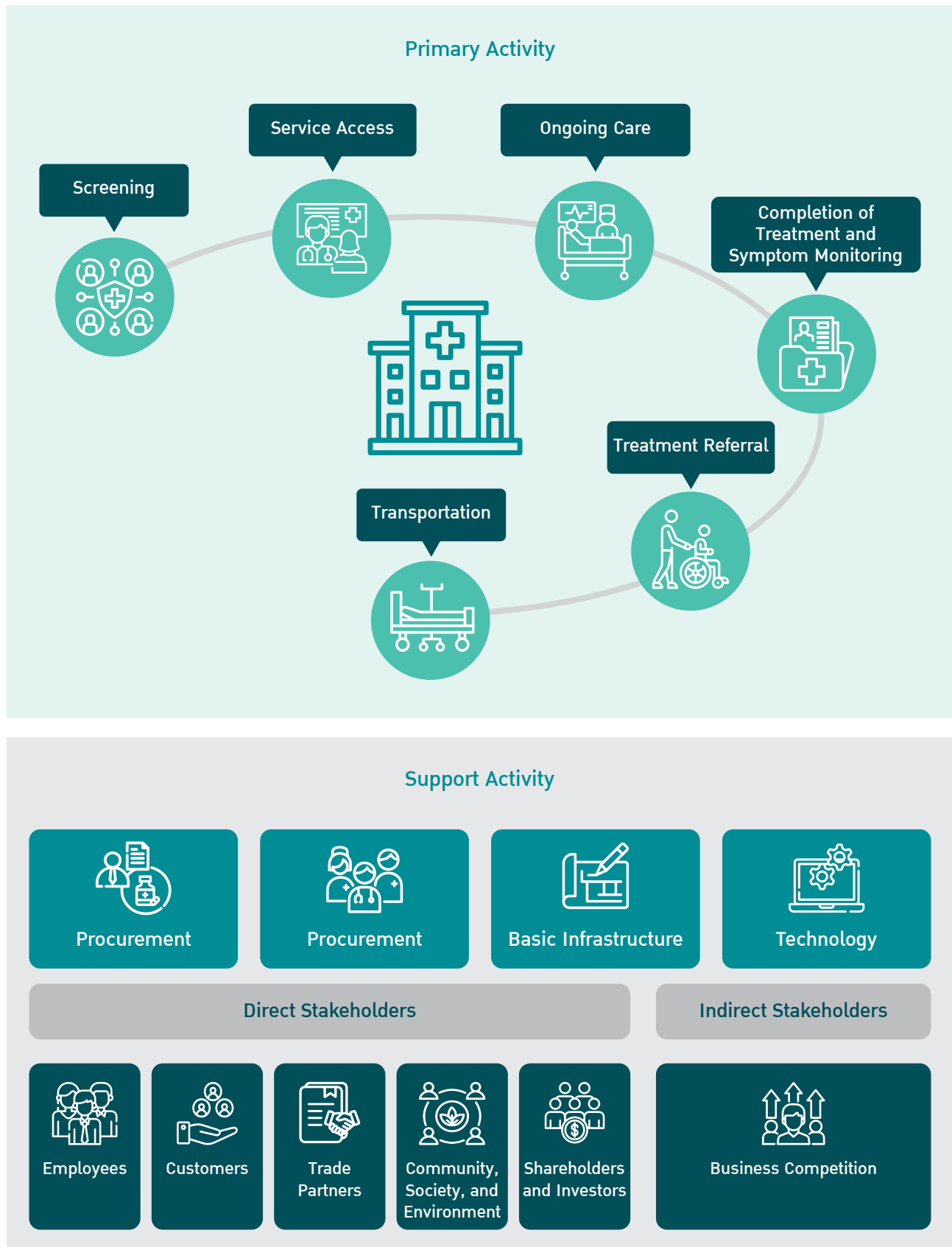
## 3.2 Managing Stakeholder Impacts Across the Business Value Chain (GRI 2-6, 2-14, 2-23, 2-24, 2-29, 3-1, 3-2, 3-3)

### 3.2.1 Identifying the Business Value Chain and Stakeholders

The Company places great importance on managing its business value chain, which serves as a key tool for enhancing competitiveness and mitigating sustainability-related operational risks. The Corporate Governance and Business Development Committee conducts an analysis of the Company's core activities across the entire value chain, from upstream to downstream. This process includes identifying key stakeholders who are either significantly impacted by or have a business relationship with these activities. The Committee then analyzes and reviews the relationships and the positive and negative impacts of the Company's activities on stakeholders.



The insights from the value chain analysis have been used to establish management approaches for engaging with 6 stakeholder groups across the entire value chain, covering both 6 primary activities and 4 support activities. These activities include





## Primary Activity

1. Screening
  - Screening of customers before receiving services based on standardized procedures and prioritization through medical assessment to ensure the highest treatment efficiency.
2. Service Access
  - Establishing service user management standards throughout the entire service process
3. Ongoing Care
  - Providing ongoing care, treatment, and services to customers by certified healthcare professionals, nurses, and other specialists throughout all hospital service processes.
4. Completion of treatment and Symptom Monitoring
  - Ensuring appropriate patient diagnosis based on health conditions, identifying treatment plans to maximize effectiveness, and collaborating with healthcare professionals or external agencies for referral when necessary.
5. Treatment Referral
  - Systematic and standardized referral of treatment to certified external agencies in accordance with patients' treatment needs.

## 6. Transportation

- Providing high-quality and safe patient transportation services in compliance with legal standards and relevant regulations.

## Support Activity

1. Procurement
  - Conducting fair, transparent, and accountable procurement of medicines, medical supplies, equipment, and other necessities to ensure efficiency and compliance with established standards.
2. Human Resources
  - Recruiting, managing, enhancing, and developing healthcare professionals and employees within the organization to cultivate expertise, specialization, and professionalism.
3. Infrastructure
  - Designing fundamental service structures with a focus on accessibility and convenience
4. Technology
  - Developing technology to enhance service delivery, ensuring accurate, prompt, convenient, and safe services for patients and customers.

## 3.2.2 Analysis of Stakeholders in the Business Value Chain and Stakeholder Engagement

The Company has identified key internal and external stakeholders associated with its business value chain and has assessed both positive and negative impacts, as well as potential risks and opportunities, arising from its activities. This evaluation considers both actual and potential impacts on stakeholders. The Company gathers relevant issues by listening to feedback and suggestions through both formal and informal channels. These insights are then analyzed to develop strategic action plans that align with stakeholder expectations. The outcomes of this process are integrated into the Company's business strategy and operational plans, covering economic, social, human rights, and environmental aspects. The operational results for the year 2024 are as follows:





| No.                           | Channels for Stakeholder Engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Needs and Expectations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Employees                  | <ul style="list-style-type: none"> <li>Executive engagement with employees (Town hall meeting)</li> <li>Executives send open letters to employees via the internal corporate network Weekly email from CEO</li> <li>Receiving feedback / suggestions and employee concerns through various online channels such as Group Line PR9 Connect, email / website, etc.</li> <li>Installing a red box for reporting issues</li> <li>Organizational commitment survey</li> <li>Corporate culture and safety survey</li> <li>Employee training and development</li> <li>Annual performance evaluation</li> <li>Continuous Quality Improvement (CQI) project presentation</li> </ul> | <ul style="list-style-type: none"> <li>Fair performance evaluation</li> <li>Compensation management</li> <li>Appropriate salary and bonus adjustments</li> <li>Job security and career advancement</li> <li>Skill and competency development</li> <li>Smooth communication and operations</li> <li>Workplace safety management</li> <li>Continuous employee potential development</li> <li>Employee retention</li> <li>Respect for human rights principles</li> <li>Compliance with labor laws</li> <li>A good work environment</li> </ul> | <ul style="list-style-type: none"> <li>Review and adjust the annual employee performance evaluation using the Performance Management System(PMS)</li> <li>Performance evaluation incorporating 2-way communication</li> <li>Developing training plans, supporting training implementation according to the plan, and assessing individual knowledge, skills, and competencies</li> <li>Defining career progression paths for both executive and operational levels</li> <li>Improving the work environment to comply with occupational health and safety standards</li> <li>Activities to promote relationships in the organization</li> <li>Awareness the impact of greenhouse gas emissions.</li> <li>Providing consultation through the Human Resources Department</li> <li>Regular departmental meetings</li> <li>Establishing reporting channels for adverse events and workplace safety concerns</li> </ul> |
| 2. Shareholders and Investors | <ul style="list-style-type: none"> <li>Annual General Meeting of Shareholders</li> <li>Providing shareholders with the opportunity to exercise their rights to nominate directors ,propose meeting agendas , submit questions in advance, and express opinions along with suggestions.</li> <li>Investor Relations Activities</li> <li>Communication through online and print media, including <a href="http://www.praram9.com">www.praram9.com</a>, newsletters, and electronic news updates.</li> <li>Participation in Roadshows and other activities.</li> </ul>                                                                                                        | <ul style="list-style-type: none"> <li>Adhering to good corporate governance and transparent, accountable business ethics.</li> <li>Anti-corruption initiatives.</li> <li>Ensuring consistent returns on investment.</li> <li>Achieving stable business growth and profitability.</li> <li>Risk management to adapt to changes and drive sustainable future growth.</li> <li>Regular disclosure of key corporate information.</li> </ul>                                                                                                   | <ul style="list-style-type: none"> <li>Comprehensive risk management across economic, social, and environmental aspects in a systematic, prudent, and thorough manner.</li> <li>Enhancing internal control systems and risk management efficiency.</li> <li>Developing business potential to achieve continuous growth and long-term investment returns.</li> <li>Conducting business under the principles of good governance with transparency and fairness.</li> <li>Disclosing and presenting operational performance, future directions, and plans with accuracy, completeness, transparency, and accountability.</li> <li>Updating the investor relations website with complete and up-to-date information while considering feedback and suggestions.</li> </ul>                                                                                                                                            |



| No.                      | Channels for Stakeholder Engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Needs and Expectations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. Customers             | <ul style="list-style-type: none"> <li>Conducting surveys on patient opinions and experiences in receiving services.</li> <li>Surveying service needs, satisfaction, and recommendations through the Contact Center.</li> <li>Organizing customer relationship activities / and marketing events to engage with customers continuously.</li> <li>Providing contact channels via phone number 1270 available 24 hours or through the website <a href="http://www.pram9.com">www.pram9.com</a>.</li> <li>Engagement in community and social development.</li> </ul> | <ul style="list-style-type: none"> <li>Enhancing service standards to meet service user expectations.</li> <li>Medical expertise.</li> <li>Encouraging family involvement in treatment planning.</li> <li>Clear communication regarding treatment and post-discharge care.</li> <li>Ensuring accessible and efficient medical services.</li> <li>Responsibility toward customers.</li> <li>Providing accurate and timely medical information.</li> <li>Reasonable medical treatment costs.</li> <li>Developing innovations and collaborations by integrating digital technology to enhance services.</li> </ul> | <ul style="list-style-type: none"> <li>Improving and optimizing care processes through effective patient and family engagement, as well as continuous and efficient communication in healthcare management.</li> <li>Delivering high-standard medical services that meet international quality standards and comply with regulations and laws.</li> <li>Conducting reasonable medical cost assessments.</li> <li>Adjusting medical service prices in various Packages.</li> <li>Expanding service accessibility through Social Media.</li> <li>Developing the 9 CARE platform for continuous care of chronic, complex, and difficult diseases at home while connecting patient health data with their family members.</li> </ul> |
| 4. Community and Society | <ul style="list-style-type: none"> <li>Assessing community needs.</li> <li>Organizing meetings and discussions.</li> <li>Websites and social media platforms.</li> <li>Receiving feedback and complaints through various communication channels, such as the Hospital's hotline 1270, available 24 hours, or via the Hospital's website.</li> </ul>                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Participating in initiatives that improve the quality of life for communities and society.</li> <li>Mitigating the impacts of climate change</li> <li>Efficient resource utilization.</li> <li>Promoting the use of clean energy.</li> <li>Reducing greenhouse gas emissions.</li> <li>Energy conservation</li> <li>Water and waste management.</li> </ul>                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Organizing activities / and initiatives to mitigate the impacts of climate change.</li> <li>Conducting campaigns to reduce greenhouse gas emissions.</li> <li>Organizing social activities under the "Happy Community" initiative.</li> <li>Creating educational and up-to-date health information content tailored for Social Media.</li> <li>Enhancing service efficiency and modernization to meet the needs of people across all age groups in society, thereby improving overall quality of life.</li> <li>Promoting and advocating for efficient resource utilization.</li> </ul>                                                                                                   |



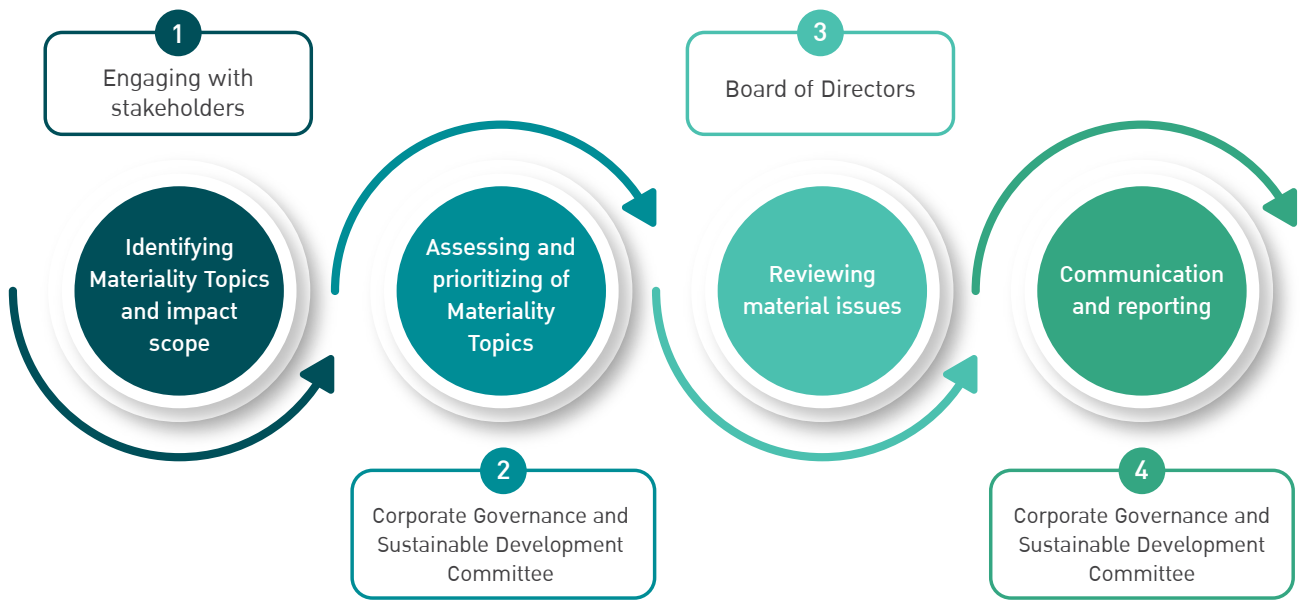
| No.                   | Channels for Stakeholder Engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Needs and Expectations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. Business Suppliers | <ul style="list-style-type: none"> <li>Selecting and evaluating business suppliers' performance at least once per year.</li> <li>Identifying key suppliers, distinguishing between those conducting business directly and indirectly with the Company</li> <li>Collaborating in meetings, seminars, or other engagement activities.</li> <li>Conducting annual visits to business suppliers.</li> <li>Initiating projects or activities to enhance business collaboration with suppliers.</li> <li>Receiving feedback and suggestions via mail or the Company's website for submission to the audit committee.</li> <li>Communicating through electronic media and telephone.</li> </ul> | <ul style="list-style-type: none"> <li>Ensuring transparency and fairness in procurement, emphasizing equality.</li> <li>Enhancing efficiency in the procurement process.</li> <li>Providing fair and timely compensation.</li> <li>Complying with commercial terms, contracts, and payment conditions.</li> <li>Respecting human rights and ensuring fair treatment of labor while maintaining social and environmental responsibility.</li> <li>Developing the skills and capabilities of suppliers.</li> </ul> | <ul style="list-style-type: none"> <li>Holding supplier meetings for contract agreements and procurement processes, ensuring equitable and fair treatment for all suppliers in accordance with procurement policies.</li> <li>Supply chain management</li> <li>Conducting comprehensive human rights risk assessments (Human Rights Due Diligence: HRDD covering suppliers' employees.</li> <li>Providing training for supplier employees working within the Hospital, similar to the training provided to regular hospital staff.</li> <li>Participation in Projects/Activities with Supplier to raise awareness and reduce the impact of greenhouse gas emissions.</li> </ul> |
| 6. Competitors        | <ul style="list-style-type: none"> <li>Attending private hospital association meetings.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Conducting business practices within the framework of fair competition and generally accepted industry standards.</li> <li>Refraining from recruiting personnel from competitors.</li> </ul>                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Complying with the Company's ethical policies and commercial agreements.</li> <li>Adhering to the code of business conduct.</li> <li>Participating in private hospital association meetings, providing information, sharing recommendations, and cooperating in accordance with meeting resolutions.</li> </ul>                                                                                                                                                                                                                                                                                                                          |

### 3.2.3 Identification and Assessment of Materiality Topics

The Company conducts a thorough review of risks and opportunities based on the expectations and concerns of all stakeholder groups. This assessment considers the impact of each operational activity within the business value chain, industry trends, sustainability direction, emerging risks, and major global shifts. The analysis adopts a holistic approach, taking into account both internal and external factors that influence economic, social, environmental, and human rights aspects—both in terms of their impact on the Company and on stakeholders. This process follows the principles of the Global Reporting Initiative

Standards (GRI Standards) and aligns with the Sustainable Development Goals (SDGs). The Company prioritizes sustainability issues through a structured sustainability management framework, which includes: identifying key issues and impact scope, evaluating and prioritizing materiality topics, validating material topics, communicating and reporting on material sustainability issues. The preliminary material topics are reviewed by senior executives from the Sustainability Development Working Group and the Corporate Governance and Sustainable Development Committee before final approval by the Board of Directors. The sustainability materiality assessment follows the process and steps as outlined below:

## Developing sustainability management approaches



## Identification of Materiality Topics and Impact Scope

The Company identifies key issues that may have both positive and negative impacts on value creation across the entire business value chain. This assessment considers both internal and external contexts, including industry trends, evolving consumer behavior, economic conditions, technological advancements, environmental factors, political and legal regulations affecting all stakeholder groups. Additionally, the Company evaluates the relevance of these issues to its business objectives and sustainable development goals, ensuring comprehensive coverage of economic, social, and environmental dimensions throughout the business value chain. This is carried out alongside an assessment of the scope of impact on all stakeholder groups, as outlined below.

| Dimension | Materiality Topics                             | Scope of Impact of Stakeholders |                            |           |           |                                     |                      | SDGs                                                                                  |
|-----------|------------------------------------------------|---------------------------------|----------------------------|-----------|-----------|-------------------------------------|----------------------|---------------------------------------------------------------------------------------|
|           |                                                | Internal                        | External                   |           |           |                                     |                      |                                                                                       |
|           |                                                | Employees                       | Shareholders and Investors | Customers | Suppliers | Community, Society, and Environment | Business Competitors |                                                                                       |
| Economy   | 1. Business Ethics, Integrity and Transparency | ✓                               | ✓                          | ✓         | ✓         | ✓                                   |                      |  |
|           | 2. Innovation and Collaboration                | ✓                               | ✓                          | ✓         | ✓         | ✓                                   | ✓                    |  |
|           | 3. Supply Chain Management                     | ✓                               |                            | ✓         | ✓         | ✓                                   |                      |  |



| Dimension   | Materiality Topics                              | Scope of Impact of Stakeholders |                            |           |           |                                     |                      | SDGs                                                                                                                                                                           |
|-------------|-------------------------------------------------|---------------------------------|----------------------------|-----------|-----------|-------------------------------------|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|             |                                                 | Internal                        | External                   |           |           |                                     |                      |                                                                                                                                                                                |
|             |                                                 | Employees                       | Shareholders and Investors | Customers | Suppliers | Community, Society, and Environment | Business Competitors |                                                                                                                                                                                |
| Society     | 1. Respect for Human Rights and Labor Practices | ✓                               | ✓                          | ✓         | ✓         | ✓                                   |                      |                                                                                             |
|             | 2. Improve Quality of Life and Community        | ✓                               |                            | ✓         | ✓         | ✓                                   |                      |                                                                                             |
|             | 3. Accountability for Service                   | ✓                               |                            | ✓         | ✓         |                                     |                      |                                                                                             |
|             | 4. Talent Attraction and Retention              | ✓                               | ✓                          | ✓         | ✓         |                                     | ✓                    |                                                                                             |
| Environment | 1. Climate change Management                    | ✓                               | ✓                          | ✓         | ✓         | ✓                                   | ✓                    |                                                                                            |
|             | 2. Energy saving Management                     | ✓                               | ✓                          | ✓         | ✓         | ✓                                   | ✓                    | <br> |
|             | 3. Water saving Management                      | ✓                               | ✓                          | ✓         | ✓         | ✓                                   |                      |                                                                                           |
|             | 4. Waste Management                             | ✓                               | ✓                          | ✓         | ✓         | ✓                                   | ✓                    |                                                                                           |

| Economic Dimension (G)                 | Issue Description                                                                                                                                                                                                                                                                                                  |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>G1 Good Corporate Governance</b>    | A well-structured corporate governance system reflects effective internal control mechanisms that ensure fairness and transparency. It also highlights the role of the Board of Directors in steering the Company toward success while considering shareholder interests and responsibilities toward stakeholders. |
| <b>G2 Innovation and Collaboration</b> | The Company's innovation efforts demonstrate its commitment to enhancing business competitiveness amidst economic, social, and environmental changes. These efforts aim to meet stakeholder expectations while creating value for both business and society.                                                       |
| <b>G3 Supply Chain Management</b>      | Sustainable Supply Chain Management reflects efficiency, transparency, and engagement with suppliers across the supply chain, from supplier selection, procurement, and supplier evaluation to encouraging suppliers to adhere to the Company's sustainable business practices.                                    |





| Social Dimension (S)                                   | Issue Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>S1 Respect for Human Rights and Labor Practices</b> | <ul style="list-style-type: none"> <li>Business operations involve various stakeholders who may be affected in terms of their quality of life and fundamental human rights. Therefore, fair treatment of stakeholders must begin with knowledge, understanding, and a positive attitude toward conducting business without violating human rights.</li> <li>Fair treatment of employees, from recruitment to termination, reflects the Company's commitment to employee engagement while also mitigating risks related to labor disputes.</li> </ul> |
| <b>S2 Improve Quality of Life and Community</b>        | Responsibility toward communities and society demonstrates efforts to prevent adverse impacts arising from business operations. Furthermore, continuous participation in community and social development reflects the Company's commitment to sustainably improving the quality of life of individuals in society.                                                                                                                                                                                                                                  |
| <b>S3 Responsibility Towards Customer</b>              | Responsibility toward customers and customers highlights the Company's efforts to deliver services that enhance customer satisfaction and trust.                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>S4 Talent Attraction and Retention</b>              | Responsibility toward personnel includes supporting employees' capabilities by enhancing their knowledge and skills across various areas. Additionally, the Company fosters motivation to strengthen employee engagement with the organization.                                                                                                                                                                                                                                                                                                      |

| Environmental Dimension (E)         | Issue Description                                                                                                                                                                                                                                                                              |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>E1 Climate Change Management</b> | Greenhouse gases are a key contributor to "Climate Change", as they trap heat in the atmosphere and alter weather patterns. Continuous efforts to control and reduce greenhouse gas emissions help mitigate climate change-related issues and natural disasters affecting business activities. |
| <b>E2 Energy Saving Management</b>  | Efficient procurement and utilization of electricity, water, fuel, and other energy sources reflect effective cost management and efforts to reduce reliance on non-renewable or depletable energy sources.                                                                                    |
| <b>E3 Water Saving Management</b>   | Efficient water procurement and usage demonstrate cost-effective business operations while reducing risks associated with water resource shortages.                                                                                                                                            |
| <b>E4 Waste Management</b>          | Efforts to minimize waste and by-products from business operations reflect the Company's ability to use resources efficiently while mitigating negative impacts from business processes that may affect communities and society.                                                               |



## Assessment and Prioritization of Materiality Topics

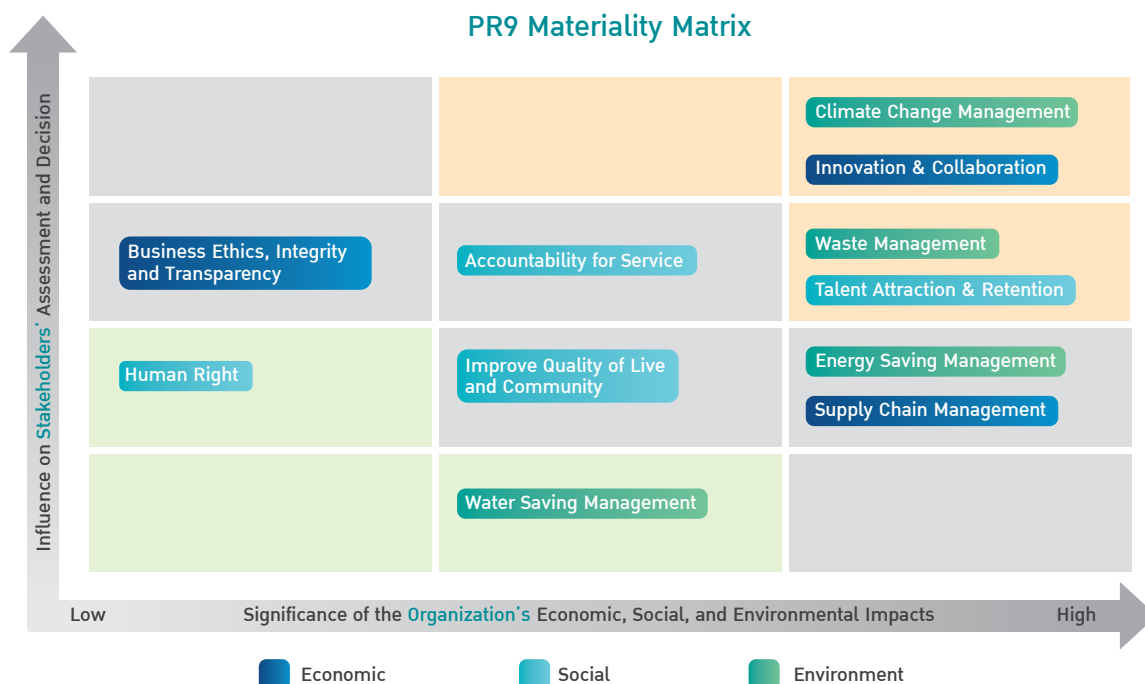
The Company prioritizes materiality topics by assessing the significance of economic, social, human rights, and environmental impacts on the organizational context and stakeholders. This assessment covers the scope of challenges, opportunities, strategies, and sustainability goals. All identified issues are ranked based on opportunities and risks, evaluated by their significant impact and likelihood in relation to the Company's business and stakeholder concerns. This process aligns with indicators from the Global Reporting Initiative Standards (GRI Standards) and the United Nations' Sustainable Development Goals (SDGs) using the following criteria:

| Impact on Stakeholders                                                                                                                                                                                                                      | Impact on the Company                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"><li>1. Level of Impact on Stakeholders</li><li>2. Future Significance of the Issue for Stakeholders</li><li>3. Diversity of Stakeholders</li><li>4. Level of Expectation for Company Management</li></ol> | <ol style="list-style-type: none"><li>1. Opportunity for Impact Creation</li><li>2. Severity of Impact Level</li><li>3. Level of Business Risk</li><li>4. Long-Term Impact Level</li><li>5. Importance or Opportunity of the Issue in the Future</li><li>6. Alignment with Company Policies or Goals</li></ol> |

## Changes in Sustainability Reporting of Materiality Topics

The Company has developed a process for evaluating key sustainability issues by formulating appropriate policies, strategies, and sustainability plans. The prioritization criteria consider both stakeholder perspectives and the impact on the Company. Issues are categorized into three levels: low, medium, and high, ensuring greater clarity in identifying key sustainability issues. In the year 2024, the same 11 materiality topics remain unchanged.

| Economic                                                             | Social                                                                                                                                              | Environmental                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"><li>1. Innovation and Collaboration</li><li>2. Supply chain management</li><li>3. Good Corporate Governance</li></ol> | <ol style="list-style-type: none"><li>1. Improve Quality of Life and Community</li><li>2. Respect for Human Rights and Labor Practices</li><li>3. Talent Attraction and Retention</li><li>4. Responsibility Towards Customer</li></ol> | <ol style="list-style-type: none"><li>1. Climate Change Management</li><li>2. Energy saving Management</li><li>3. Water saving management</li><li>4. Waste Management</li></ol> |



For the materiality topics of Praram 9 Hospital, priorities and action plans are determined, along with an analysis of both the positive and negative impacts of these key issues on the business. This includes considerations related to expenses, revenue, risks, and opportunities for business growth at Praram 9 Hospital. The analysis of materiality topics—Impact and Materiality Topics Analysis—enables a clear identification of opportunities and risks, as well as the development of appropriate action plans to promote sustainability while minimizing environmental and social impacts, as outlined below.

### Impact and Material Topic Analysis

| Dimension   | Materiality Topics                                                                                                                                                                                                                             | Impact on Business<br>Positive Impact & Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                                 | Negative Impact & Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Action Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Environment | <b>Climate Change Management</b><br><br> SDG 13 - Climate Action<br><br> | <input checked="" type="checkbox"/> Becoming an organization with a Low Carbon Footprint and ESG recognition.<br><br><input checked="" type="checkbox"/> Reducing Greenhouse Gas Emissions through Clean Energy Usage, such as Solar Cell<br><br><input checked="" type="checkbox"/> Enhancing energy efficiency<br><br><input checked="" type="checkbox"/> <b>Opportunities:</b> Enhancing competitive advantage through ESG and Strengthening the organization's Eco-Friendly Image |  High initial costs for clean energy investments, such as Solar Rooftop installation<br><br><input checked="" type="checkbox"/> Fluctuations in energy and environmental policies that may impact investments<br><br><input checked="" type="checkbox"/> Uncertainties in climate-related disasters and their potential impact<br><br> <b>Risks:</b> Carbon Credit Policies may increase future cost burdens |  Reducing Greenhouse Gas Emissions through Clean Energy Usage, such as Solar Rooftop<br><br> Improving Energy Efficiency through Energy Management<br><br> Supporting GHG Reduction initiatives in the Hospital<br><br> Monitoring Reduce net Greenhouse Gas (GHG ) Emissions Scope 1, 2, and 3 |



| Dimension   | Materiality Topics                                                                                                                                                                                                                                                                                                                                                                                                                             | Impact on Business<br>Positive Impact & Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Negative Impact & Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Action Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Environment | <b>Energy Management</b><br><br> SDG 7 - Affordable & Clean Energy<br><br><br> SDG 13 - Climate Action<br> |  <b>Cost Reduction:</b><br> Lowering electricity costs and optimizing resource usage<br> Enhancing business sustainability<br> Supporting the Green Hospital initiative's goals<br> <b>Opportunities:</b><br>Expanding this approach to other buildings for long-term cost savings                                                                                                           |  Challenges in changing energy consumption behaviors among personnel<br> Limitations of older high-energy-consuming equipment<br> <b>Risks:</b> Requires employee behavior adjustments and investment in new equipment                                                                                   |  Implementing Smart Energy Management to optimize energy usage in hospital buildings<br> Configuring medical equipment to operate in Energy-Saving Mode<br> Utilizing renewable energy (such as Solar Cells)<br> Encouraging employee participation in Energy Conservation Initiatives |
|             | <b>Water Management</b><br><br> SDG 6 - Clean Water & Sanitation<br>                                                                                                                                                                                                       |  Lowering water consumption and Reducing water expenses<br> Implementing water recycling (Water Recycle) through wastewater treatment systems<br> <b>Opportunities:</b><br>Enhancing water security for the organization                                                                                                                                                                                                                                                                                                                                   |  High infrastructure development and maintenance costs for water recycling systems<br> Risk of drought and water shortages                                                                                                                                                                                                                                                              |  Implementing wastewater treatment and water recycling systems Water Recycling & Reuse to reduce municipal water consumption<br> Conducting training programs on efficient water usage<br> Promoting water conservation initiatives within the Hospital                                                                                                               |
|             | <b>Waste Management</b><br><br> SDG 12 - Responsible Consumption & Production<br>                                                                                                                                                                                        |  <b>Cost Reduction:</b><br>Lowering waste disposal costs for infectious and general waste<br> Reducing the volume of infectious and general waste<br> Implementing a scientifically sound waste segregation system<br> Reducing environmental impact<br> <b>Opportunities:</b><br>Applying the Circular Economy concept to create added value, such as recycling medical materials |  Regulatory compliance risks<br> Improper infectious waste management could cause pollution<br> High costs associated with infectious waste management<br> <b>Risks:</b> Stringent regulations on medical waste |  Efficiently categorizing and managing waste by type<br> Ensuring safe infectious waste disposal in compliance with JCI standards<br> Applying the Circular Economy concept to waste segregation and recycling                                                                                                                                                      |

| Dimension | Materiality Topics                                                                                                                                                                                                                                                               | Impact on Business<br>Positive Impact & Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Negative Impact & Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Action Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Economy   | <b>Technology, and Collaboration Development</b><br><br> SDG 9 - Industry, Innovation & Infrastructure<br><br> |  Enhancing Treatment Efficiency and Service Quality<br><br> Strengthening Business Competitiveness<br><br> <b>Revenue Growth:</b> Expanding Services for International Patients through Technology such as Telemedicine                                                                                                                                   |  <b>Expenses</b><br>Investing in new medical technologies may require significant budget allocation<br><br> <b>Risks:</b> Rapid technological advancements require continuous adaptation                                                                                                                                                                                                                                               |  Investing in advanced medical equipment and technology, including AI, to enhance treatment quality<br><br> Expanding the implementation of Smart Hospital, building upon the success of Smart Checkup<br><br> Developing the 9 CARE Platform and 9 CARE Shop<br><br> Expanding collaborations with international medical partners |
|           | <b>Supply Chain Management</b><br><br> SDG 16 - Peace, Justice & Strong Institutions<br><br>               |  Reducing Costs and Enhancing Procurement Efficiency<br><br> <b>Opportunities:</b> Supporting and Promoting Sustainable Procurement from Environmentally Friendly Suppliers in Compliance with ESG Standards                                                                                                                                                                                                                           |  Uncertainty in the Global Supply Chain<br><br> Suppliers may increase product prices to meet standards<br><br> <b>Risks:</b> Shortage of Medical Equipment During Crises                                                                                                                                                                       |  Promoting Procurement from Suppliers Complying with ESG and JCI Standards<br><br> Implementing a Supplier Code of Conduct<br><br> Applying a Supplier Evaluation System Based on ESG Principles                                                                                                                                                                                                                |
|           | <b>Good Corporate Governance</b><br><br> SDG 16 - Peace, Justice & Strong Institutions<br><br>             |  <b>Revenue Growth:</b> Enhancing Organizational Credibility to Gain Trust from Patients, Investors, and Partners<br><br> Promoting Transparency and Building Trust Among Stakeholders<br><br> Reducing Legal and Regulatory Risks<br><br> Preventing Corruption |  Complexity of rapidly changing regulations<br><br> High costs associated with compliance and audits<br><br> Regulatory enforcement may cause delays<br><br> <b>Risks:</b> Failure to comply with standards may lead to legal issues and reputational damage |  Implementing ESG principles and JCI regulations while establishing clear policies<br><br> Fostering an organizational culture rooted in ethics, corporate governance, and Good Governance practices<br><br> Providing anti-corruption training                                                                                                                                                                 |





| Dimension | Materiality Topics                                                                                                                                                                                                                                                              | Impact on Business<br>Positive Impact & Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Negative Impact & Risks                                                                                                                                                                                                                                                                                                                                               | Action Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Society   | <b>Engagement in Enhancing Quality</b><br><br> SDG 3 - Good Health & Well-being<br><br>                       | <input checked="" type="checkbox"/> Enhancing the Quality of Life for Patients and Communities<br><br><input checked="" type="checkbox"/> Strengthening Relationships and Enhancing Corporate<br><br> <b>Revenue Growth:</b> Attracting Customers through CSR Initiatives<br><br> <b>Opportunities:</b> Enhancing Corporate Image     | <input checked="" type="checkbox"/> High Costs Associated with Social Responsibility Programs<br><br><input checked="" type="checkbox"/> Challenges in Reaching Target Communities                                                                                                                                                                                    |  Organizing Free Health Checkup Programs in Local Communities<br><br> Organize a project to provide knowledge on health care and the environment to network hospitals.<br><br> Developing Telemedicine Services for Patients                                                                                                 |
|           | <b>Respect for Human Rights and Labor Practices</b><br><br> SDG 8 - Decent Work & Economic Growth<br><br> | <input checked="" type="checkbox"/> Creating a positive and fair working environment<br><br><input checked="" type="checkbox"/> Reducing labor relation risks<br><br><input checked="" type="checkbox"/> Preventing labor rights violations<br><br><input checked="" type="checkbox"/> Fostering fairness within the organization                                                                                                                                                                       | <input checked="" type="checkbox"/> Constraints of labor laws in certain countries<br><br><input checked="" type="checkbox"/> Neglecting international labor standards may lead to lawsuits<br><br> <b>Risks:</b> Risks related to human rights violations within the supply chain |  Complying with international labor standards<br><br> Developing a handbook for compliance with labor laws<br><br> Establishing a whistleblowing channel<br><br> Monitoring suppliers to ensure adherence to human rights principles |
|           | <b>Talent Attraction and Retention</b><br><br> SDG 8 - Decent Work & Economic Growth<br><br>              |  <b>Revenue Growth:</b> Attracting High-Quality Talent and Reducing Employee Turnover<br><br><input checked="" type="checkbox"/> Enhancing Work Efficiency and Employee Morale<br><br><input checked="" type="checkbox"/> Improving Employees' Technology and Language Skills<br><br><input checked="" type="checkbox"/> Reducing Turnover Rates and Strengthening Employee Engagement to Retain High-Quality Talent |  <b>Expenses:</b> Investment in Employee Training, Development, and Benefits<br><br><input checked="" type="checkbox"/> Challenges in Retaining High-Potential Employees                                                                                                           |  Providing Employee Training and Development Programs<br><br> Establishing Clear Employee Benefits and Career Path<br><br> Offering Incentives Based on Performance and Appropriateness                                                                                                                                |

| Dimension | Materiality Topics                                                                                                                                                                                                                                        | Impact on Business<br>Positive Impact & Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Negative Impact & Risks                                                                                                                                                                                                                                                                                                                                                                                                                | Action Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Society   | <b>Responsibility Toward Customers</b><br><br> SDG 3 - Good Health & Well-being<br><br> |  Revenue Growth: Building Trust and Attracting New Customers Through JCI Standard Services<br> Increasing Safety and Trust from the Patients<br> Reducing Service Errors<br> Improving Service Quality to Meet International Standards<br> Opportunities: Implementing Advanced Technologies Such as AI and Telemedicine to Enhance Patient Care |  Potential Patient Data Breaches if Security Systems Are Not Robust<br> Challenges in Managing Patient Safety Effectively<br> Risks: Risk of Patient Complaints and Dissatisfaction |  Enhancing Service Quality to Meet JCI Standards<br> Developing a Robust Cybersecurity System for Data Protection<br> Creating Channels for Collecting Feedback from Patients<br> Utilizing Technologies Such as Telemedicine to Improve Treatment Efficiency |

## Validation of Materiality Topics

The Corporate Governance and Sustainability Development Committee reviews information from stakeholder representatives, as well as laws, customer requirements, stakeholder engagement, and sustainability contexts across economic, social, human rights, and environmental dimensions. This includes assessing risks and opportunities that may impact stakeholders. Sustainability issues that are significant to the business strategy are presented to the Board of Directors for validation of material topics, ensuring accuracy, appropriateness, and approval in alignment with the sustainable development policy and evolving business contexts.

## Communication and Reporting

The Company manages approved material sustainability issues through corporate strategic planning, goal setting, and resource allocation, covering short-term, medium-term, and long-term plans. Additionally, the Company discloses operational information to stakeholders through channels such as the annual report (Form 56-1 One Report) or the Praram 9 Hospital website, ensuring continuous annual updates. Stakeholders can provide expectations, concerns, and feedback on the annual report through designated channels for each stakeholder group. This input supports the development of material sustainability issues and enables the Company to appropriately respond to stakeholder expectations on each issue.



## 3.3 Corporate Governance and Economic Dimension (GRI 2-28, 3-3, 308-1, 414-1)

For more details, please refer to Section 6. Corporate Governance Policy

### 3.3.1 Corporate Governance and Business Code of Conduct

Corporate governance and economic issues are key dimensions of sustainability that attract public interest. The Company has established Corporate Governance Policy and Business Code of Conduct, including a clearly documented anti-corruption policy. Effective corporate governance is a critical factor in enhancing operational efficiency and achieving business objectives. Therefore, the Company places great importance on conducting business with transparency, fairness, and ethics in accordance with good corporate governance principles. This approach ensures respect for human rights across all stakeholder groups, supply chain management, stakeholder responsibility, and risk management. Additionally, the Company integrates information technology into service development while ensuring data security and privacy to enhance customer satisfaction and trust, ultimately strengthening long-term competitiveness. The Company has participated in the Corporate Governance Report of Thai Listed Companies 2024 (CGR) marks the 6<sup>th</sup> year of evaluation, organized by the Thai Institute of Directors Association (IOD), with the support of the Stock Exchange of Thailand (SET). This reflects the Company's strong commitment to good corporate governance under corporate governance principles, vision, and sustainable management, while considering the roles of stakeholders and ensuring fair treatment of shareholders.

#### Goals

- Maintain Corporate Governance Rating (CGR) at an excellent level.
- Executives' adherence to the Business Code of Conduct 100%.

#### Performance Results



The Company has been assessed in the Corporate Governance Report of Thai Listed Companies 2024: CGR, achieving a 5-star rating or the "Excellent" (Excellent CG Scoring) standard. This recognition has been maintained since the first year of its listing on the Stock Exchange of Thailand, continuing for 6 consecutive years. Additionally, the Company has been ranked in the Top Quartile among all listed companies, the service sector, the Market Cap. > Baht 10,000 million group, and the market/index category.

### 3.3.2 Anti-Corruption

The Company has established a clear and documented Anti-Corruption Policy to ensure that business operations are conducted with transparency, ethics, and adherence to good corporate governance principles. The Company is committed to complying with all relevant laws and regulations related to anti-corruption and bribery prevention, including the giving or receiving of bribes involving government officials or the private sector. To reinforce this commitment, the Company has structured its organizational framework with clearly defined roles, responsibilities, workflows, and reporting lines within each department. This structure ensures checks and balances, enhances accountability, and facilitates rigorous internal oversight to prevent corruption effectively.



Additionally, the Company actively communicates and conducts training programs to raise awareness on this matter. The training is structured into 2 formats: Induction training for new employees during their orientation day. Annual training for employees and executives as a refresher to reinforce knowledge and understanding. The training is conducted using a Hybrid learning classroom model, combining both in-person sessions and online learning. Employees also have access to E-learning resources for continuous education. Furthermore, the Company has developed and implemented a Supplier Code of Conduct and Guideline, serving as a framework for responsible business practices within the supply chain.

In every Audit Committee meeting, the Company includes an agenda item requiring the management team to report on the summary of reported violations of the Code of Conduct and corruption incidents, as well as the Company's response and handling process. Following this, the report is subsequently submitted to the Board of Directors for further review.

## Goals

- The Company has been continuously certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC).
- At least 2 suppliers will declare their commitment to joining the Thai Private Sector Collective Action Against Corruption by the year 2025.
- 100% of executives and employees acknowledge the anti-corruption policy.

## Performance Results



The Company has been certified as a member of the Thai Private Sector Collective Action Against Corruption or ThaiCAC (CAC), under the Thai Institute of Directors Association, on an ongoing basis.

## 3.3.3 Supply Chain Management

The Company is committed to conducting business with responsibility, integrity, transparency, and fairness, based on good corporate governance and ethical business practices. The Company has established five strategic approaches for supply chain management:

1. Demonstrating commitment to sustainable supply chain governance and communicating with key suppliers to sign the Code of Conduct and join CAC.
2. Developing the business supply chain by identifying customer groups and conducting an annual supplier evaluation.
3. Collaborating with suppliers to ensure the quality assurance of pharmaceuticals and medical supplies throughout the supply chain.
4. Complying with sustainability guidelines by assessing potential risks among suppliers in accordance with ESG.
5. Ensuring transparency and accountability by openly disclosing information to all relevant stakeholders.

### Procurement Policy



The Company conducts procurement in accordance with its Procurement Policy and communicates this to all suppliers. Emphasis is placed on continuous development throughout the supply chain to support and strengthen collaboration with suppliers.

The Company has established a Supplier Code of Conduct to serve as a guideline for fostering sustainable business practices between the Company and its suppliers. This ensures transparency, respect for human rights, fair labor practices in compliance with legal and ethical standards, adherence to occupational health, safety, and environmental regulations, and strict performance monitoring, as follows:



Suppliers must deliver high-quality goods and services, at fair and reasonable prices, ensuring accuracy, completeness, and timeliness. They must continuously improve their products and services using modern technology.



Suppliers should conduct business with consideration for the impact on the community and society, actively contributing to improving quality of life and well-being. They must also monitor and mitigate any business activities that could negatively affect communities.



Suppliers must comply with the law, respect intellectual property rights, and implement measures to protect the Company's confidential information. They must not use critical business information without the Company's explicit written consent, including any confidential information related to the Company or its stakeholders.



Suppliers must comply with environmental laws, including pollution control and waste management, while developing sustainable business processes. This includes implementing measures to reduce greenhouse gas emissions, such as improving production processes.



Suppliers must comply with the law, respect intellectual property rights, and implement measures to protect the Company's confidential information. They must not use critical business information without the Company's explicit written consent, including any confidential information related to the Company or its stakeholders.



Suppliers should use resources efficiently to minimize waste, prioritize environmentally friendly products or production methods, and ensure their operations do not negatively impact the environment. They should also encourage employees to use environmental resources responsibly and efficiently.



Suppliers must comply with labor laws and treat all employees equally, without discrimination. They must not engage in illegal labor practices or forced labor, including human trafficking and child labor. Comprehensive human rights risk assessments must be conducted to cover all employees working for suppliers (Human Rights Due Diligence: HRDD).



Suppliers have the right to inquire, report, or file complaints regarding any violations of Praram 9 Hospital's business ethics. Complaints can be submitted via email at [CEOoffice@praram9.com](mailto:CEOoffice@praram9.com) or by directly calling senior executives at 08 7111 5994.





## Supplier Selection and Evaluation

### 1. New Supplier Selection

The procurement officer is responsible for sourcing new suppliers who are expected to meet the Company's requirements for delivering goods or services. These suppliers must be verifiable in various aspects, including product/service quality, the Company's receipt standards, legal compliance, personnel, financial status, product delivery, after-sales service, environmental considerations, and more. Additionally, they must undergo evaluation based on the criteria outlined in the vendor selection form// subcontractor selection form(QF-PUR-03/Rev.15).

### 2. New Supplier Registration

Suppliers must submit the required documents for new vendor registration, including a copy of the Company's certificate of incorporation, a copy of the P.P.20 form, a list of reference customers, certificates of compliance with various standards, a company location map, a copy of the bank account details, and other necessary documents. Once the new vendor meets the minimum evaluation criteria and receives approval from the authorized personnel, they will be recorded in the Approved Supplier List.

### 3. Sign and acknowledge.

All new suppliers must conduct a self-assessment in the vendor selection / subcontractor selection form and acknowledge their commitment to the anti-corruption initiative (Change Agent), as well as adopt environmentally friendly procurement and sourcing practices.

### 4. Performance evaluation.

The Company will conduct an annual evaluation of its key suppliers and perform random on-site assessments at their facilities based on the Company's established criteria. Additionally, suppliers are required to conduct a self-declaration annually, covering environmental, social, and governance (ESG) aspects in the vendor assessment form.

## Identification of Critical Supplier

The Company has established criteria for identifying critical suppliers to analyze and develop appropriate strategies, as well as to assess risks to enhance procurement efficiency.

### 1. Key suppliers that directly engage with the Company (Critical Tier 1) are identified based on essential product and service categories.

- General products and services: Selected based on the highest transaction volume each year, limited to 15 suppliers. Onsite assessment at operational locations (Onsite) by randomly selecting critical suppliers or those with procurement-related issues.
- Pharmaceuticals and medical supplies: Selected based on the highest transaction volume each year, limited to 15 suppliers. Onsite assessment at operational locations by randomly selecting key suppliers or those with procurement-related issues.

### 2. Key suppliers that do not directly engage with the Company (Critical Non-Tier 1) are selected from those supplying goods and services to critical suppliers.

## Supplier Management

The Company prioritizes supplier development and management to ensure alignment in compliance with regulations and sustainable business operations. Key and general suppliers are assessed at least once per year according to the supplier development and performance enhancement plan, aiming to reduce risks and create sustainable competitive advantages, as follows:

### 1. Key suppliers must be evaluated at least once per year.

#### Criteria for Identifying Critical Suppliers

- 1.1 Suppliers providing pharmaceuticals, medical materials, or continuous product and service supply to the Company.
- 1.2 Suppliers involved in high-value or high-volume procurement.
- 1.3 Suppliers that are limited in number and provide goods or services that are difficult to replace.



## Key Supplier Screening Results for the Year 2024

| Supplier Screening                                                                                        | Unit         | General Procurement | Pharmaceuticals and Medical Supplies Procurement |
|-----------------------------------------------------------------------------------------------------------|--------------|---------------------|--------------------------------------------------|
| Total Number of Suppliers                                                                                 | Suppliers    | 354                 | 527                                              |
| Number of Critical Suppliers Directly Doing Business with the Company (Critical Tier 1)                   | Suppliers    | 15                  | 15                                               |
| Total Procurement Value of Goods and Services                                                             | Million Baht | 477.2               | 673.3                                            |
| Total Procurement Value of Goods and Services Critical Suppliers Directly Doing Business with the Company | Million Baht | 255.0               | 274.8                                            |
| Proportion of Procurement Value from Critical Suppliers Directly Doing Business with the Company          | %            | 53.43               | 40.83                                            |
| Number of Suppliers Indirectly Doing Business with the Company                                            | Suppliers    | 45                  | 45                                               |
| Number of Critical Suppliers Indirectly Doing Business with the Company (Critical Non-Tier 1)             | Suppliers    | 15                  | 15                                               |

### 2. Supplier Risk Assessment Criteria

#### Supplier Evaluation Criteria

- 2.1 Service (Speed/Timeliness/Customer Satisfaction/Ease of Contact)
- 2.2 Product / Service Delivery
- 2.3 Product / Service Quality (Supporting Documentation / Pricing)
- 2.4 After-Sales Service
- 2.5 Compliance with the Supplier Code of Conduct
- 2.6 Consideration of Environmental Standards
- 2.7 Consideration of Social and Community Standards
- 2.8 Equal Labor Treatment and Prohibition of Child Labor

### 3. Hospital Supplier Evaluation Results in 2024

Annual Supplier Assessment Results, Evaluating Supplier Operations within the Supply Chain for the Year 2024, with Most Suppliers Achieving an A Rating Across Both the Pharmaceutical and Medical Supplies Category and the General Goods Category.



Evaluation Results  
Available in QR Code

4. Suppliers Have Acknowledged and Signed Acceptance of the Business Supplier Code of Conduct, Particularly Regarding Anti-Corruption Policies for the Years 2022 - 2023





| Number of Suppliers                                                                          | Unit      | General Procurement | Pharmaceuticals and Medical Supplies Procurement |
|----------------------------------------------------------------------------------------------|-----------|---------------------|--------------------------------------------------|
| Number of Suppliers Covered and Communicated Regarding the Business Supplier Code of Conduct | Suppliers | 400                 | 10                                               |
| Number of Suppliers Who Signed Acceptance of the Business Supplier Code of Conduct           | Suppliers | 18                  | 10                                               |
| Proportion of Suppliers Who Signed Acceptance of the Business Supplier Code of Conduct       | %         | 4.5                 | 100                                              |

Year 2024 Implementation to prioritize responses for key suppliers and all new suppliers (Effective from November 1, 2024)

| Number of Suppliers                                                                                                                                           | Unit      | General Procurement and Pharmaceuticals & Medical Supplies Procurement |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------------------------------------------------------------|
| Number of Critical Suppliers Communicated Regarding the Business Supplier Code of Conduct                                                                     | Suppliers | 30                                                                     |
| Number of Critical Suppliers Who Signed Acceptance of the Business Supplier Code of Conduct                                                                   | Suppliers | 30                                                                     |
| Proportion of Critical Suppliers Who Signed Acceptance of the Business Supplier Code of Conduct                                                               | %         | 100                                                                    |
| New Suppliers in 2024 Registered According to the Specified Criteria and Meeting the Selection Standards for Sustainability, Quality, Environment, and Safety | Suppliers | 113                                                                    |
| Number of New Suppliers Who Signed Acceptance of the Business Supplier Code of Conduct                                                                        | ร้อยละ    | 18                                                                     |
| Proportion of New Suppliers Who Signed Acceptance of the Business Supplier Code of Conduct                                                                    | %         | 15.9                                                                   |

Remarks: Form Update (QF-PUR-03/Rev.15) on November 1, 2024

- At least 2 suppliers will declare their commitment to joining the Thai Private Sector Collective Action Against Corruption by 2025

#### Action Plan

- Communicate with suppliers in 2023-2024
- Foster collaboration by having suppliers acknowledge and commit to joining the Thai Private Sector Collective Action Against Corruption in 2025

### Trade Credit Payment Policy

- The determination of trade credit payment terms (Credit Term) with suppliers is specified during the evaluation and selection process for new vendors / subcontractors. A standard credit payment term of 30-60 days has been established. If a supplier proposes a credit payment term shorter than the standard criteria, additional consideration should be given in cases where the goods are urgently



required or are specifically essential for service provision. Additionally, credit payment terms should be reviewed when purchase volumes increase. There may also be an opportunity for cash discount based on mutual agreements with the accounting department.

2. Payments shall be made in accordance with the accounting department's established guidelines.
  - Payments shall be made in accordance with the specified trade credit payment terms (Credit Term) or as stated in the contract. The cut-off date for delivery notes or invoices is set on the 25<sup>th</sup> of each month.
  - Funds will be transferred on the 1<sup>st</sup> banking business day of each month. Suppliers can verify payment transactions via the E-mail provided to the Hospital.
  - Average Trade Credit Payment Period in 2024 = 30 days

## Supplier Communication, Employee Training, and Supplier Programs

### Security Personnel Training

The Company remains committed to ensuring effective security measures while strictly adhering to human rights principles in handling unsafe incidents. The Company has conducted training on its organizational human rights framework for security personnel, covering 100% of all security staff, totaling 73 personnel (41 personnel in Building A and 32 personnel in Building B). The training comprehensively addresses key topics aligned with the Company's core human rights policy, ensuring strict compliance.

### Environmental Training

The Safety Week training placed special emphasis on environmental issues, aligning with the new JCI standards. The program focused on educating and raising awareness about proper waste management and waste segregation by category to reduce environmental impact and promote a healthy work-

place environment. Additionally, all personnel were invited to participate, with a particular emphasis on the housekeeping team, achieving 100% participation from all 109 housekeeping staff (including 29 in-house employees and 80 contract housekeeping staff). The training ensured a thorough understanding and consistent implementation of waste management guidelines. Upon completion, all participants were able to systematically apply their knowledge to daily operations, strengthening the Company's safety and environmental standards for long-term sustainability.



## Collaborative Projects with Suppliers

### 1. Akkhie Prakarn Public Company Limited

For the collection and transportation of hazardous and chemical waste, the Hospital has collaborated with Akkhie Prakarn Public Company Limited to transition from foam packaging to carton boxes (Reuse), with clear waste type labeling. This initiative aims to reduce foam usage and improve transportation efficiency. The number of boxes has been calculated based on vehicle capacity and total weight, ensuring it does not exceed 500 kilograms per trip. As a result, the frequency of waste collection rounds has been significantly reduced, leading to lower transportation costs per round. Additionally, unused foam previously used for waste containment has been repurposed into planters for growing plants, further reducing waste and promoting efficient resource utilization.





2. ANC International (Thailand) Company Limited  
The bottled drinking water manufacturer under the Hospital's brand has implemented the following improvements:

- 2.1 Installation of Solar Rooftop on the Factory Roof with a Total of 120 Panels, Capacity of 65.40 KW, Contributing to an Average Monthly Reduction in Electricity Costs of Over 30,000 Baht in cost savings and a reduction in carbon dioxide emissions and other greenhouse gases released into the atmosphere. This initiative contributes to mitigating Global Warming and addressing the crisis of Climate Change.

- 2.2 Electric Vehicles have been introduced for product delivery to customers. This initiative reduces diesel consumption, lowers the Company's expenses, and contributes to mitigating global warming.

3. Nature Touch International Company Limited  
Manufacturer of Admission Set for the Hospital's inpatient ward, with the following process improvements:

- 3.1 Replaced aluminum toothpaste tubes with 100% recyclable tubes, adopting sustainable and environmentally friendly packaging.

- 3.2 The toothpaste formula has been adjusted to contain more than 10 herbal extracts and natural essential oils, reducing the use of chemicals.

## Supplier Satisfaction Evaluation on Collaboration with the Procurement Department

Results of the Supplier Satisfaction Assessment on Collaboration with the Company's Procurement Department in 2024 The Company conducted a supplier satisfaction survey for pharmaceuticals,

medical supplies, general goods, and service categories, distributing the assessment to suppliers in these areas. The assessment covered various aspects, including the knowledge and competency of procurement personnel, confidentiality in handling supplier information, fairness and non-discrimination in procurement practices, provision of information on the Supplier Code of Conduct and compliance with the Company's Anti-Corruption Policy, efficient resource utilization, environmental considerations, and openness to feedback and suggestions for continuous improvement. The overall supplier satisfaction score was above 95%, reflecting a high level of satisfaction. For more details, refer to the QR code.



## 3.3.4 Innovation and Collaboration Development

### 1) SMART HOSPITAL

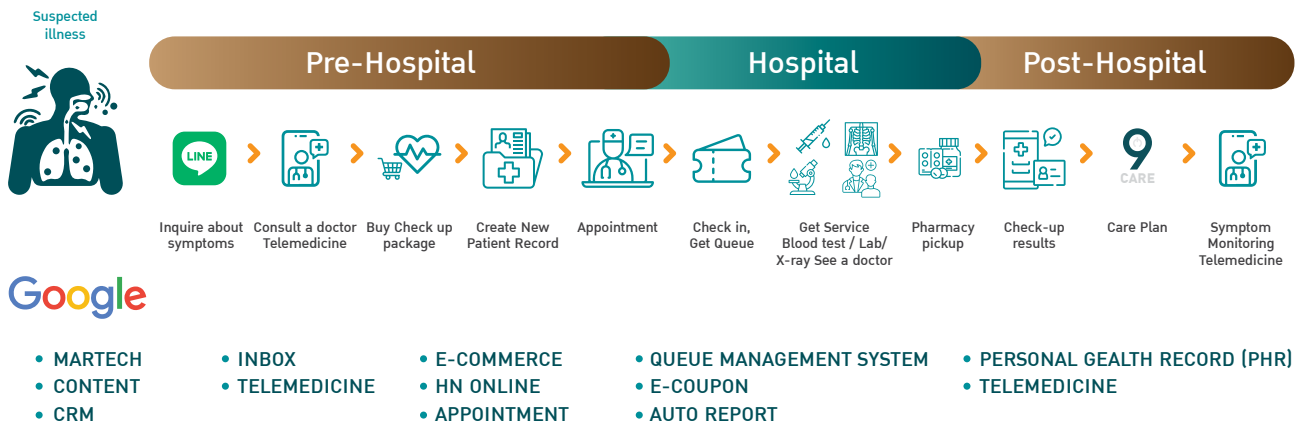
Praram 9 Hospital has developed the Smart Hospital project, integrating multiple technologies to enhance service delivery across all dimensions. This initiative aims to meet the needs of patients in the digital era by providing convenience, speed, and data security, creating a new healthcare experience. One of the key challenges in implementing the Smart Hospital project is not only the development of the Smart Hospital system itself but also the integration of previously implemented sub-projects to ensure seamless and efficient operation. This requires advancements in data management and technology, which are inherently complex and highly sensitive.



## Objectives

- Enhancing the efficiency of medical services
- Reducing patient waiting times
- Streamlining processes and eliminating redundancy in service systems
- Increasing patient satisfaction
- Reducing staff workload and minimizing errors in document-based processes
- Promoting a secure and standardized health information management system
- Developing a system that accommodates a wide range of users across all age groups

## Smart Patient Journey



## Main Concepts of Smart Hospital

The Smart Hospital project has been developed based on three core concepts:

1. **Decentralize:** Expanding healthcare services to cover both pre-hospital and post-hospital care
2. **Personalize:** Focusing on personalized data storage and communication to deliver services tailored to the needs of patients
3. **Seamless:** Creating a seamless service experience by integrating service data between online platforms and in-hospital services

# SMART HOSPITAL

แพลตฟอร์มยกระดับการให้บริการสุขภาพ ตอบโจทย์ ผู้รับบริการยุคดิจิทัล พัฒนาด้วย 3 คอนเซ็ปต์

- DECENTRALIZE
- PERSONALIZE
- SEAMLESS

ใช้งานผ่าน Line แอปฯที่คนไทยใช้งานมากอันดับ 1 ไม่ต้อง Download แอปฯ เพิ่ม

Praram 9 Hospital 32<sup>nd</sup> Anniversary

## Development Plan for System and Key Functions

### 1. Digital System and AI Development

- 1.1 New Hospital Information System (HIS) that integrates all processes
- 1.2 Implementation of AI Screening
- 1.3 AI Assistant to provide patient guidance and support healthcare professionals

### 2. Services via LINE Super App

The Smart Hospital service has been developed for accessibility through the LINE application, the most widely used platform in Thailand. This integration eliminates the need for users to download additional applications, allowing them to conveniently access services via the Hospital's LINE Official account.

### 3. Key Functions of Smart Hospital

- 3.1 Create New Patient Record: New patients can register online and receive an automatic queue number when seeking

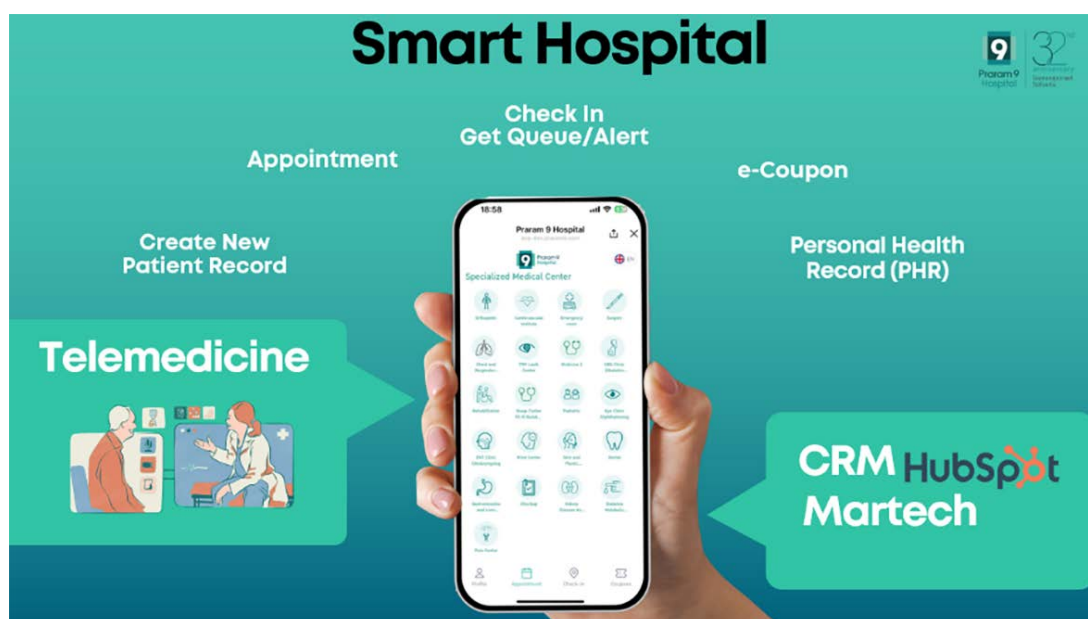
services, reducing waiting time and redundant procedures.

- 3.2 **Appointment Management:** Patients can schedule, reschedule, or cancel appointments on their own through the Smart Hospital system, while also checking physician information and consultation schedules.

- 3.3 **Check In & Get Queue/Alert:** Mobile Check-in and Real-time Service Route Notifications, including service point locations and queue status updates.

- 3.4 **Coupon and Benefit Management:** Check health coupon eligibility and redeem accumulated points for discounts or complimentary gifts.

- 3.5 **Access to Personal Health Record (PHR):** View lab results, X-ray reports, medication history, and vaccination records.

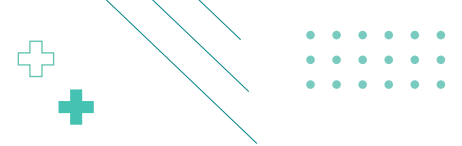


### Benefits for Patients

- Reduced waiting times and fewer required hospital visits.
- Ability to manage appointments independently.
- Real-time notifications throughout the service process.
- Access to personal health records anytime, anywhere.

### Benefits for Healthcare Professionals

- Reducing paperwork and minimizing errors in data entry
- Enhancing patient care efficiency
- Decreasing congestion in service areas, such as registration points and examination rooms
- Providing more time for health consultations with patients



### Positive Impacts

- Enhancing staff efficiency and reducing operational costs
- Increasing revenue from online services such as Telemedicine and health checkup packages
- Strengthening the Hospital's reputation as a leading digital healthcare provider
- Attracting new patients through referrals and system convenience

### Opportunities

- Expanding Smart Checkup and Telemedicine services to corporate clients
- Developing AI and Machine Learning to enhance diagnostic accuracy
- Building an integrated health information system with partner hospitals

### Risks

- Challenges in transitioning to a digital system, which may cause delays in implementation
- Data security risks (Cybersecurity) requiring stringent management
- Difficulties in adapting for both medical staff and elderly patients to the new system

### Goals

- Patient Satisfaction
- Increase in new patients (New HN)
- Enhanced operational efficiency and cost reduction
- Increased revenue from online services

### Project Implementation Timeline

- 2022: CEO announces the goal of Smart Hospital
- 2023: Digital Transformation and the launch of Lean & Smart Check-Up
- 2024: Development of IT Infrastructure and deployment of AI-Driven Hospital
- 2025: Fully Operational Smart Hospital

The Smart Hospital project integrates technology and innovation to enhance medical services, improving convenience, safety, and efficiency. This initiative not only benefits patients but also optimizes work processes for medical personnel and strengthens the Hospital's competitive advantage in the digital era.

## 2) Development Project of 9 CARE Platform and 9 CARE Shop

Currently, medical services are transitioning into the era of Digital Hospital and Decentralized Health Care, focusing on comprehensive healthcare through digital technology. To align with this trend, Praram 9 Hospital has developed 9 CARE Platform and 9 CARE Shop to enhance medical service efficiency through digital technology. This includes 9 CARE Application and 9 CARE Shop, enabling patients to easily access medical services while ensuring closer, safer, and more convenient patient care.

### Objectives of the Development Project

1. Developing the 9 CARE Platform into a modern Telemedicine system, integrating health data through IoT devices and supporting comprehensive medical services via digital technology.
2. Enhancing Access to Medical Services by improving service delivery, allowing patients to consult with physicians anytime, anywhere, without the need to visit the Hospital.
3. Promoting the Use of Health Technology through Smart Health Devices and Medical IoT, ensuring effective home healthcare management.
4. Developing the 9 CARE Shop as a central hub and medical equipment distribution channel, seamlessly connected to the 9 CARE Platform, facilitating patient convenience and addressing the growing demand for home healthcare solutions.

## 2.1 9 CARE Application is a Telemedicine Platform

that enables patients to consult with physicians via real-time video calls, allowing healthcare professionals to diagnose and provide medical advice without requiring in-person visits, thereby reducing time and location constraints. Additionally, the system supports Personalized Healthcare Management (Personal Care Plan), where physicians collaboratively design customized healthcare plans tailored to individual needs. The system also enables real-time health data sharing with the patient's family, ensuring seamless and effective caregiving. A team of professional nurses continuously monitors patient conditions through Medical IoT, which tracks key health indicators for efficient and proactive healthcare management, such as

- Blood Pressure Monitor
- Blood Glucose Monitor
- Body Temperature Monitor
- Weighing Scale
- Smart Watch for real-time health tracking

### Development Plan for 9 CARE Platform

- **Expanding Telemedicine 24-Hour Services**
  - Enabling patients to consult physicians via video calls anytime, anywhere.
  - Supporting both domestic and international patients without Time Zone issues.
  - Expanding the team of specialized physicians to be available 24/7.
- **Personal Care Plan & Medical IoT**
  - Developing personalized health plans in collaboration with physicians and nurses.
  - Integrating medical devices such as blood pressure monitors, blood glucose monitors, and Smart Watch for continuous health monitoring.

- **Enhancing Online Medical Certificates (e-Medical Certificate)**

- Developing a standardized electronic medical certificate system.
- Ensuring compatibility with Telemedicine services and in-hospital treatments.

- **Health Insurance Eligibility Check Feature**

- Adding a function in the 9 CARE app, allowing users to verify their health insurance coverage.

**2.2 9 CARE Shop** has been developed as a medical equipment distribution channel that seamlessly integrates with 9 CARE Platform to support home healthcare. It focuses on real-time health monitoring devices, enhancing the efficiency of patient care and health management.

### Development Plan for 9 CARE Shop

- **Expanding Product Offerings: Medical Devices & Smart Health Devices**

- Expanding the range of medical devices, such as blood pressure monitors and thermometers, with the capability to integrate health data with the 9 CARE application.
- Adding new devices based on physician recommendations, such as nebulizers.

- **Launch Promotional Campaigns to Encourage the Use of Smart Watches**

- Introducing new features such as electrocardiogram (ECG) monitoring (ECG).
- Launching special promotions in collaboration with hospitals.



- **Developing Service Access via Line OA: Praram9V**

- Providing Guidance and After-Sales Service for Medical Devices
- 24/7 support for inquiries regarding health data and medical device usage.

**Positive Impacts: Business Opportunities**

1. Expanding Customer Base - Patients can access medical services more conveniently from anywhere, helping to grow the customer base, especially among those unable to visit the Hospital physically.
2. Generating Revenue from New Services
  - Telemedicine - Creating a revenue stream through online consultations.
  - Medical IoT & Smart Devices - Increasing business opportunities by selling health-related devices via 9 CARE Shop.
  - Personal Care Plan - Offering an additional service that strengthens customer engagement and ensures long-term revenue growth.
3. Enhancing Efficiency and Reducing Operational Costs
4. Enhancing Corporate Image in Innovation and Digital Healthcare and respond to the trends of Smart Hospital and Personalized Healthcare

**Negative Impacts : Potential Risks**

1. Data Privacy & Security Risk
2. Technology & System Maintenance Risk
3. Adoption & Usability Risk
4. Market Competition Risk (Market Competition Risk) The Digital Health market is highly competitive. Other Telemedicine platforms may have advantages in terms of pricing or a broader network of medical professionals.
5. Regulatory & Compliance Risk

**Goals**

- Increasing the adoption rate of Telemedicine services within the Hospital.
- Expanding the user base of 9 CARE Application.
- Boosting sales of 9 CARE Shop and encouraging the use of Smart Health Devices in conjunction with the platform.
- Developing an efficient e-Medical Certificate system and Health Insurance Eligibility Verification System .
- Creating Line OA: Praram9V is a post-sales customer service channel providing issue reporting and consultation support 24 hours a day.

The 9 CARE Platform and 9 CARE Shop projects represent a significant step for Praram 9 Hospital in advancing Digital Health, enabling patients to access medical services anytime, anywhere. These initiatives also promote the adoption of medical technology to enhance the quality of life for patients.





## 3.4 Environmental Dimension (GRI 3-3, 305-1, 305-2, 305-3, 305-4, 305-5, 302-1, 302-3, 302-4, 303-1, 303-2, 303-3, 303-4, 303-5, 306-1, 306-2, 306-3, 306-4, 306-5)

### 3.4.1 Environmental Policy, Practices, and Goals

Praram 9 Hospital Public Company Limited places great importance on the efficient use of resources and minimizing environmental impact throughout the supply chain. The growth of the Hospital business may directly and indirectly affect the environment, including air and water pollution, general and hazardous waste generation, as well as energy and water resource consumption.

The Company recognizes that managing environmental issues presents both risks and opportunities for gaining a competitive advantage. Therefore, the Company emphasizes fostering a sense of environmental responsibility to raise awareness of the importance of sustainable development and promote a sustainability culture within the organization. This initiative is carried out alongside other related environmental activities. (For details on environmental performance, please refer to section 3.3.2.)

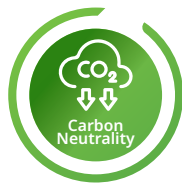
The Company is committed to aligning its operations with both short-term and long-term strategic sustainability goals to maintain a balance between business operations and the sustainable reduction of environmental impact. This approach is also in line with the Sustainable Development Goals (SDGs), specifically goals 3, 6, 8, 9, 12, 13, and 16, which focus on enhancing health standards, environmental conservation, and sustainable social development.



### Environmental Sustainability Management Goals

#### Long-Term Goals

- Achieve Net-Zero greenhouse gas emissions by the year 2065
- Achieve Carbon Neutrality by the year 2050
- Reduce net greenhouse gas emissions SCOPE 1, 2 and 3 by more than 5% by the year 2028, compared to the base year 2022





### 3.4.2 Environmental Performance

The Company is committed to sustainable environmental management, ensuring a balance between business growth and the conservation of natural resources and the environment. Its operations are guided by four key principles:

1. **Climate Change Management** - Focused on reducing greenhouse gas emissions and adapting to the impacts of climate change.
2. **Energy Efficiency** - Promoting efficient energy use and supporting the adoption of clean energy.
3. **Water Management and Conservation** - Ensuring optimal water use while implementing measures to reduce consumption and improve wastewater treatment efficiency.
4. **Waste Management** - Emphasizing waste reduction, waste segregation, and proper disposal in compliance with environmental standards. For further details on the Company's measures and performance, please refer to sections 3.4.2.1, 3.4.2.2, 3.4.2.3, and 3.4.2.4.

Further details on the Company's measures and performance reduction initiatives can be found under the section: 3.4.2.1, 3.4.2.2, 3.4.2.3, and 3.4.2.4.



Under these four operational principles, the Company places great emphasis on efficient resource management by adopting the reduce, reuse, and recycle (3Rs) approach throughout the value chain. Additionally, the circular economy concept has been integrated into operations to enhance resource efficiency, minimize waste, and reduce environmental impact.

Furthermore, the Company prioritizes continuous communication and collaboration with both internal and external stakeholders at all levels to ensure the effective implementation of these principles across all operational processes.

The key outcomes of these measures can be summarized as follows:

#### 3.4.2.1 Climate Change Management

Currently, climate change has become a critical global issue, impacting all sectors, including businesses, and potentially affecting the Company's operations in both the short and long term. To mitigate and prevent risks associated with climate change, the Company closely monitors environmental situations and trends while formulating strategies and policies for climate change management. These efforts align with the United Nations Sustainable Development Goal (SDG), specifically Goal 13: "Climate Action", as well as the Company's own sustainability objectives.



This approach reflects the Company's commitment to conducting business in an environmentally responsible manner while contributing to society's progress toward sustainable development.

Establishing Policies, Goals, Risk Assessment, and Continuous Monitoring of Climate Change Impacts on Business

Environmental Policy



The Company has assigned the Board of Directors the responsibility for establishing environmental policies, pollution control, waste management, and promoting sustainable resource use. This includes assessing the relationship between climate change and its potential impacts that may result in loss of life, injuries, or other health effects, as well as damage to property, disruption of livelihoods and essential services, and economic and social disruptions. Additionally, it considers potential environmental damages that may arise due to climate change.

**Environmental Risks** Application of the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)

Climate Change Risk

The hospital discloses climate-related risk information in accordance with the framework of the Task Force on Climate-Related Financial Disclosures (TCFD) as follows:



1. Governance

- Climate change risk management executives jointly oversee the greenhouse gas emission reduction process, with the Corporate Risk Management Committee and the Sustainability Committee jointly making decisions on key issues.

- The Audit Committee and the Corporate Governance and Sustainable Development Committee will acknowledge, provide comments, and report on the performance of sustainability management and climate risk management to the Board of Directors for acknowledgment, comments, and oversight to ensure implementation according to the greenhouse gas reduction plan.
- The Board of Directors will oversee and approve sustainability policies, greenhouse gas reduction plans, and issues related to climate change, assigning senior management to implement the policies and monitor the results.

2. Strategy

- Assessment of risks and opportunities related to climate change, including physical risks, transition risks, and market risks, and linking them to financial impacts.
- Establishment of strategies and measures to address climate change in order to mitigate negative impacts and capitalize on new opportunities, such as investments in energy-saving technologies, improvements in resource utilization efficiency, and the development of environmentally friendly products and services.
- Analyze the impact of climate change risks on the organization's strategy as well as the financial implications in the short, medium, and long term.
- Scenario analysis to consider the impact on the business under various situations for strategic decision-making and long-term planning.



### 3. Risk Management

Integration of climate change risk into the Enterprise Risk Management (ERM) system, with the identification, risk assessment, management, and response to risks through mitigation and adaptation initiatives, such as emergency and disaster management plans, and work plans for natural disasters, catastrophes, windstorms, and earthquakes.

#### Assessment of risks and opportunities associated with climate change

| Physical Risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Financial Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Natural Disasters:</b> are classified into two main types:</p> <ol style="list-style-type: none"> <li>1. <b>Acute:</b> These involve immediate physical changes, such as flash floods (flooding), storms, wildfires, and heatwaves.</li> <li>2. <b>Chronic:</b> These involve gradual changes over time, such as rising sea levels and increasing temperatures.</li> </ol> <p>The impacts on the hospital include:</p> <ul style="list-style-type: none"> <li>• <b>Flooding:</b> Impacts on infrastructure, medical equipment, medical supplies, and patient services.</li> <li>• <b>Storms:</b> Impacts on infrastructure, medical equipment, medical supplies, and patient services.</li> <li>• <b>Air pollution, such as PM2.5:</b> Impacts on air quality, affecting the health of patients and personnel.</li> <li>• <b>Drought:</b> Impacts on water volume used in operations and production costs.</li> </ul>                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• <b>Property Damage:</b> Buildings , equipment , inventory</li> <li>• <b>Business Disruptions:</b> Service closures , surgery cancellations</li> <li>• <b>Loss of Revenue:</b> Revenue loss due to business closure, patient loss, appointment cancellations</li> <li>• <b>Repair Costs:</b> Infrastructure, medical equipment, and pharmaceutical repairs, purchase of new equipment</li> <li>• <b>Insurance Costs:</b> Higher insurance premiums <ul style="list-style-type: none"> <li>- Costs related to mitigating health impacts on patients and staff</li> <li>- Expenses for risk prevention measures, such as flood protection systems</li> </ul> </li> </ul> |
| Mitigation and Adaptation Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Mitigation Strategy:</b> Focuses on addressing the root causes of physical risks by reducing greenhouse gas emissions across all 3 Scopes. This will be implemented in alignment with the plan to drive towards net-zero greenhouse gas emissions</p> <p><b>Adaptation Strategy</b> Focuses on reducing the impacts of physical risks, such as:</p> <ul style="list-style-type: none"> <li>• <b>Installation of backup power systems.</b></li> <li>• <b>Investment in durable and sustainable infrastructure:</b> designing and constructing hospital buildings to be resilient to disasters, energy-efficient buildings, and sustainable water systems.</li> <li>• <b>Procurement of insurance:</b> purchasing insurance to protect against risks from physical damage.</li> <li>• <b>Emergency preparedness:</b> developing response plans, emergency operation plans, strategic plans, and operational plans to address risks, such as installing flood prevention systems, developing backup power plans, and providing staff training to ensure readiness, as well as linking with the hospital's Business Continuity Plan (BCP).</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Transition Risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Financial Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"> <li>• <b>Stricter Environmental Policies by the Government:</b> Pollution control laws , climate change-related laws and regulations, such as carbon taxation , carbon pricing, impacting operational costs , energy efficiency standards</li> <li>• <b>Rising Energy Costs:</b> Electricity prices , natural gas prices, oil prices</li> <li>• <b>Changes in Consumer Behavior:</b> Modern consumers, including patients, increasingly demand eco-friendly products and services. The growing preference for sustainable healthcare services impacts the Hospital's image.</li> <li>• <b>Technology:</b> New technologies, AI's related to climate change affect market competition.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>• <b>Increasing Operational Costs and Regulatory Compliance Expenses:</b> Installation of pollution control systems, purchase of clean energy</li> <li>• <b>Higher Operating Expenses:</b> Rising energy prices, increasing fuel costs</li> <li>• <b>Loss of Revenue:</b> Patients who choose hospitals with better environmental policies and lower environmental pollution</li> <li>• <b>Limited access to funding:</b> Higher interest rates, Stricter loan conditions , Funding for environmental projects</li> </ul>                                                                                                                                               |

## Mitigation and Adaptation Strategy

- **Monitoring changes in government policies:** Monitor new laws and regulations related to climate change and assess their impact
- **Develop carbon reduction strategies:** Reduce greenhouse gas emissions, Enhance energy efficiency
- **Develop environmentally friendly products and services:** Reduce energy consumption, water usage, and waste generation
- **Invest in new technologies and green technologies:** Adopt new technologies, such as energy-efficient technology, renewable energy technology to reduce costs, enhance efficiency, and improve services
- **Engage with stakeholders:** Government, Environmental organizations, Communities
- **Disclose information on climate change risks:** Report TCFD

| Market Risk                                                                                                                                                                                                                                                                                                      | Financial Impact                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• <b>Fluctuations in foreign exchange rates and interest rates:</b> Impact on fundraising costs</li> <li>• <b>Exchange rate volatility:</b> Affects the cost of importing medical supplies and equipment</li> <li>• <b>Credit risk:</b> Risk of debtor default</li> </ul> | <ul style="list-style-type: none"> <li>• Declining profits</li> <li>• Loss of investment</li> <li>• Increased fundraising costs</li> </ul>                                                                                             |
| Mitigation and Adaptation Strategy                                                                                                                                                                                                                                                                               | Opportunity                                                                                                                                                                                                                            |
| <ul style="list-style-type: none"> <li>• <b>Manage interest rate risk :</b> Utilize hedging instruments such as Forward and Swap</li> <li>• <b>Manage exchange rate risk :</b> Utilize hedging instruments such as Forward and Option</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>• <b>Develop new healthcare services related to climate change:</b> Heat-related illnesses, Diseases related to extreme weather conditions, such as allergies , Respiratory diseases</li> </ul> |

## 4. Metrics & Targets:

- Recording of greenhouse gas emissions data for Scope 1, 2, and 3.
- Establishment of greenhouse gas emission reduction targets for short-term, medium-term, and long-term.

13 CLIMATE ACTION



## Climate change management , Golds Reduction Net Greenhouse Gas Emissions

### Short-term goals

- Reduce net greenhouse gas emissions Scope 1, 2 and 3 by more than 0.5% compared to the previous year
- Reduce greenhouse gas emissions Scope 1 and 2 by more than 0.5% compared to the previous year
- Reduce greenhouse gas emissions per adjusted patient day by more than 0.5% compared to the previous year
- Reduce greenhouse gas emissions per total revenue by more than 0.5% compared to the previous year

### Medium-term goals

- Reduce net greenhouse gas emissions Scope 1, 2 and 3 by more than 5% by 2028 compared to the base year 2022
- Reduce greenhouse gas emissions Scope 1 and 2 by more than 5% by 2028 compared to the base year 2022
- Reduce greenhouse gas emissions per adjusted patient day by more than 1% by 2028 compared to the base year 2022
- Reduce greenhouse gas emissions per total revenue by more than 1% by 2028 compared to the base year 2022

- **Long-term goal:** Join Science based target (SBT) to drive towards Net-Zero Hospital.

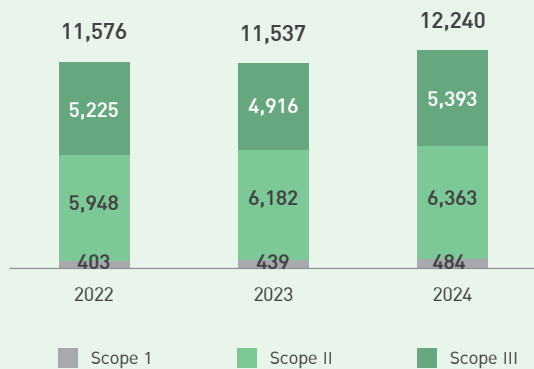




## Performance in responding to Reduction Net Greenhouse Gas Emissions

### Net Greenhouse Gas Emissions for the Years 2022-2024

Unit : tCO<sub>2</sub>-eq



### Short-Term Organisation's Greenhouse Gas Emission Reduction Results

Compared to the base year (Year 2024 compared to the base year 2022 YoY)

- SCOPE I and II ▲ +3.4%
- SCOPE III ▲ +9.7%
- Total ▲ +6.1%

### Medium-Term Organisation's Greenhouse Gas Emission Reduction Results

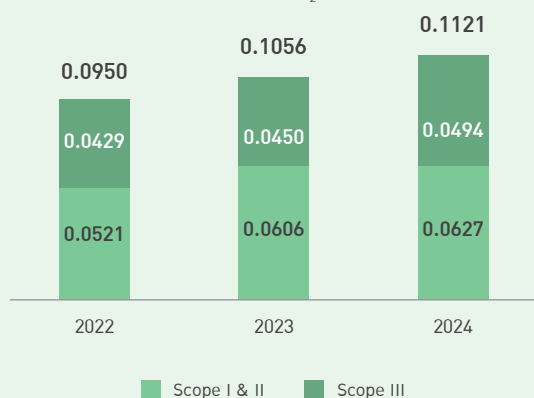
Compared to the base year (Year 2024 compared to the base year 2022)

- SCOPE I and II ▲ +7.8%
- SCOPE III ▲ +3.2%
- Total ▲ +5.7%

Remarks: Data for the years 2022-2024 certified by the Thailand Greenhouse Gas Management Public Organization (Public Organization)

### Greenhouse Gas Emission Rate per Adjusted Patient Day

Unit : tCO<sub>2</sub>-eq/Adjusted Patient Days



### Short-Term Organisation's Greenhouse Gas Emission Reduction Results

Compared to the base year (Year 2024 compared to the base year 2022 YoY)

- SCOPE I and II ▲ +3.4%
- SCOPE III ▲ +9.7%
- Total ▲ +6.1%

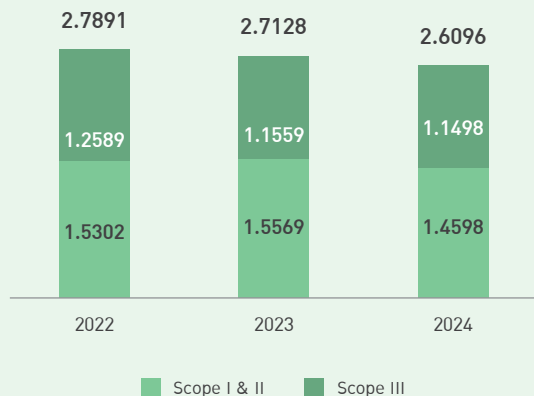
### Medium-Term Organisation's Greenhouse Gas Emission Reduction Results

Compared to the base year (Year 2024 compared to the base year 2022)

- SCOPE I and II ▲ +20.3%
- SCOPE III ▲ +15.1%
- Total ▲ +17.9%

### Greenhouse gas emission rate per total revenue

Unit : tCO<sub>2</sub>-eq/Total Revenue (Million Baht)



### Medium-Term Organisation's Greenhouse Gas Emission Reduction Results

Compared to the base year (Year 2024 compared to the base year 2022 YoY)

- SCOPE I and II ▼ -6.2%
- SCOPE III ▼ -0.5%
- Total ▼ -3.8%

### Medium-Term Organisation's Greenhouse Gas Emission Reduction Results

Compared to the base year (Year 2024 compared to the base year 2022)

- SCOPE I and II ▼ -4.6%
- SCOPE III ▼ -8.7%
- Total ▼ -6.4%



In measuring greenhouse gas emissions, the Company has designated 2022 as the base year for calculating and disclosing greenhouse gas emissions. This assessment covers four operational buildings, including Building A, Building B, and Building O. The Company has calculated emissions using three approaches: Net greenhouse gas emissions based on the Absolute Emission method. Greenhouse gas emissions per adjusted patient days using the Economic Intensity Approach. Greenhouse gas emissions per total revenue, which has been newly introduced this year as an additional metric to enhance alignment with international greenhouse gas disclosure standards, such as the Global Report Initiative (GRI). The Company's greenhouse gas emission calculations have been certified by the Thailand Greenhouse Gas Management Organization (Public Organization) for the second consecutive year. Short-term and long-term operational targets have been established through climate change strategies that align with international standards and financial disclosure frameworks, such as the Task Force on Climate-Related Financial Disclosures (TCFD). These assessments of risks and opportunities are integrated into governance, strategic planning, and climate action plans to ensure timely adaptation to evolving conditions and to support the Company's long-term sustainability.

In the performance results for the year 2024 compared to the base year 2022, the Company's net greenhouse gas emissions increased by 5.7%, and greenhouse gas emissions per adjusted patient day increased by 17.9%. Meanwhile, greenhouse gas emissions per total revenue decreased by 6.4%. When categorizing greenhouse gas emissions for the year 2024, Scope I emissions amounted to 484 ton CO<sub>2</sub> eq, Scope II emissions amounted to 6,363 ton CO<sub>2</sub> eq, and Scope III emissions amounted to 5,393 ton CO<sub>2</sub> eq.

#### SCOPE III by category

| Category |                                            | GHG (tCO <sub>2</sub> eq) |                       |                       |
|----------|--------------------------------------------|---------------------------|-----------------------|-----------------------|
|          |                                            | 2022                      | 2023                  | 2024                  |
| 1.       | Purchased goods and services               | 1,035.42                  | 1,030.91              | 1,036.05              |
| 2.       | Capital goods                              | No significant impact     | No significant impact | No significant impact |
| 3.       | Fuel- and energy-related activities        | 1,197.33                  | 1,243.89              | 1,284.00              |
| 4.       | Upstream transportation and distribution   | No significant impact     | No significant impact | No significant impact |
| 5.       | Waste generated in operations              | 717.43                    | 272.79                | 643.58                |
| 6.       | Business travel                            | No significant impact     | No significant impact | No significant impact |
| 7.       | Employee commuting                         | No significant impact     | No significant impact | No significant impact |
| 8.       | Upstream leased assets                     | No significant impact     | No significant impact | No significant impact |
| 9.       | Downstream transportation and distribution | 2,261.94                  | 2,325.94              | 2,417.73              |
| 10.      | Processing of sold products                | No significant impact     | No significant impact | No significant impact |
| 11.      | Use of sold products                       | No significant impact     | No significant impact | No significant impact |
| 12.      | End-of-life treatment of sold products     | 12.13                     | 42.23                 | 10.87                 |
| 13.      | Downstream leased assets                   | No significant impact     | No significant impact | No significant impact |
| 14.      | Franchises                                 | No significant impact     | No significant impact | No significant impact |
| 15.      | Investments                                | No significant impact     | No significant impact | No significant impact |



| Gas Consumption                   | 2022 | 2023 | 2024 |
|-----------------------------------|------|------|------|
| Nitrous Oxides (NOx) (หน่วย : kg) | 250  | 300  | 275  |
| Sulfur Oxide (SOx)                | 0    | 0    | 0    |
| Volatile Organic Compounds (VOCs) | 0    | 0    | 0    |

Additionally, the Company has conducted assessments in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (TGO.) and has verified this data through LRQA (THAILAND) LIMITED.

### Approach to Greenhouse Gas Emission Development and Management

The outcomes of the 28<sup>th</sup> session of the Conference of the Parties under the United Nations Framework Convention on Climate Change (UNFCCC), or COP28, have increased pressure and accelerated efforts to encourage the business sector to expedite transitions toward achieving greenhouse gas reduction targets under the Paris Agreement, which aims to limit the global temperature increase this century to below 2 degrees Celsius compared to pre-industrial levels and to strive to keep the increase within 1.5 degrees Celsius.

The Company has established the following management approaches to reduce greenhouse gas emissions:

1. Enhance energy efficiency in buildings, including the consideration of renewable and clean energy utilization, to reduce greenhouse gas emissions in Scope II
2. Implementing a circular economy system to integrate greenhouse gas reduction efforts throughout the business value chain.
3. Developing environmentally friendly products and service processes to minimize greenhouse gas emissions.
4. Foster stakeholder engagement in reducing greenhouse gas emissions through the 3Rs strategy to minimize emissions in Scope III

### Carbon Credit Purchase

The Company is currently studying and exploring the voluntary carbon credit pricing landscape in Thailand through the Thailand Greenhouse Gas Management Organization (TGO) to assess opportunities and the cost-effectiveness of environmental initiatives and greenhouse gas reduction efforts. This study is also part of the Company's risk management plan and sustainability policy. The insights gained from this research will be used to inform strategic decisions regarding carbon credit management, including procurement, trading, or the development of initiatives aimed at minimizing long-term environmental impacts.

### Supporting the Net Zero Goal

Praram 9 Hospital Public Company Limited and Siam Commercial Bank have announced a significant 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 prioritize environmental, social, and governance (ESG) considerations.





This partnership aligns with Praram 9 Hospital’s sustainable business policy framework, which emphasizes social and environmental responsibility alongside the continuous enhancement of high-quality medical services. The Hospital is committed to creating value for all stakeholders while playing a crucial role in driving positive change for society and the environment in the future.

3.4.2.2 Energy Conservation

Energy Management

The use of fossil fuels for electricity generation has significantly contributed to environmental pollution, particularly air pollution. As hospitals face increasing

energy demands driven by economic growth, these factors may lead to energy shortages and adversely affect the quality of life in society.

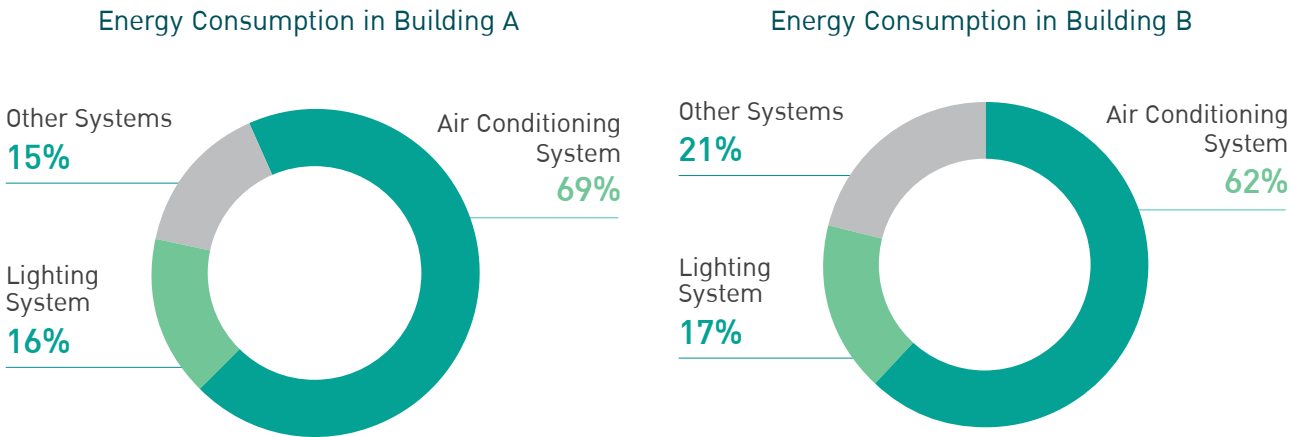
To address these challenges, the Company focuses on renewable energy management and the development of clean technologies throughout its business value chain. These initiatives are key to reducing greenhouse gas emissions and promoting energy efficiency. Furthermore, this approach aligns with the United Nations Sustainable Development Goal (SDG), specifically Goal 7: “Affordable and Clean Energy.”

These efforts reflect the Company’s commitment to balancing business growth with environmental responsibility, paving the way for a truly sustainable future.

Setting Policies, Targets, and Continuous Energy Conservation Monitoring

The Company has established an energy management policy as a framework for promoting participation in energy conservation efforts. It has also integrated management systems in accordance with ISO 14001, while systematically developing an environmental and energy database throughout the business value chain. In the past year, the Company has assessed energy consumption ratios, evaluated the status of energy management, analyzed energy conservation potential, implemented measures, monitored and assessed energy-saving initiatives, and consistently reported findings to the executive committee. These efforts aim to mitigate risks and reduce negative environmental and social impacts sustainably.

Assessing the Proportion of Energy Usage





## Solar Rooftop Project for Office Buildings

The Company has implemented a Solar Rooftop installation project on the office building roof. In 2024, this initiative has proven to be an effective measure in enhancing energy efficiency and reducing the Company's energy costs. Additionally, the Company plans to expand the installation further next year to increase the proportion of clean energy usage and reinforce its commitment to sustainable business operations.

### Performance Results

- In the year 2024, the Company was able to reduce electricity consumption from the grid by 34,765 kWh. per year.
- In 2024, the Company achieved electricity cost savings of 178,693 Baht per year.



## Wastewater Treatment Pond Improvement Project

The wastewater treatment pond of Building B, after being fully operational, revealed several areas that were difficult to operate, leading to a risk that certain monthly water quality measurements might not meet future standards. Additionally, the equipment used in the system consumed a high amount of electricity. Therefore, the Engineering Systems Department proposed improvements to enhance operational efficiency and prevent future issues by implementing the following measures:

1. Addition of Equalization Tank This eliminates the need for an Ejector Pump in the wastewater treatment process, resulting in improved operational efficiency, reduced energy and maintenance costs, and enhanced sustainability in the Company's water resource management.



### Performance Results

- Reduced electricity consumption by 10,656 kWh per year.
- Saved electricity costs by 53,280 Baht per year.



2. Replacement of Aeration Pump The aeration pump for the wastewater treatment pond originally installed in the project was an Ejector Pump. During operation, there were multiple instances where the equipment did not function properly, resulting in insufficient oxygen supply. Additionally, the existing pump consumed a high amount of electricity, necessitating its replacement with an Aerator Pump.

### Performance Results

- Reduced electricity consumption by 25,776 kWh per year.
- Saved electricity costs by 128,880 Baht per year.







## Energy Conservation

### Short-Term Goals

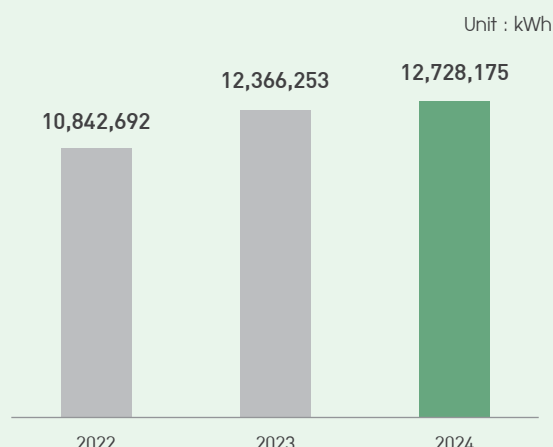
- Reduce total energy consumption by more than 0.5% compared to the previous year.
- Reduce energy consumption per total adjusted patient day by more than 0.5% compared to the previous year.
- Reduce energy consumption per total revenue by more than 0.5% compared to the previous year.

### Medium-Term Goals

- Reduce total energy consumption by more than 0.5% by 2028 compared to the base year 2022
- Reduce energy consumption per adjusted patient day by more than 0.5% by 2028 compared to the base year 2022
- Reduce energy consumption per total revenue by more than 0.5% by 2028 compared to the base year 2022

## Energy Management Performance Results

### Electricity Consumption for the Years 2022–2024



### Short-Term Energy Consumption Reduction Results Compared to the previous year (Year 2024 compared to the year 2023 YoY)



### Medium-Term Energy Consumption Reduction Results Compared to the base year (Year 2024 compared to the base year 2022)



Remarks: Electricity Consumption Data for Building A, Building B, and Office Building

## Energy Consumption by Category

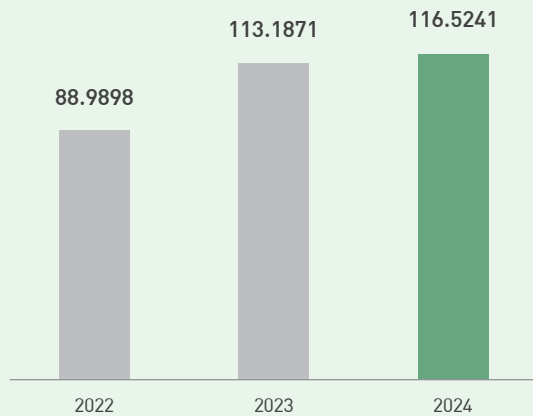
| Category                          | Year 2022  | Year 2023  | Year 2024  |
|-----------------------------------|------------|------------|------------|
| 1. Non-renewable Fuel Consumption |            |            |            |
| Fuel Used in Operations (Liters)  | 76,731.16  | 69,393.91  | 76,343.67  |
| Coal (Kilograms)                  | 0          | 0          | 0          |
| Natural Gas (kgCH <sub>4</sub> )  | 643.86     | 613.2      | 624.0      |
| 2. Electric Energy Consumption    |            |            |            |
| Electricity Energy (kWh)          | 10,842,692 | 12,366,253 | 12,728,175 |

The Company has designated 2022 as the base year for calculating energy consumption, covering 3 operational buildings: Building A, Building B, and Building O. Energy consumption is measured using the Absolute Emission method, while energy consumption per adjusted patient day is calculated using the Economic Intensity Approach. Additionally, energy consumption per total revenue has been included, aligning with the disclosure standards of GRI alongside other relevant topics.



### Electricity Consumption Rate per Adjusted Patient Day

Unit : kWh/Adjusted Patient Days



### Short-Term Energy Consumption Reduction Results Compared to the previous year (Year 2024 compared to the year 2023 YoY)

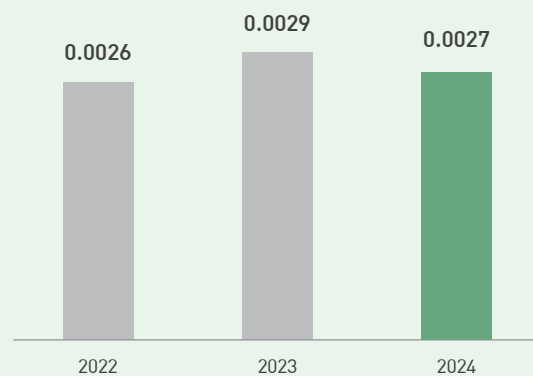


### Medium-Term Energy Consumption Reduction Results Compared to the base year (Year 2024 compared to the base year 2022)



### Electricity Consumption Rate per Total Revenue

Unit : kWh/Total Revenue (Baht)



### Short-Term Energy Consumption Reduction Results Compared to the previous year (Year 2024 compared to the year 2023 YoY)



### Medium-Term Energy Consumption Reduction Results Compared to the base year (Year 2024 compared to the base year 2022)



In the performance results for the year 2024 compared to the base year 2022, energy consumption increased by 17.4%. The energy consumption per adjusted patient day increased by 30.9%, while the energy consumption per total revenue decreased by 6.7%. The Company promotes sustainable energy conservation, considering it a critical mission that must be clearly and concretely implemented by all parties. This is achieved through the 3Rs strategy: reduce, reuse, and recycle. The Company has established action plans and energy conservation measures throughout the business value chain, leading to the efficient and optimal use of resources.

### Energy Development and Management Approaches

1. Enhancing energy efficiency across multiple areas.
2. Promoting the use of environmentally friendly renewable energy throughout the value chain.
3. Encouraging and supporting energy conservation and reduction activities.
4. Controlling the operation of large-scale air conditioning systems.
5. Promoting the use of technology in medical services.
6. Developing personnel and stakeholders in energy conservation throughout the business value chain.



### 3.4.2.3 Water Management and Conservation

#### Water Management

Water resources are among the most significant global risks, particularly water stress, drought, floods, and rising sea levels, which impact both developed and developing countries. These challenges raise concerns about the allocation and use of water for utilities and consuming purposes, while declining water quality directly affects overall public health, ecosystems, and the environment.

The Company recognizes the importance of effective water management in its business operations. Therefore, it has enhanced and developed the quality of both drinking water and wastewater to meet relevant standards, ensuring the reduction of environmental impact and promoting efficient water resource usage. This approach aligns with the United Nations Sustainable Development Goals (SDG), specifically Goal 6: Clean Water and Sanitation, which the Company prioritizes to achieve balanced and sustainable long-term water resource management.

#### Urinal Function Adjustment and Reduction Project for Public Men's Restrooms

The Company has implemented a measure to disable the automatic flushing mode every two hours in public restrooms, as these areas are frequently used and flushed regularly, making additional automatic flushing unnecessary.

This measure effectively reduces water consumption and costs while promoting efficient water resource usage. It does not compromise hygiene or cleanliness standards. This initiative aligns with the Company's commitment to sustainable water resource management.



#### Performance Results

- Reduced water consumption by 388,800 liters per year.
- Saved water utility costs by 10,498 Baht per year.

#### Recycled Wastewater for Irrigation Project (RECYCLE)

The Hospital has implemented effective wastewater management measures by reusing treated water that meets legal standards in a cost-effective manner, particularly for watering plants within the Hospital premises.

This initiative has been continuously implemented and expanded to include additional areas, such as the trees behind the Hospital fence along the canal and the road behind the delivery area. The project has successfully met its goals and key performance indicators, leading to a reduction in the Hospital's overall water expenses. Additionally, it has raised awareness and fostered cooperation among employees at all levels, as well as encouraged stakeholder participation in promoting sustainable water and resource conservation.



#### Performance Results

- Reduced water consumption by 467 m<sup>3</sup> per year.
- Saved water utility costs by 12,609 Baht per year.
- Reduce water usage accumulated since the project started in 2022 by 2,141 m<sup>3</sup> or save 49,874 Baht.



## Water Management and Conservation

### Short-Term Goals

- Reduced total water consumption by more than 0.5% compared to the previous year.
- Reduced water consumption per adjusted patient day by more than 0.5% compared to the previous year.
- Reduced water consumption per total revenue by more than 0.5% compared to the previous year.

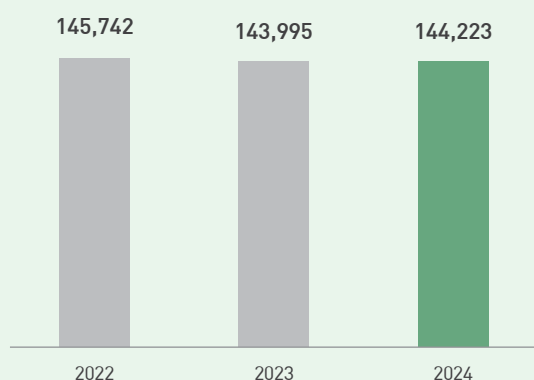
### Medium-Term Goals

- Reduce total water consumption by more than 0.5% by 2028 compared to the base year 2022
- Reduce water consumption per adjusted patient day by more than 0.5% by 2028 compared to the base year 2022
- Reduce water consumption per total revenue by more than 0.5% by 2028 compared to the base year 2022

## Water Management and Conservation Performance Results

### Water Consumption for the Years 2022–2024

Unit : m<sup>3</sup>



### Short-Term Water Consumption Reduction Results Compared to the previous year (Year 2024 compared to the year 2023 YoY)



### Medium-Term Water Consumption Reduction Results Compared to the base year (Year 2024 compared to the base year 2022)

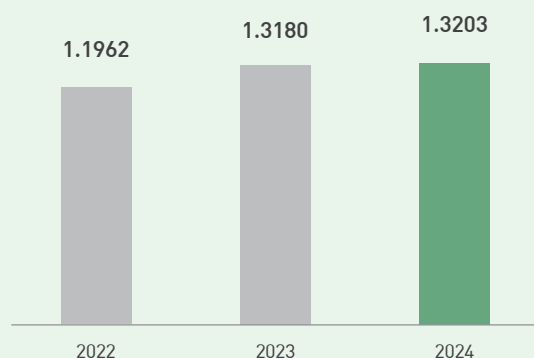


Remarks: Water Consumption Data for Building A, Building B, and Office Building

The Company has designated the year 2022 as the base year for calculating energy consumption, covering 3 operational buildings, including Building A, Building B, and Building O. Additionally, the Company reports the volume of water consumed, the volume of water discharged, the total volume of water withdrawn, and the water usage per total revenue in accordance with the disclosure standards of GRI.

### Water Consumption Rate per Adjusted Patient Day

Unit : m<sup>3</sup>/Adjusted Patient Days



### Short-Term Water Consumption Reduction Results Compared to the previous year (Year 2024 compared to the year 2023 YoY)

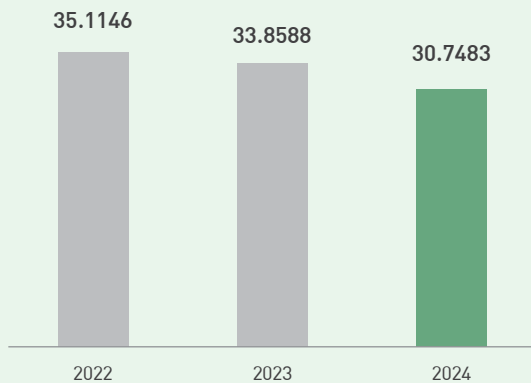


### Medium-Term Water Consumption Reduction Results Compared to the base year (Year 2024 compared to the base year 2022)



### Water Consumption Rate per Total Revenue

Unit : m<sup>3</sup>/Total Revenue (Million Baht)



### Short-Term Water Consumption Reduction Results Compared to the previous year (Year 2024 compared to the year 2023 YoY)



▼ -9.2%

### Medium-Term Water Consumption Reduction Results Compared to the base year (Year 2024 compared to the base year 2022)



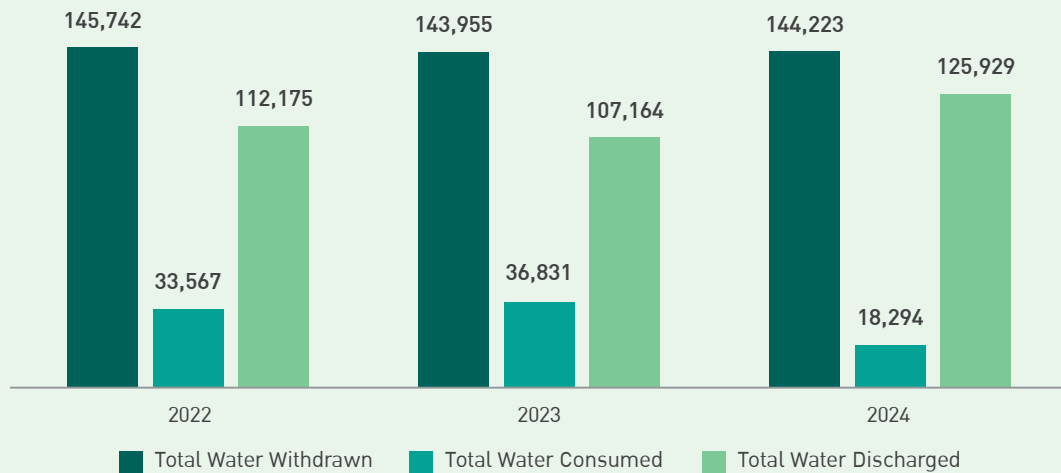
▼ -12.4%

In the performance results for the year 2024 compared to the base year 2022, total water consumption decreased by 1.0%. The water consumption per adjusted patient day increased by 10.4%, while the water consumption per total revenue decreased by 12.4%.

All water sources used are freshwater supplied by the municipal water system

### Net Water Consumption for the Years 2022-2024

Unit : m<sup>3</sup>



| Total Water Usage      | Year 2022 | Year 2023 | Year 2024 |
|------------------------|-----------|-----------|-----------|
| Total Water Withdrawn  | 145,742   | 143,955   | 144,223   |
| Total Water Consumed   | 33,567    | 36,831    | 18,294    |
| Total Water Discharged | 112,175   | 107,164   | 125,929   |

Remarks: Water Consumption Data Including Building A, Building B, and Office Building





The Company promotes water resource conservation by utilizing technology that enhances water usage efficiency and fostering employee engagement at all levels in water conservation within the Hospital, in collaboration with stakeholders, through the 3Rs strategy, which includes continuous efforts to reduce water consumption and reuse water.

#### Water Discharge into Natural Water Sources

|                                                       | Unit           | Year 2022 | Year 2023 | Year 2024 |
|-------------------------------------------------------|----------------|-----------|-----------|-----------|
| Water Entering the Wastewater Treatment System        | m <sup>3</sup> | 112,175   | 107,164   | 125,929   |
| Water Discharged from the Wastewater Treatment System | m <sup>3</sup> | 112,175   | 107,164   | 125,929   |

Remarks: Wastewater and Drinking Water Analysis Conducted by ALS Laboratory Group (Thailand) Company Limited

#### Water Development and Management Approaches

1. Use water responsibly, including monitoring water consumption and recycling water (Recycle)
2. Promote and support water conservation activities
3. Promote the use of technology to enhance water resource conservation efficiency
4. Systematically monitor water-related risks, particularly those affecting the Company

#### Water Usage Data - Recycle Wastewater Annually

| Projects                                                                | Unit           | Year 2022 | Year 2023 | Year 2024 |
|-------------------------------------------------------------------------|----------------|-----------|-----------|-----------|
| Organizational wastewater management - Recycle for irrigation purposes. | m <sup>3</sup> | 1,134     | 1,674     | 2,141     |

#### 3.4.2.4 Pollution Management

Global warming and severe climate change have intensified natural disasters.

The impact of these factors has exacerbated environmental pollution in many aspects, including air, water, soil, and noise pollution, as well as solid waste and sewage issues. These problems significantly affect the quality of life for the population and the overall ecosystem.

Currently, PM2.5 pollution is a major issue arising from climate change, directly impacting public health.

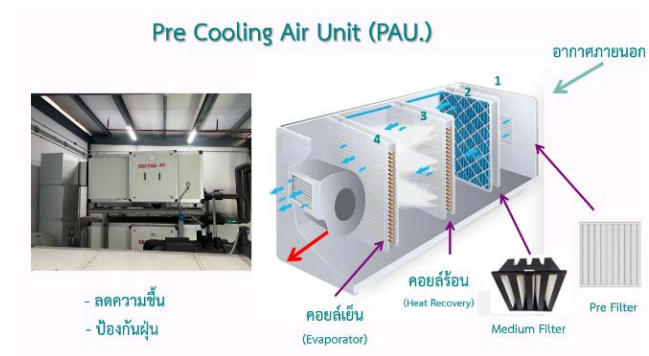
Short-term exposure to PM2.5 can cause eye and throat irritation, coughing, breathing difficulties, and skin rashes. Long-term exposure may increase the risk of heart disease and lung cancer.

According to the Pollution Control Department, PM2.5 levels in Thailand typically rise between December and March each year. In 2024, PM2.5 levels have increased to a point where they are beginning to affect public health. Therefore, a systematic and sustainable approach to pollution management is essential to effectively address these challenges and align with the country's environmental sustainability goals.

## Pollution Reduction Measures

The company prioritizes pollution management across all aspects. However, since the company operates in the healthcare sector, which inherently does not generate pollution in multiple dimensions, the primary focus is on air pollution control. Currently, the company has implemented the following pollution reduction measures:

- Improvement of the ventilation system by installing a Pre Air Unit (PAU.), which functions to reduce humidity and filter particulate matter before supplying air into the building. The unit is equipped with high-efficiency air filters, including both a Pre-Filter and a Medium Filter. Notably, the Medium Filter has a filtration precision of 0.4 microns, making it effective in capturing PM2.5 particles.
- Installation of HEPA filters in clean rooms and infection control rooms (ISOLATE ROOM) to enhance air pollution reduction efficiency. This measure helps control the risk of airborne disease transmission and prevent contaminants from being released into the environment. The system's performance is regularly monitored to ensure compliance with standard requirements. Additionally, a systematic maintenance plan has been established, including scheduled equipment replacements, to ensure that the air filtration system continues to operate at peak efficiency in preventing and controlling air pollution.





### 3.4.2.5 Environmental Resource Promotion

Environmental issues are becoming increasingly severe, leading to the continuous degradation of natural resources and triggering various consequences, particularly for the current population, which faces resource scarcity and the resulting social conflicts.

However, these challenges can be addressed if all sectors, especially local communities, collaborate seriously in preventing and resolving environmental issues. Such efforts would help restore and preserve natural resources, bringing them back into balance.

Therefore, beyond conservation and environmental management, it is also essential to promote and develop environmental resources. This includes raising public awareness, implementing environmental restoration measures, reducing excessive resource consumption, and supporting the use of alternative materials or renewable energy. These initiatives will help mitigate ecological impacts and foster long-term environmental sustainability.

#### Establish Policies, Goals, Pollution Reduction Measures, and Continuously Monitor Them.

The Company supports and promotes the sustainable use of environmental resources by setting short-term goals to implement at least one clean and renewable energy project per year. For its long-term goal, the Company is committed to increasing clean energy usage to over 100 kW by 2028, enhancing energy efficiency, reducing environmental impact, and supporting sustainable development.

#### Projects

The Company has implemented a renewable energy project through the installation of solar cells over the past year, including both solar rooftop systems and solar-powered lighting, to promote the use of clean energy and support environmental conservation. As a result of this project, the Company successfully generated a total of 61 kW of electricity, comprising:

- 49.14 kW from solar rooftop systems
- 11.91 kW from solar-powered lighting installed across various buildings



Data of Installation of Solar Cell Panels in Hospital Buildings

This project is part of the Company's commitment to promoting the sustainable use of environmental resources and aligns with its pollution management policy. The project aims to reduce environmental impact and contribute to long-term energy balance and sustainability.

| Projects   | Units | Year 2022                | Year 2023                | Year 2024 |
|------------|-------|--------------------------|--------------------------|-----------|
| Solar Cell | kW    | Lighting Fixtures<br>0.8 | Lighting Fixtures<br>9.0 | 61        |

### 3.4.2.6 Waste Management

#### Waste Management

The management of hazardous waste and non-hazardous waste presents a significant challenge in mitigating climate change impacts. These types of waste can become breeding grounds for pathogens, cause foul odors, and disrupt ecological balance. If improperly disposed of in landfills, they may generate methane gas, a potent greenhouse gas contributing to global warming.

To address these issues, Praram 9 Hospital Public Company Limited has implemented a systematic waste management policy covering the entire business value chain. The policy focuses on waste reduction, segregation, and proper disposal to minimize greenhouse gas emissions and environmental impact. This approach aligns with the 12<sup>th</sup> goal of the United Nations Sustainable Development Goals (SDGs): Responsible Consumption and Production, which emphasizes efficient resource utilization, waste reduction, and sustainable development promotion.

#### Establish Policies, Goals, Waste Reduction Measures, and Continuous Monitoring.

Praram 9 Hospital Public Company Limited prioritizes waste management and impact risk assessment on business operations by promoting a systematic waste management approach. This includes waste segregation at the source and reducing the use of materials or products that generate waste.

The Hospital encourages Reuse and aims to minimize single-use consumption, such as reducing foam and plastic use by switching to personal food containers, water bottles, or cups. It also promotes reusable cloth bags and shopping bags, as well as double-sided paper usage to minimize waste. This initiative helps reduce landfill waste, hazardous waste, and greenhouse gas emissions, reinforcing the Hospital's commitment to sustainable environmental responsibility alongside business operations.

#### Care the Bear Project

Praram 9 Hospital Public Company Limited has joined the "Care the Bear" project with the Stock Exchange of Thailand to promote the reduction of greenhouse gas emissions through a monitoring system that tracks emissions from various activities within the organization. The project aims to encourage more efficient consumption behaviors in line with the circular economy approach. This initiative aligns with the Company's climate change management and waste management policies while also fostering learning and engagement among employees. It raises environmental awareness and encourages sustainable behaviors within the organization's operations. The activities of the Care the Bear project include:

1. Encourage the use of public transportation or carpooling
2. Reduce paper and plastic use from documents and packaging
3. Eliminate the use of foam packaging or decorative foam
4. Reduce energy consumption from electrical appliances or switch to energy-efficient devices





The campaign encourages hospital personnel to use tiffin carriers and reusable cups provided by the Hospital for food packaging instead of foam or plastic containers. This initiative supports the Hospital's development approach and promotes waste management based on the 1A3R concept, which includes Avoid, Reduce, Reuse, and Recycle. This approach not only helps reduce waste but also contributes to long-term environmental sustainability.



## Care the Whale Project

In 2023, the Company enrolled in the Care the Whale project under the concept of "Invisible Waste", focusing on reducing greenhouse gas emissions through waste management. The key objective is to eliminate the concept of waste and maximize resource utilization by applying the principles of the Circular Economy to waste management for optimal benefits. This initiative aims to address waste-related issues contributing to global warming and promote sustainable and efficient resource use.



In 2024, the Hospital implemented waste management improvement initiatives through a campaign promoting awareness and proper waste segregation. This initiative aimed to enhance knowledge and foster consciousness among hospital personnel while encouraging waste sorting before disposal. The objective was to develop long-term awareness and knowledge on sustainable waste management.



## Plastic Soap Bottle Reduction Project (Avoid)

In 2024, the Hospital also promoted and supported the reduction of plastic-based materials by installing automatic foam soap dispensers in inpatient ward restrooms. This replaced the use of small plastic soap bottles in the Set admit kits, aligning with efforts to combat global warming and contributing to long-term environmental sustainability.





## Plastic Bag Reduction Project (Reduce)

Additionally, in 2024, the Hospital launched a campaign to reduce, refrain from, and eliminate the use of plastic bags. As part of this initiative, plastic bags previously used for packaging linens were repurposed for collecting recyclable waste. This approach maximized resource utilization and minimized environmental impact through the conscious reuse of plastic.



## Project to Eliminate the Use of Foam Boxes for Chemical Waste Disposal

In 2024, the Hospital prioritized and promoted waste management policy development based on the 1A3R concept, with a focus on Reduce to align with the Hospital's waste management approach. Recognizing the environmental impact of using foam boxes for chemical waste disposal, which exacerbates air pollution during the destruction process, the Hospital collaborated with service providers to replace foam boxes with carton boxes as an alternative. This initiative contributes to environmental conservation both directly and indirectly with greater efficiency.



## Used Plastic Management Project to Convert Waste into Reusable Bags (Upcycling)

Furthermore, in 2024, the Hospital partnered with SCG to manage post-consumer plastics within the facility. The goal was to recycle and repurpose these materials to reduce waste and carbon dioxide emissions. This collaboration reinforced the principle of resource circularity through the Closed Loop Program, aligning with the sustainability objectives of both organizations. Under the ESG strategy, the Hospital and SCG established cooperative efforts to develop effective plastic waste management solutions. The initiative also promoted the use of recycled plastics as raw materials in manufacturing eco-friendly products, thereby reducing waste generation and minimizing carbon dioxide emissions into the environment.





## E-Waste Management Project

Praram 9 Hospital, in collaboration with AIS, launched an environmental campaign under the initiative “Dispose of E-Waste Properly”. This campaign encourages hospital employees, staff, and visitors to dispose of electronic waste (E-Waste), such as mobile phones, tablets, accessories, computer components, and other electronic devices, at designated collection points within the Hospital.

The project focuses on ensuring proper recycling of E-Waste to reduce pollution and protect the environment. It not only helps decrease the volume of E-Waste in Thailand but also minimizes the risk of hazardous substances such as mercury, lead, and heavy metals contaminating soil and water sources, which could pose health risks. Lead exposure, for instance, can cause toxicity affecting the nervous system, circulatory system, and kidney function, among other health concerns.



## Project for Donating Old Desk Calendars for Braille Document Production

Between 2021 - 2024, the Hospital conducted a project to collect old desk calendars from executives, physicians, staff, and their families for donation to the Thailand Association of the Blind. These calendars were repurposed into Braille educational materials for visually impaired students.

This project not only promotes education and learning opportunities for visually impaired individuals but also instills a corporate culture of public service and supports assistance for underprivileged groups in society. Additionally, it helps reduce deforestation for Braille paper production and minimizes waste by maximizing the reuse of materials. This initiative reinforces the Hospital’s image as an organization committed to environmental and social sustainability.





## Waste Management

### Short-Term Goals

- Reduce total waste by more than 0.5% compared to the previous year.
- Reduce waste per adjusted patient day by more than 0.5% compared to the previous year.
- Reduce waste per total revenue by more than 0.5% compared to the previous year.

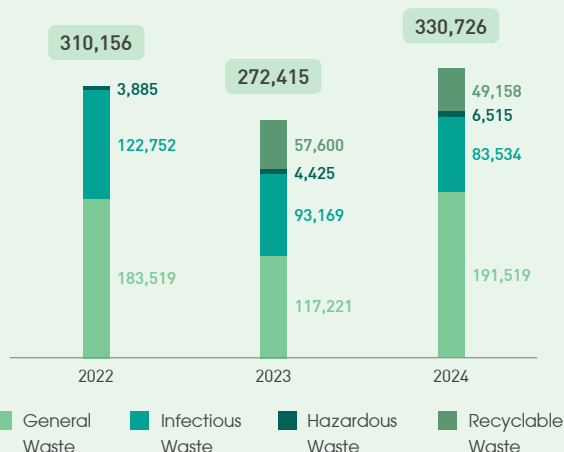
### Medium-Term Goals

- Reduce total waste by more than 2% by 2028 compared to the base year 2022
- Reduce waste per adjusted patient day by more than 2% by 2028 compared to the base year 2022
- Reduce waste per total revenue by more than 2% by 2028 compared to the base year 2022

## Waste Management Performance Results

### Net Waste Volume Categorized by Type (2022–2024)

Unit : kg



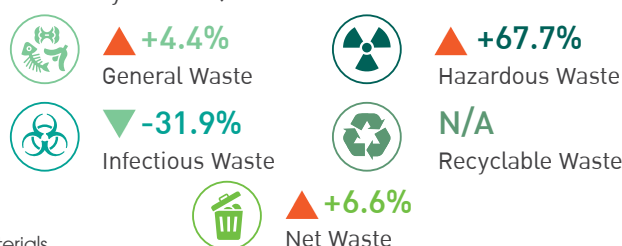
### Short-Term Waste Reduction Results

Compared to the previous year (Year 2024 compared to the year 2023 YoY)



### Medium-Term Waste Reduction Results

Compared to the base year (Year 2024 compared to the base year 2022)



Remarks: Recyclable Waste is reduced by Upcycling into reusable materials.

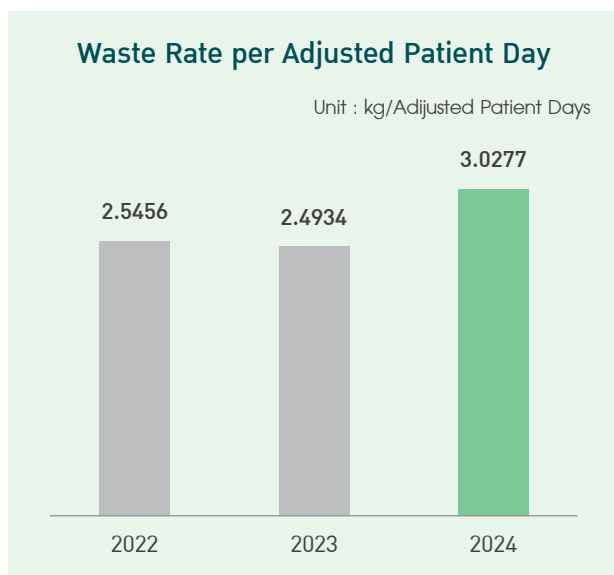
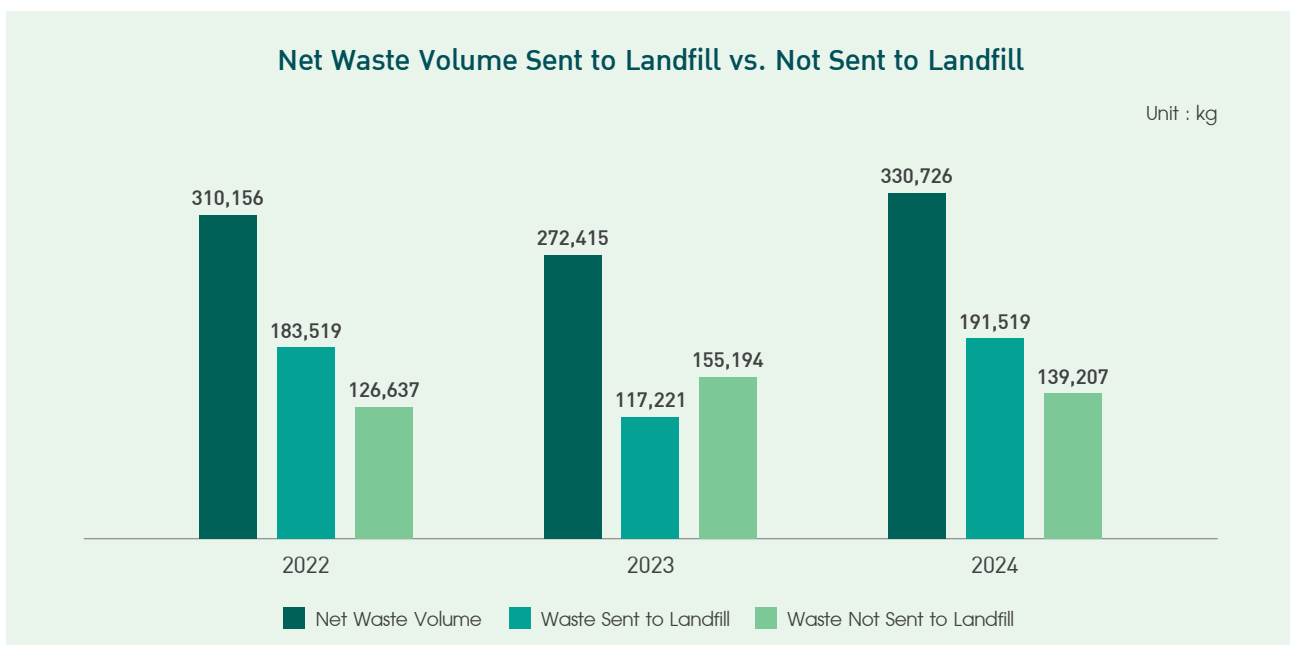
### Waste Volume by Category (2022–2024)

| Item                       | Year 2022 | Year 2023 | Year 2024 |
|----------------------------|-----------|-----------|-----------|
| Net Waste Volume           | 310,156   | 272,415   | 330,726   |
| Waste Sent to Landfill     |           |           |           |
| General Waste              | 183,519   | 117,221   | 191,519   |
| Infectious Waste           | 0         | 0         | 0         |
| Hazardous Waste            | 0         | 0         | 0         |
| Recyclable Waste           | 0         | 0         | 0         |
| Net Waste Sent to Landfill | 183,519   | 117,221   | 191,519   |



| Waste Volume by Category (2022–2024) |           |           |           |
|--------------------------------------|-----------|-----------|-----------|
| Item                                 | Year 2022 | Year 2023 | Year 2024 |
| Waste Not Sent to Landfill           |           |           |           |
| General Waste                        | 0         | 0         | 0         |
| Infectious Waste                     | 122,752   | 93,169    | 83,534    |
| Hazardous Waste                      | 3,885     | 4,425     | 6,515     |
| Recyclable Waste                     | 0         | 57,600    | 49,158    |
| Net Waste Not Sent to Landfill       | 126,637   | 155,194   | 139,207   |

\*Unit: Kilograms



**Short-Term Waste Reduction Results**  
Compared to the previous year (Year 2024 compared to the year 2023 YoY)



▲ +21.4%

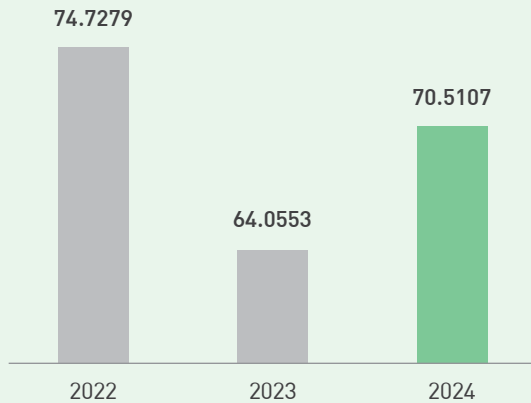
**Medium-Term Waste Reduction Results**  
Compared to the base year (Year 2024 compared to the base year 2022)



▲ +18.9%

### Waste Rate per Total Revenue

Unit : kg/Total Revenue (Million Baht)



In the performance results for the year 2024 compared to the base year 2022, net waste volume increased by 6.6%. The waste volume per adjusted patient day increased by 18.9%, while the waste volume per total revenue decreased by 5.6%.

The Company places great importance on efficient waste management by integrating the Circular Economy approach with the 1A3R strategy. This includes reducing waste volume through Reduce, minimizing waste at the source, reusing materials through Reuse, and maximizing waste reutilization through Recycle. With this approach, the Company has established a structured waste management plan to mitigate negative environmental impacts, reduce waste generation, and lower greenhouse gas emissions. This initiative aligns with the Company's commitment to sustainable business practices while upholding social and environmental responsibility.



For more information on the Upcycle Project, please visit the Sustainable Business Development website or scan the QR Code.

### Short-Term Waste Reduction Results

Compared to the previous year (Year 2024 compared to the year 2023 YoY)



▲ +10.1%

### Medium-Term Waste Reduction Results

Compared to the base year (Year 2024 compared to the base year 2022)



▼ -5.6%

### Waste Disposal Process by Type

1. General Waste: Managed by the Waste and Sanitation Management Office and sent to a landfill in Prawet District
2. Recyclable Waste: Sent to Chaichan Plastic and Recycle Company Limited
3. Infectious Waste: Disposal is carried out by Bangkok Thanakom Company using a 4-wheel temperature-controlled vehicle. The waste is disposed of in compliance with standards and infectious waste destruction procedures.
4. Hazardous Waste: Disposed of by Akkhie Prakarn Company using a 4-wheel enclosed truck. The waste undergoes hazardous waste destruction processes in accordance with standards.

### Waste Development and Management Approaches

1. Increase the value of waste through recycling (Recycle)
2. Enhance waste management towards zero waste (Zero Waste to Landfill)
3. Promote waste management under the 1A3R concept, which includes Avoid, Reduce, Reuse, and Recycle





## 3.5 Social Management (GRI 3-3, 405-1, 406-1, 410-1, 413-1, 416-1, 418-1, 401-1, 401-2, 404-1, 404-2)

### 3.5.1 Social Policies and Practices

Currently, the Company is committed to conducting business that brings about positive changes to society. The goal is to create sustainable well-being in the context of the social dimension, with a balanced approach as the organization's main mission in healthcare and improving the quality of life for people. The Company has implemented this through four key areas, which include respect for human rights and labor practices, responsibility towards personnel, responsibility towards service users, and involvement in improving the quality of life for communities (further details can be found in sections 3.5.2.1, 3.5.2.2, 3.5.2.3, and 3.5.2.4).

In addition, the Company places importance on promoting values from within the organization to the outside. This includes developing employees' knowledge and work skills, fostering a culture of safety, taking care of employee health, creating career advancement paths, and building employee engagement. These efforts have led to the Hospital's ability to enhance service delivery and achieve excellence in various services, including the development of specialized medical centers, digital healthcare services, and improving the quality of life for vulnerable groups in society. The Company also focuses on the development of healthcare service innovations, sharing knowledge and health experiences to elevate the quality of life in society, leading to better living conditions. This is all part of driving the business towards sustainability by creating shared value between the organization and its stakeholders through the formulation of strategies and operational practices that align with stakeholder expectations as follows:



### 3.5.2 Social Performance

#### 3.5.2.1 Respect for Human Rights and Labor Practices

The Company prioritizes respecting and promoting human rights as an important aspect of its business operations. This is because conducting business inevitably involves human interaction both directly and indirectly within the value chain of the business. Each process requires human labor for its operations. Therefore, The Company promotes equitable practices based on human rights principles for employees, partners, customers, and other stakeholders, as well as ensuring workplace safety, creating meaningful jobs, and



fostering a positive working environment. These factors are crucial as they can impact business operations and the organization's image. Additionally, The Company promotes well-being and ensures access to adequate basic income, as well as focusing on vulnerable groups in society to reduce social "inequality" between the "privileged" and the "underprivileged." This fosters values of equality and supports vulnerable groups in having a better quality of life by creating meaningful jobs that allow them to be self-sufficient and not become a burden on society in the future.

The Company has established policies and practices to ensure that its business activities do not violate human rights throughout the entire value chain. This is done in accordance with

1. United Nations Global Compact: UN Global Compact
2. UN Guiding Principles on Business and Human Rights: UNGPs
3. Declaration on Fundamental Principles and Rights at Work of International Labour Organization: ILO
4. Labor Law of Thailand

The operational approach begins with

1. Ensuring Respect for Human Rights Principles and treating others with equality, without discrimination, regardless of differences in race, skin color,

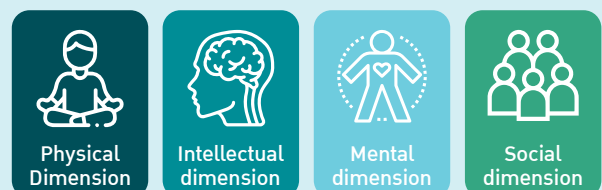
gender, age, language, religion, mental status, disability or impairment, social status, political views, or marital status, The Company also places importance on employment by not hiring child labor under the age of 18 and not hiring illegal foreign labor.

2. Providing Protection by offering employees or stakeholders affected by human rights violations the opportunity to express their opinions or file complaints about unfair treatment or improper actions within the Company. The Company has established processes and accessible channels for receiving complaints both online and offline, available 24/7, including the Contact Center phone line (1270), a complaint/suggestion box, and forwarding information to the responsible departments. There are also measures in place to protect individuals who report or provide feedback in a fair and appropriate manner.
3. Remediation: In the event that the Company's operations result in human rights violations, the Company will establish measures for remediation. The development, correction, and reporting to the Executive Committee for consideration of assistance and appropriate remediation for individuals affected by human rights violations.



#### Goal:

Human Rights Management:  
Zero cases of human rights violations.



**Results:** Zero cases of human rights violations.



## Human Rights and Labor Practices Operations

### Creating Value and Gender Equality



#### Physicians

52.97% 47.03%

#### Registered Nurses

3.6% 96.40%

#### Other Medical Personnel

16.07% 83.93%

#### Other Departments

32.19% 67.81%



Male



Female

The Company provides opportunities for individuals, including women, men, and those with diverse sexual orientations, to access and receive rights, duties, and opportunities based on human rights principles equally, without discrimination, both direct and indirect. Gender equality is part of human rights and a principle that the Company adheres to in its operations. The key aspect is to create and expand equal opportunities for employees, regardless of their gender identity, sexual orientation, or gender expression. Additionally, the Company supports the empowerment of women. In 2024, the proportion of female employees to all employees is 83.28%.

#### Year 2024

The proportion of female physicians is 47.03

The proportion of other female healthcare professionals is 83.93

The proportion of female nurses is 96.40

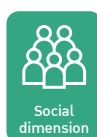
The proportion of female staff in other departments is 67.81

### Care for Retirees

#### Extension of Retirement Percentage

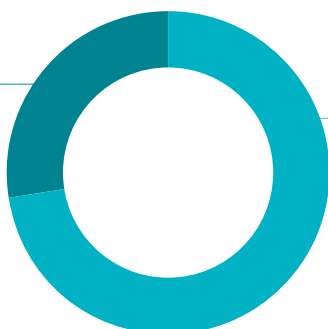


Intellectual dimension



Social dimension

Retire 27.27%



Retirement Extended 72.73%

In 2024, the Company had 11 employees who retired, and the Company took care of severance payments according to labor law, ensuring retirees received their entitled benefits. Additionally, the Company hired 3 retired senior executives as consultants to assist in integrating innovation and technology into both Clinical and Non-clinical services, based on their knowledge and expertise. The proportion of retired employees working as consultants is 27.27%.

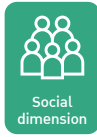


## Creating Employment Opportunities for Persons with Disabilities

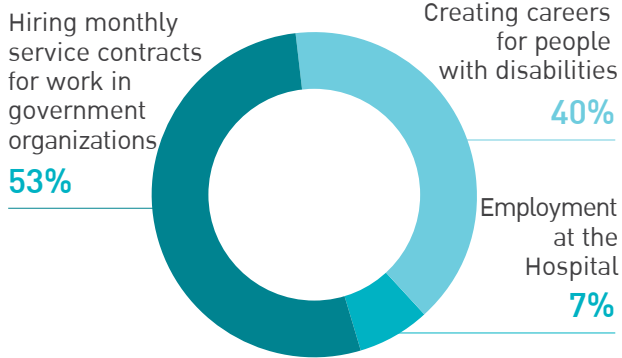
### Proportion of Creating Opportunities and Supporting Employment for People with Disabilities



Intellectual dimension



Social dimension



In 2024, Praram 9 Hospital supported employment opportunities for persons with disabilities through the Social Innovation Foundation by hiring 10 disabled persons on a contract basis to work on a monthly salary in government organizations. Additionally, the Hospital provided financial support for creating jobs for 5 persons with disabilities and employed 1 disabled staff member (female). In total, the Hospital supported 16 persons with disabilities in their employment efforts.

## Comprehensive Human Rights Risk Assessment (Human Rights Due Diligence: HRDD)

The Company places great importance on the inspection and assessment of human rights risks. It has conducted a comprehensive Human Rights Due Diligence (HRDD) to evaluate the actual and potential impacts of human rights violations. The Company has a process in place where the Human Resources department coordinates with the HRDD audit team, which includes professional safety officers, the business development department, the engineering department, and the human resources department, to assess and inspect human rights comprehensively (Human Rights Due Diligence: HRDD) among the stakeholders involved in the Hospital's HRDD process.

| Order | Stakeholders Relevant Business Activities                                 | Assessors/Inspectors                          | Audit Period |         |        |
|-------|---------------------------------------------------------------------------|-----------------------------------------------|--------------|---------|--------|
|       |                                                                           |                                               | Before       | Between | Annual |
| 1.    | Use of Migrant Labor                                                      | Human Resources Department* / Safety Officer* | ✓            | ✓       | ✓      |
| 2.    | Contract Labor                                                            | Labors / Safety Officer*                      |              |         | ✓      |
| 3.    | Partners with Business Relationships                                      | Business Development Department*              | ✓            | ✓       | ✓      |
| 4.    | Full-Time Employees of the Hospital (Full time)                           | Employees / Safety Officer*                   |              |         | ✓      |
| 5.    | Part-Time Employees of the Hospital                                       | Employees / Safety Officer*                   |              |         | ✓      |
| 6.    | Employees of Subcontracting Companies Working at the Hospital (Outsource) | Human Resources Department* / Safety Officer* |              |         | ✓      |
| 7.    | Customers                                                                 | Service Users                                 |              |         | ✓      |



In 2024, based on the comprehensive Human Rights Due Diligence (HRDD) assessment, it was found that the Company has no human rights risks.

However, even though the Company has no human rights risks, the Company has established a policy and mechanism for remediation or compensation for any impacts caused by human rights violations. In the event of any risk or impact arises, the Company will closely monitor the impact and communicate publicly to ensure that those affected will receive appropriate care and remediation. The following are the steps for implementing remediation:

- The Hospital executives will provide initial assistance.
- The Risk Management Department will investigate the facts regarding the individuals involved and present the findings at a meeting of the Ethics Committee (Praram 9 Hospital), which consists of top management from all departments and the Hospital's legal advisors, to consider the assistance and conclude the appropriate remediation measures.
- Present to the Board of Directors for consideration and approval of the risk management actions related to human rights matters.

### Performance Monitoring and Reporting

The Company conducts regular monitoring of human rights performance and provides continuous communication, education, and training for employees on human rights matters to raise awareness. This is to prevent issues that may pose a risk of negative impacts through the Company's activities and business relationships. The performance results for 2024 are as follows:

- The Company has conducted a 100% assessment of human rights risks and impacts.
- The Company has implemented measures to reduce impacts and a remediation process for human rights risks at a rate of 100%.

| Order | HRDD Process                                                                                      | Method                                                                                                                                                                                                                                                                                                                                                       |
|-------|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.    | Assessing the human rights impacts that have already occurred and those that are likely to occur. | <ul style="list-style-type: none"><li>• The Quality Department reviews the results from the comprehensive human rights assessment (HRDD) and past human rights violation incidents.</li><li>• Assessing the human rights impacts that have already occurred or are likely to occur and reporting them to the Enterprise Risk Management Committee.</li></ul> |
| 2.    | Integrating the findings and taking action to prevent or mitigate the impacts.                    | <ul style="list-style-type: none"><li>• The Enterprise Risk Management Committee reviews and analyzes the root causes of issues and develops a prevention plan or mitigation measures.</li><li>• Preparing reports, procedural documents, or official announcements and presenting them to the executives for approval.</li></ul>                            |
| 3.    | Monitoring and evaluating the effectiveness of the Company's management of various impacts.       | <ul style="list-style-type: none"><li>• The Quality Department monitors and evaluates the effectiveness of the responsible parties in managing various impacts.</li></ul>                                                                                                                                                                                    |



| Order | HRDD Process                                                                                                            | Method                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.    | Communicating the procedures and outcomes of impact management to executives, employees, and all relevant stakeholders. | <ul style="list-style-type: none"> <li>The Quality Department prepares reports and development plans for presentation to the Enterprise Risk Management Committee, as well as communicates the impacts, actions taken, and monitoring results to executives, employees, and all relevant stakeholders.</li> </ul>                                                                                                                                                                                                                                                                                                    |
| 5.    | Establish a remediation or compensation process for impacts caused by the Company's human rights violations.            | <ul style="list-style-type: none"> <li>The Hospital executives will provide initial assistance.</li> <li>The Risk Management Department will investigate the facts regarding the individuals involved and present the findings at a meeting of the Ethics Committee (Praram 9 Hospital), which consists of top management from all departments and the Hospital's legal advisors, to consider the assistance and conclude the appropriate remediation measures.</li> <li>Present to the Board of Directors for consideration and approval of the risk management actions related to human rights matters.</li> </ul> |

## Performance on Human Rights Respect and Labor Practices

**Goals:** The result of the comprehensive human rights risk assessment (Human Rights Due Diligence: HRDD) is zero.



The comprehensive human rights risk assessment (HRDD) was evaluated as zero (very low level).

0

**Goals:** Zero cases of human rights violations.



Zero cases of human rights violations.

0 Subject

**Goals:** work-related accident rate.



Work-Related Accident Rate

0.32

**Goals:** Zero Loss-time Injury Frequency Rate (LTIFR)



Loss-time Injury Frequency Rate (LTIFR)

0

The Company consistently promotes the respect for human rights and labor practices throughout the value chain, resulting in no human rights violations from the Company's operations in 2024. As a result of the comprehensive human rights risk assessment (Human Rights Due Diligence: HRDD), the risk was assessed as zero.

The work-related accident rate was 0.32, with 5 occurrences, which is considered to be at a low and non-severe level. The Company remains committed to investigating the causes and implementing policies

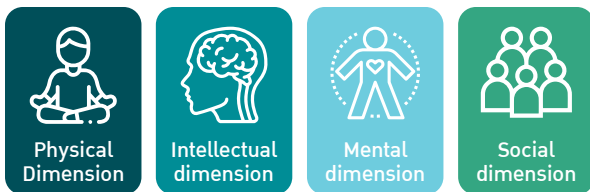
to prevent accidents rigorously, aiming to reduce the work-related accident rate to zero in the future.

### Human Rights and Labor Practices Operations

1. Review the approach to managing human rights risks throughout the business value chain.
2. Conduct a comprehensive human rights risk assessment.
3. Provide human rights risk training to stakeholders throughout the business value chain.



### 3.5.2.2 Responsibility for Human Resources



#### Human Resource Development

The Company emphasizes human resource management and employee engagement to drive organizational success. A variety of tools are employed, including human resource development, fostering a safe and equitable work environment free from discrimination, and embracing diversity regardless of race or ethnic background. Simultaneously, the Company focuses on attracting and retaining high-potential employees while monitoring effectiveness through employee satisfaction indicators to improve and enhance management systems. Additionally, workforce analytics are utilized to plan personnel responsibilities and assess areas where further skill development is required. The Company adheres to labor laws and international labor standards to support fair and transparent recruitment, employment, and promotion processes, leading to enhanced employee engagement. Attracting and retaining high-potential employees is also a key factor in sustaining organizational growth. To further support employee well-being, the Company has established a Labor Welfare Committee and an Occupational Health and Safety Committee to foster positive employer-employee relations. Moreover, efforts are made to improve employees' quality of work life by providing opportunities for growth and development through various programs, ensuring that employees feel valued and recognize the significance of their contributions to the organization.

In 2024, the Company supported the development of AI by providing training for employees to enhance their skills in new technologies, such as leveraging AI to improve operational efficiency. This not only ensures that employees acquire up-to-date skills but also fosters innovation within the organization, creating



enhanced customer experiences and generating new value through technology. Innovation is further applied to developing service processes that are secure, fast, and convenient. Additionally, employee behavior is aligned with the corporate culture by enhancing reskilling and upskilling across both soft skills and hard skills to refine or transform business processes and drive innovation in products and services, including:

#### Developing Leadership and Establishing a Clear Career Path

Goal: Average training hours of no less than 30 hours per employee per year.

#### Promoting Workplace Safety, Occupational Health, and Environment

Goal: Zero Loss-time Injury Frequency Rate (LTIFR)

#### Enhancing Quality of Life and Well-Being, Strengthening Employee Engagement, Motivation, and Retention of Talent

Goal: Responsibility for Human Resources includes:

- Employee engagement rate of no less than 80%
- Overall employee turnover rate reduced to less than 10%
- Turnover rate of high performance kept below 4%



The outcomes of employee capacity development and engagement initiatives have led to the promotion of certain employee groups based on post-training performance evaluations. Additionally, the Company's efforts to reduce employee turnover have resulted in improved retention of high-quality employees, ensuring that the benefits of training and development continue to contribute to the Company's growth. These achievements have been realized through various programs, as outlined below.

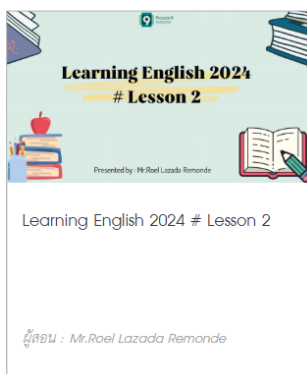
### Corporate Risk Identification Training Program

The Company encourages executives and employees to develop skills in identifying risks and systematically analyzing and managing organizational risks on an ongoing basis. This helps the organization mitigate potential causes of damage and ensure that the level and scale of potential future risks remain within an acceptable range. Risks should be measurable, controllable, preventable, and auditable in a structured manner, with a primary focus on achieving the Company's objectives and goals. For example, in 2024, a risk assessment was conducted on staff competency, which was found to be misaligned with the strategic direction (Global standard / World-class hospitality, Efficiency with collaboration, Digital transformation). In response, a proactive initiative was launched to develop staff competency to align with the Company's strategic direction. Additionally, the Company continues to monitor KPI related to the resignation risk among high-potential employees. This includes tracking the resignation rate of high-performance employees (A, A+).

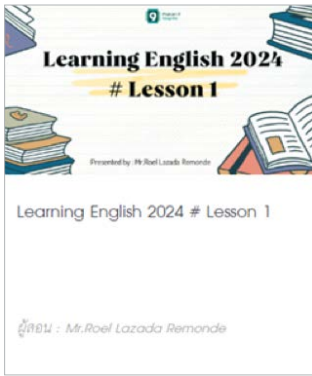
In 2024, the Risk Management Department, in collaboration with the Human Resources Department, launched the Risk Management Award program, which includes: The outstanding defender : Risk levels of C and above, and the Risk Hunter Award for IR levels A - B (Near Miss).



### Foreign Language Skills Development



The development of language skills for professional personnel has been enhanced through the introduction of the "English for Pharmacists" and "English for Nursing" courses. These programs aim to equip healthcare professionals with essential language skills necessary for providing services to patients and their families, as well as for front-line service staff. This initiative prepares the workforce to accommodate international patients, with a particular focus on target language groups such as Chinese, Burmese, and Arabic. The readiness of personnel in language proficiency is crucial for effective communication and high-quality service, ensuring confidence and professionalism in interactions with international patients. This initiative also supports the Company's vision of becoming a medical hub for healthcare and medical services in the ASEAN region.



In 2024, a language proficiency screening program was implemented through online interviews conducted by language instructors. The results were utilized to tailor courses to specific target groups, categorized into five levels: Beginner, Elementary, Pre-Intermediate, Intermediate, and Advanced. This initiative aims to promote and encourage employees to enhance their language skills, ensuring their readiness to provide services to international clients.

Additionally, the Google Translate application has been introduced to assist physicians and staff in communicating more conveniently with international patients. This tool facilitates translation across various languages, including English, Chinese, Burmese, and Arabic, enhancing service efficiency and accessibility.



In 2024, the Company expanded its market to include Arabic-speaking patients. Preparing personnel for this service goes beyond language proficiency; employees must also be equipped with an understanding of the cultural backgrounds of diverse international patients to ensure effective

and efficient service. To achieve this, the Company has introduced training programs on guidelines for providing care to patients from different cultural backgrounds.

## Enhancing Potential in Leveraging the Application of AI in Healthcare at Praram 9 Hospital"

In 2024, the Company developed a strategic plan for digital transformation, focusing on integrating technology and enhancing workforce readiness for change. This initiative aims to enable the effective and sustainable adoption of technology within the organization. The Human Resources Department introduced the course "Leveraging ChatGPT: Applying AI in Healthcare at Praram 9 Hospital" to equip supervisors with the knowledge and skills to effectively utilize and apply ChatGPT in healthcare business operations. The target group includes unit heads and higher management, totaling 42 participants. Additionally, a cybersecurity awareness training course was conducted for 116 employees to enhance awareness of digital security.

Plan for 2025: The Company will organize an AI innovation competition to promote the application of AI in operations. This initiative will provide employees with opportunities to present ideas and projects that leverage AI to improve operational efficiency and enhance patient care.





## Capacity and Skill Development Program to Enhance Workforce Readiness Through external training for professional personnel:

- 1) Advanced Cardiovascular Life Support (ACLS) Provider Renewal Course
- 2) Basic Life Support (BLS) Provider for Healthcare Professionals (HCP) Course for 2024
- 3) New Perspectives in Psychiatric Patient Care Course
- 4) Genetic Counseling for Common Hereditary Cancers Course
- 5) Quality and Safety in Nursing Standards Course - JCI 2024
- 6) Organizational Risk Management Course
- 7) Nursing Knowledge Refresher Course
- 8) Scientific Conference on "Guiding with the Heart"
- 9) Workshop on Utilizing K2 Five Software
- 10) Nursing Journal Club
- 11) Pediatric Nursing
- 12) Update Wound Care
- 13) Rubbing and Back Massaging
- 14) Nursing Knowledge Revision
- 15) Care for Patients with Coronary Artery Disease
- 16) Training New RN Course

### External Training Programs for Support Personnel

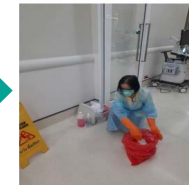
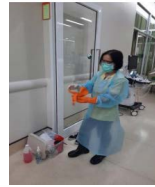
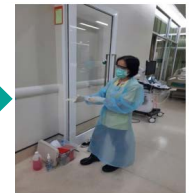
- 1) Coaching Skills for Supervisors Course
- 2) Principles of Personal Data Protection Act (PDPA) Course
- 3) Active Shooter Response Guidelines Course
- 4) Anti-Corruption Training Course
- 5) Quality Document Management and Control Program Training (B1-DAR Program)
- 6) Cybersecurity Awareness Training Course
- 7) Fire Drill and Evacuation Training Course, Year 2024
- 8) Annual Firefighting and Basic Fire Safety Training Course 2024
- 9) Leveraging ChatGPT: Applying AI in Healthcare at Praram 9 Hospital Course
- 10) Resource Management & Cost Control Course
- 11) Guidelines for Culturally Competent Patient Care Course
- 12) Employee Mental Health Management Course
- 13) Service Mind in Action for Service Excellence Course
- 14) SMART WORK Supervisor Skill Development Course
- 15) Communication for Collaboration and Win-Win Solution Course

## Developing a Safe Workplace



- Strictly screening patients according to safety standards.
- Marking with COVID SAFE once passing the screening checkpoint.
- Isolating patients with fever, cough, sore throat, or runny nose at the Respiratory Clinic (ARI Clinic), located outside the Hospital building.
- Requiring everyone to wear a face mask upon entering the Hospital premises.
- Providing alcohol-based hand sanitizers at all key locations throughout the Hospital.
- Monitoring workplace conditions, including lighting, noise, heat, chemicals, and radiation.
- Arranging socially distanced seating in the staff dining area.
- Conducting regular ambulance maintenance to ensure operational readiness.





- Conduct weekly safety and environmental inspections of the premises by a professional safety officer and address identified issues or risks. Examples include implementing walkway arrows between buildings to prevent pedestrian collisions, ensuring proper ventilation to reduce chlorine odors around the wastewater treatment pool, overseeing dust control in areas undergoing renovations, and enforcing safety measures for rope-access cleaning of exterior windows on high-rise buildings.



## Promotion of personnel in safety management.



The Company's promotion of personnel in safety management emphasizes ensuring the safety of both service users and employees, protecting their physical well-being and assets.

- Conduct refresher training on ambulance driving courses to enhance safety for employees and patients in urgent situations.
- Require all staff to wear N95 masks and surgical masks, fully complying with infection control standards by wearing PPE, face shields, and rubber gloves.
- Provide equipment for the transportation of patients with respiratory infections and train staff on the proper disinfection of medical equipment with sterilizing agents before and after each use, in accordance with medical standards.
- Conduct training to enhance response skills for handling adverse events under Emergency Code, such as active shooter incidents, fires, or physical altercations.
- Implement patient transportation procedures during fire evacuation drills using cloth-based techniques.



## Health Promotion Project

Employee health care emphasizes both prevention and treatment, including:

1. Provide hepatitis B and other necessary vaccines to all new employees without immunity, as well as annual influenza vaccines for regular employees.
2. Conduct annual health check-ups for employees
3. Ensure an adequate supply of infection prevention and control equipment, along with training sessions to educate employees on proper usage.
4. In cases that an employee is infected by Covid-19, the Company provides quarantine accommodations or medical treatment facilities, along with three daily meals, to minimize the risk of transmission to their families.

5. Arrange on-call rooms for physicians and employees on duty, allowing them to rest in case of difficulty returning home.

Additionally, the results of the 2024 annual employee health check-ups were analyzed to categorize employees at risk of Metabolic Syndrome, a condition caused by metabolic dysfunction, leading to abdominal obesity, excess body weight, high blood sugar, hypertension and elevated levels of low-density lipoprotein (LDL) by an endocrinologist who provided education on the condition and lifestyle modifications to reduce the risk of Metabolic Syndrome within the "Caring for Body and Mind—Staying Healthy and Doctor-Free" program.

## Well-being Activities Project, Caring for Body and Mind—Staying Healthy and Doctor-Free, consists of:

The "10,000 Steps a Day Challenge" is a step-counting competition conducted via application, consisting of three rounds. If the set target is achieved.



### Round 1

PR9 for Handicapped Animals  
(1-31 Oct. 24)  
Donated 29,999 Baht  
to the Home for Handicapped  
Animals Foundation.  
(Under the Patronage of Luangta  
Maha Bua Yannasampanno,  
by achieving the target of  
30 million steps, with a total of  
53,084,359 steps completed.



### Round 2

PR9 for Underprivileged Children  
(1-30 Nov. 67)  
Donated 29,999 Baht  
to the Pakkred Babies' Home  
By achieving the target of  
60 million steps, with a total of  
66,084,288 steps completed.



### Round 3 PR9 for Ailing Monks

(1-31 Dec. 67)  
Donated 29,999 Baht  
to Priest Hospital for ailing monks.  
By achieving the target of  
90 million steps, with a total of  
47,411,548 steps completed.

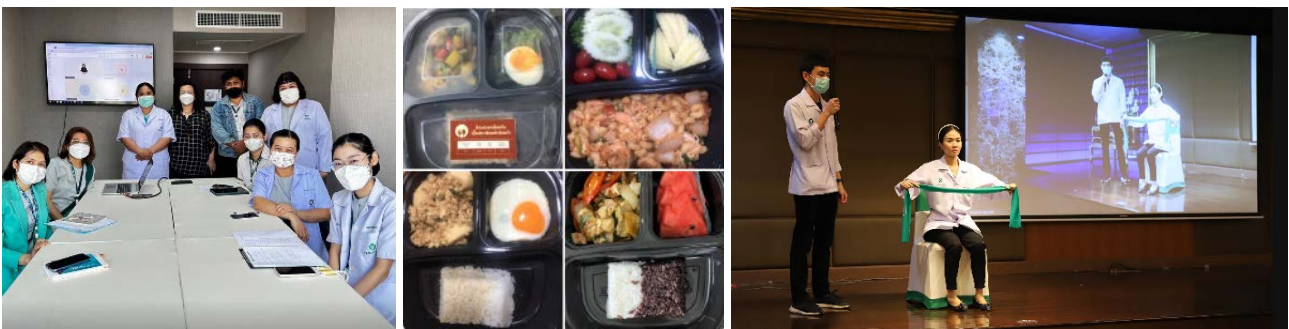




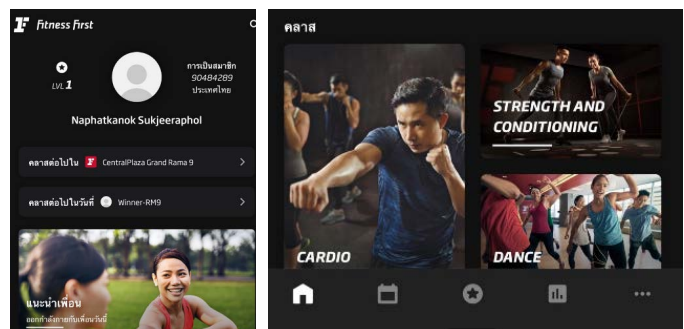
Presented birthday gifts to employees with resistance bands for stretching exercises to help combat office syndrome.



Including health education sessions for individuals with FBS > 138 (25 people), LDL > 207 (26 people), and those with a high BMI (10 people), totaling 58 target participants. Additionally, 10 employees participated in the healthy eating program, where meals were nutritionally calculated at three meals per day for 60 days. Results: 9 employees successfully reduced their weight, with an average weight loss of 6.5 kilograms per person.



The Hospital's marketing department signed an agreement with Fitness First to offer a discount for employees of Praram 9 Hospital, reducing the membership fee from 2,600 baht to 1,970 Baht.



## Career Path & Career Development Talent Project

Continuing from 2023, the Human Resources Division, in collaboration with the Nursing Division, has developed a training program to enhance the teaching capabilities of mentor nurses. In addition to possessing specialized professional knowledge, mentor nurses are trained in instructional skills, communication, mentorship, evaluation, and role modeling for junior nurses. The program aims to facilitate the transfer of knowledge, skills, attitudes, and professional ethics to the next generation of nurses.





Therefore, in 2024, a training program was designed to enhance leadership capabilities and prepare supervisors, including the Coaching Skills for Supervisors Course, conducted in two cohorts for a total of 60 participants, and the Smart Work Leadership Development Course, designed for supervisors and successors (future executives) in two cohorts. This course focuses on understanding and applying six key behavioral competencies essential for effective job performance. A total of 60 participants successfully completed the training.

#### Operational Results :

Employees who participated in both training programs totaled 60 individuals. In 2024, 16 employees were promoted to supervisory positions, consisting of 4 unit heads, 6 deputy department heads, 4 department heads, and 2 assistant division manager positions, accounting for 26%.



### Rewards and Recognition Project



- Organized a certificate and commemorative gift presentation ceremony for employees with 9, 20, and 30 years of service. In 2024, 39 employees reached 9 years of service, 18 employees reached 20 years, and 27 employees reached 30 years. The commemorative gifts included a 1-salung gold pendant for 9 years of service, a 2-salung gold ring for 20 years of service, and a 1-baht gold bar for 30 years of service. The total budget allocated was 1,886,619.95 Baht.



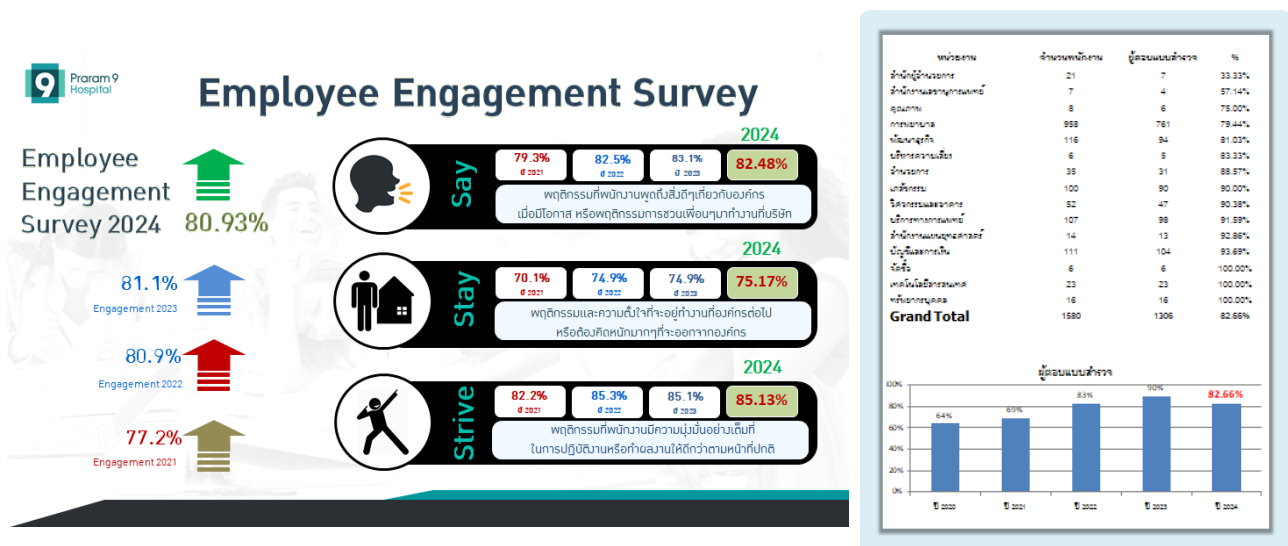
- Recognition fosters motivation in the workplace. Therefore, the Human Resources Department has implemented an initiative to encourage outstanding performance by rewarding and recognizing employees for their exemplary actions. This is done through commendations and awards, which are shared via the Hospital's Line group, allowing colleagues, physicians, and executives to acknowledge and appreciate their contributions.





## Employee Engagement

The sense of involvement and unity that employees feel with the organization, along with their commitment to achieving success, is a tangible outcome of Employee Engagement. This plays a crucial role in fostering a positive corporate culture and reducing employee turnover. Lower turnover rates result in cost and time savings associated with the recruitment process. Moreover, establishing Employee Engagement to retain experienced employees ensures that the organization benefits from a workforce deeply familiar with job responsibilities and the corporate context. This enhances overall efficiency, enables swift problem-solving, and ultimately contributes to increased profitability. In 2024, an Employee Engagement survey was conducted, revealing that 82.66% (equivalent to 1,306 employees), and the Employee Engagement score for 2024 stood at 80.93%, meeting the set targets. The sense of involvement and unity that employees feel with the organization, along with their commitment to achieving success, is a tangible outcome of Employee Engagement. Additionally, the survey results were communicated to employees across the organization through e-mail notifications from department heads. The results were also presented in War Room meetings to inform all supervisors through online discussions and displayed on bulletin boards to ensure that all employees were informed.



Employees are the most valuable resource and a critical factor in driving business success. The Company is committed to developing and fostering a corporate culture that promotes unity and a sense of belonging. Additionally, it upholds the principle of fair treatment of employees by ensuring equal opportunities, career advancement, compensation, benefits, skills development, knowledge enhancement, and personal rights. The Company also continuously improves the work environment to support employee well-being and occupational health.

## Compensation Structure Review Project

In 2023, the Company conducted a job value assessment, which is a key process in establishing a fair compensation system for various positions within the organization. This assessment determines job value by evaluating and interpreting the significance of each role, resulting in a structured Job Value that varies according to the importance of the position. The assessed job values were then used to establish job grades. In 2024, the Company continued to prioritize compensation reviews to align with the Hospital industry market, reduce disparities, and maintain competitive salary structures. This initiative aims to enhance employee motivation through data collection, comparative analysis with the hospital industry, and recommendations for improvement. The expected outcome is a fair compensation structure that supports long-term organizational efficiency and sustainability.



## Establishing Communication Channels for Employees

Employees are the foundation and core driving force behind the Company's competitive advantage and sustainable growth. The Company values all employee feedback received through various channels, including surveys, direct interactions, and messages via different platforms. This enables the Company to understand and address the needs and expectations of employees, who are key stakeholders, in a precise and effective manner. By fostering employee satisfaction, the Company creates a work environment that supports productivity, encourages innovation, and strengthens employee engagement. In 2024, the Company reviewed and established additional channels for employees to express their opinions, provide suggestions, and raise concerns directly with executives, as follows:

| ช่องทางการแสดงความคิดเห็นข้อเสนอแนะ และปัญหาของพนักงาน                                                                                                                |                                                                  |   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|---|
|   |                                                                  |   |
| รูปแบบเดิม                                                                                                                                                            | ช่องทางใหม่ที่เพิ่มขึ้น                                          |   |
| Talk to me                                                                                                                                                            | กล่องรับความคิดเห็นข้อเสนอแนะจากพนักงาน<br>เปิดอาทิตย์ละ 1 ครั้ง | ✓ |
| PR9 Connect                                                                                                                                                           | hrpr9@praram9.com                                                | ✓ |
| โทรสายตรง/ภาพที่แนก HR                                                                                                                                                | New Staff / I CAN HEAR YOUR VOICE                                | ✓ |
| ลงเขียน (Informal)                                                                                                                                                    | Round ลงเขียน / รับฟังปัญหาของพนักงานหน้างาน<br>สัปดาห์ละ 2 วัน  |   |

## Human Resource System Development Project

Since 2022, the organization has implemented a policy to integrate information technology systems into human resource management, enabling employees to efficiently utilize digital tools in alignment with corporate strategies and operate within a Digital Workplace. As part of this initiative, the One Book HRIS system has been introduced within the organization, comprising:

- Check-in and check-out for work via a mobile system, with the system restricting access to hospital premises only.
- Leave requests through the system
- Access to medical treatment
- Annual performance evaluations and acknowledgment of evaluation results
- Training requests through the system
- Access to payslips via the system, with the ability to view past records to reduce the need for printed payslips
- Requesting certification letters through the system





| Employee information (excluding physicians) |                                 |       |       |       |       |
|---------------------------------------------|---------------------------------|-------|-------|-------|-------|
| Group                                       |                                 | 2021  | 2022  | 2023  | 2024  |
| Gender:                                     | Male                            | 220   | 237   | 250   | 264   |
|                                             | Female                          | 1,062 | 1,145 | 1,274 | 1,315 |
| Age Groups                                  | Under 30 years                  | 457   | 518   | 577   | 535   |
|                                             | 30-50 years                     | 656   | 685   | 761   | 858   |
|                                             | Over 50 years                   | 169   | 179   | 186   | 186   |
| Nationality                                 | Thai                            | 1,269 | 1,362 | 1,500 | 1,558 |
|                                             | Foreign                         | 13    | 20    | 24    | 21    |
| Other groups                                | Persons with disabilities       | -     | 1     | 1     | 1     |
| Employment contract type                    | Indefinite period (Permanent)   | 5     | 28    | 31    | 38    |
|                                             | Fixed-term contract (Temporary) | -     | 4     | 6     | 9     |

| New Employee Data        |                                 |      |      |      |      |
|--------------------------|---------------------------------|------|------|------|------|
| Group                    |                                 | 2021 | 2022 | 2023 | 2024 |
| Gender:                  | Male                            | 16   | 34   | 43   | 32   |
|                          | Female                          | 93   | 269  | 292  | 190  |
| Age Groups               | Under 30 years                  | 63   | 224  | 248  | 140  |
|                          | 30-50 years                     | 44   | 75   | 84   | 81   |
|                          | Over 50 years                   | 2    | 4    | 3    | 1    |
| Nationality              | Thai                            | 110  | 290  | 0    | 220  |
|                          | Foreign                         | 1    | 413  | 4    | 2    |
| Other groups             | Persons with disabilities       | -    | -    | -    | -    |
| Employment contract type | Indefinite period (Permanent)   | 16   | 20   | 24   | 15   |
|                          | Fixed-term contract (Temporary) | 1    | 1    | 6    | 5    |

## Resigned Employees (Voluntary)

| Group                    |                                 | 2021 | 2022 | 2023 | 2024 |
|--------------------------|---------------------------------|------|------|------|------|
| Gender:                  | Male                            | 15   | 17   | 25   | 16   |
|                          | Female                          | 118  | 155  | 113  | 140  |
| Age Groups               | Under 30 years                  | 76   | 86   | 79   | 89   |
|                          | 30-50 years                     | 45   | 79   | 56   | 58   |
|                          | Over 50 years                   | 12   | 7    | 3    | 9    |
| Nationality              | Thai                            | 133  | 168  | 135  | 154  |
|                          | Foreign                         | -    | 4    | 3    | 2    |
| Other groups             | Persons with disabilities       | -    | -    | -    | -    |
| Employment contract type | Indefinite period (Permanent)   | 133  | 172  | 135  | 156  |
|                          | Fixed-term contract (Temporary) | -    | -    | 3    | -    |

## Number of Personnel

The Company's personnel, categorized by job function as of 31 December, are as follows:

| Categorized                                   | 2022              |             |                   |             | 2023              |             |                   |             | 2024              |             |                   |             |
|-----------------------------------------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|
|                                               | Male              | %           | Female            | %           | Male              | %           | Female            | %           | Male              | %           | Female            | %           |
| Full-time Physicians                          | 58                | 2.9         | 70                | 3.5         | 62                | 2.8         | 72                | 3.3         | 66                | 3.1         | 70                | 3.3         |
| Part-time Physicians                          | 221               | 11.0        | 193               | 9.6         | 249               | 11.3        | 241               | 10.9        | 175               | 8.3         | 157               | 7.4         |
| Consulting Physicians                         | 49 <sup>(3)</sup> | 2.4         | 38 <sup>(3)</sup> | 1.9         | 36 <sup>(4)</sup> | 1.6         | 21 <sup>(4)</sup> | 1.0         | 44 <sup>(5)</sup> | 2.1         | 26 <sup>(5)</sup> | 1.2         |
| Nurses                                        | 13                | 0.6         | 363               | 18.1        | 14                | 0.6         | 412               | 18.6        | 16                | 0.7         | 428               | 20.2        |
| Other Healthcare Professionals <sup>(1)</sup> | 109               | 5.5         | 538               | 26.7        | 114               | 5.2         | 596               | 27.0        | 117               | 5.5         | 611               | 28.9        |
| Other Divisions <sup>(2)</sup>                | 115               | 5.7         | 244               | 12.1        | 123               | 5.6         | 268               | 12.1        | 131               | 6.2         | 276               | 13.1        |
| <b>Total</b>                                  | <b>565</b>        | <b>28.1</b> | <b>1,446</b>      | <b>71.9</b> | <b>598</b>        | <b>27.1</b> | <b>1,610</b>      | <b>72.9</b> | <b>549</b>        | <b>25.9</b> | <b>1,568</b>      | <b>74.1</b> |
| <b>Total Count</b>                            | <b>2,011</b>      |             |                   |             | <b>2,208</b>      |             |                   |             | <b>2,117</b>      |             |                   |             |

### Remarks:

<sup>(1)</sup> Healthcare professionals include other medical service divisions such as pharmacists, radiologic technologists, nutritionists, and physical therapists.

<sup>(2)</sup> Other divisions include business development, administration, facility management, and other related departments.

<sup>(3)</sup> Consulting physicians, only those who provided consultations in the year 2022

<sup>(4)</sup> Consulting physicians, only those who provided consultations in the year 2023

<sup>(5)</sup> Consulting physicians, only those who provided consultations in the year 2024



The Company's personnel, categorized by age as of 31 December, are as follows:

| Age Groups         | 2022         |             |              |             | 2023         |             |              |             | 2024         |             |              |             |
|--------------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|
|                    | Male         | %           | Female       | %           | Male         | %           | Female       | %           | Male         | %           | Female       | %           |
| Under 30 years     | 60           | 4.3         | 458          | 33.1        | 57           | 3.7         | 520          | 34.1        | 59           | 3.7         | 476          | 30.2        |
| 30-50 years        | 139          | 10.1        | 546          | 39.6        | 158          | 10.4        | 603          | 39.6        | 172          | 10.9        | 686          | 43.4        |
| Over 50 years      | 38           | 2.7         | 141          | 10.2        | 35           | 2.3         | 151          | 9.9         | 33           | 2.1         | 153          | 9.7         |
| <b>Total</b>       | <b>237</b>   | <b>17.1</b> | <b>1,145</b> | <b>82.9</b> | <b>250</b>   | <b>16.4</b> | <b>1,274</b> | <b>83.6</b> | <b>264</b>   | <b>16.7</b> | <b>1,315</b> | <b>83.3</b> |
| <b>Total Count</b> | <b>1,382</b> |             |              |             | <b>1,524</b> |             |              |             | <b>1,579</b> |             |              |             |

Remarks: The total personnel count includes nurses, other healthcare professionals, and other divisions.

The Company's personnel, categorized by job level as of 31 December, are as follows:

| Job Levels                  | 2022         |             |              |             | 2023         |             |              |             | 2024         |             |              |             |
|-----------------------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|
|                             | Male         | %           | Female       | %           | Male         | %           | Female       | %           | Male         | %           | Female       | %           |
| Operational-level employees | 214          | 15.5        | 1,084        | 78.5        | 226          | 14.8        | 1,210        | 79.4        | 240          | 15.2        | 1,241        | 78.6        |
| Management-level employees  | 15           | 1.1         | 57           | 4.1         | 16           | 1.1         | 60           | 3.9         | 17           | 1.1         | 70           | 4.4         |
| Executive-level employees   | 8            | 0.5         | 4            | 0.3         | 8            | 0.5         | 4            | 0.3         | 7            | 0.4         | 4            | 0.3         |
| <b>Total</b>                | <b>237</b>   | <b>17.1</b> | <b>1,145</b> | <b>82.9</b> | <b>250</b>   | <b>16.4</b> | <b>1,274</b> | <b>83.6</b> | <b>264</b>   | <b>16.7</b> | <b>1,315</b> | <b>83.3</b> |
| <b>Total Count</b>          | <b>1,382</b> |             |              |             | <b>1,524</b> |             |              |             | <b>1,579</b> |             |              |             |

Remarks: The total personnel count includes nurses, other healthcare professionals, and other divisions.

## Employee Compensation

From 2021 to 2024, the Company provided employee compensation (excluding physicians) as follows:

| Employee Compensation<br>(Baht million) | 2022         | %          | 2023         |             |              |             | 2024           |             |              |             |
|-----------------------------------------|--------------|------------|--------------|-------------|--------------|-------------|----------------|-------------|--------------|-------------|
|                                         |              |            | Male         | %           | Female       | %           | Male           | %           | Female       | %           |
| Salaries and Benefits                   | 687.3        | 72.5       | 132.8        | 14.4        | 608.6        | 66.0        | 154.8          | 15.0        | 685.0        | 66.4        |
| Bonuses                                 | 141.0        | 14.9       | 24.3         | 2.7         | 106.0        | 11.5        | 42.0           | 4.1         | 112.5        | 10.9        |
| Other Compensation <sup>(1)</sup>       | 119.6        | 12.6       | 6.7          | 0.7         | 43.2         | 4.7         | 7.8            | 0.7         | 29.9         | 2.9         |
| <b>Total</b>                            |              |            | <b>163.8</b> | <b>17.8</b> | <b>757.8</b> | <b>82.2</b> | <b>204.6</b>   | <b>19.8</b> | <b>827.4</b> | <b>80.2</b> |
| <b>Total Count</b>                      | <b>947.9</b> | <b>100</b> | <b>921.6</b> |             |              |             | <b>1,032.0</b> |             |              |             |

Remarks: <sup>(1)</sup> Other Compensation, such as medical expenses, provident funds, social security, life insurance, retirement benefits, and other welfare benefits.

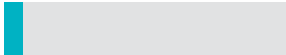
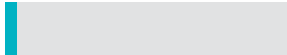


The Company provided employee compensation (excluding physicians) categorized by gender as follows:

| Job Levels       | ฿ 2566     |              |              |              | ฿ 2567     |              |              |              |
|------------------|------------|--------------|--------------|--------------|------------|--------------|--------------|--------------|
|                  | Male       |              | Female       |              | Male       |              | Female       |              |
|                  | person     | Baht million | person       | Baht million | person     | Baht million | person       | Baht million |
| Employee Level   | 226        | 5.9          | 1,210        | 32.9         | 240        | 6.4          | 1,241        | 34.7         |
| Management Level | 24         | 4.3          | 64           | 6.3          | 24         | 4.2          | 74           | 7.4          |
| <b>Total</b>     | <b>250</b> | <b>10.2</b>  | <b>1,274</b> | <b>39.2</b>  | <b>264</b> | <b>10.6</b>  | <b>1,315</b> | <b>42.1</b>  |

Remarks: The total personnel count includes nurses, other healthcare professionals, and other divisions.

## Performance in Human Resource Responsibility

| Responsibility for Human Resources                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Goals:</b> Average training hours of no less than 30 hours per employee<br><br> <b>Total training hours:</b><br><b>73,676</b> hours<br><br>Average training<br><b>46.66</b> hours per employee<br> | <b>Goals:</b> Employee engagement rate of no less than 80%<br><br> <b>Employee engagement rate</b><br><br><b>80.93%</b><br> | <b>Goals:</b> Employee turnover rate of less than 10%<br><br> <b>Employee turnover rate</b><br><br><b>9.88%</b><br> | <b>Goals:</b> Voluntary turnover rate of high-performance employees Less than 4%.<br><br> <b>High-performance employee turnover rate</b><br><br><b>3.92%</b><br> |

The Company promotes learning opportunities for the development of personnel skills and is committed to enhancing quality of life and well-being, fostering engagement, motivation, and retaining talented employees. Accordingly, in 2024, the assessment results are as follows:

- Total training hours for development: 73,676 hours, with an average training time of 46.66. hours per person, a decrease from 2023 by 12.18%
- Employee engagement rate: 80.93%, an increase of 24.7% from 2023 (81.1% in 2023).
- Employee turnover rate: 9.88%, a increase of 9.05% from 2023.
- Voluntary turnover rate of high-performance employees: 3.92%, a decrease of 6.6% from 2023.

## Performance in Human Resource Responsibility

1. Creating a Digital Workplace environment
2. Enhancing personnel capabilities in managing and developing digital technology infrastructure.
3. Improving work processes through the implementation of LEAN methodology to optimize organizational management efficiency.
4. Utilizing technological tools to enhance the capabilities of physicians and nurses.
5. Developing resources to strengthen competitiveness and adaptability in a rapidly changing environment.





### 3.5.2.3 Responsibility to Service Users

#### Management of Responsibility to Service Users

##### Quality and Safety

The Company has been providing medical and healthcare services for over 32 years, prioritizing safety and the quality of treatment as its foremost concern. This commitment begins with the selection of expert medical teams and the integration of advanced technology to ensure the highest medical service standards. The Company has been internationally accredited for its healthcare standards by the Joint Commission International (JCI) in the United States since 2010 and continues to uphold this recognition to date. Praram 9 Hospital remains dedicated to delivering high-quality medical services that adhere to international standards. The Hospital strives to offer the best possible healthcare solutions to ensure maximum patient satisfaction through its professional medical care and treatment expertise.



##### Patient Quality and Safety

Praram 9 Hospital prioritizes patient safety and treatment quality by adhering to international healthcare standards. Its operational approach focuses on the continuous improvement of patient safety measures. Patient Safety is one of the core principles, encompassing various protocols to ensure that patients receive safe and effective treatment. Service quality within the Hospital is another critical focus, ensuring that patients receive the highest level of care. Ongoing improvements and developments across various aspects contribute to patient satisfaction and reinforce confidence in the services provided. The key elements of service quality and patient safety include:

1. Clinical Competence
  - High-quality care from physicians, nurses, and medical teams with expertise and experience in patient treatment.
  - Effective and safe treatments following international standards.
2. Accessibility
  - Accessible services, including appointment scheduling, emergency treatments, and a variety of healthcare options.
  - Process improvements to ensure patients receive timely care with minimal waiting time.
3. Patient-Centered Care
  - Patient-centered services, understanding individual health concerns and providing appropriate consultations.
  - Compassionate and empathetic care, ensuring patients participate in treatment decisions.



#### 4. Effective Communication

- Clear and transparent communication regarding diagnoses, treatments, and medical test results.
- Providing understandable information to help patients and their families make informed decisions.

#### 5. Safety Standards

- Strict adherence to patient safety standards, including medication verification and proper procedural checks.
- Utilizing technology to support treatment and minimize risks, such as medical equipment tracking and electronic medical records.

#### 6. Resource Management

- Efficient resource management, including hospital bed allocation, medical equipment usage, and staff deployment.
- Strategic planning and readiness to meet patient service demands.

#### 7. Continuous Monitoring and Improvement

- Continuous monitoring of service quality through both internal and external evaluations, including accreditation by internationally recognized organizations.
- Quality improvement initiatives utilizing assessment results to enhance service efficiency.

#### 8. Patient Satisfaction

- Evaluation of patient satisfaction, gathering feedback and suggestions regarding received services.
- Implementing corrective actions based on feedback to enhance the patient service experience.

#### 9. Technology and Innovation

- Integration of technology and innovation in patient care, such as electronic health records (EHR) and the use of AI for health data analysis.

- Advancing medical technology in treatments, including robotic surgery and high-precision therapeutic methods.

Enhancing hospital service quality requires a combination of high-quality medical services, patient satisfaction, and adherence to international standards, ensuring optimal patient care in all aspects.

#### Expanding Sales Channels by Launching the Official Store 'Praram 9 Hospital'

Additionally, the Company considers all stakeholders and service users across all dimensions. Therefore, it has planned to enhance its business competitiveness by developing healthcare products and services that cater to a broader consumer base. This is achieved by integrating digital technology into business processes to generate added value for stakeholders. The Company is focused on creating innovative customer experiences that enable seamless, convenient, and rapid access to healthcare services.

Currently, lifestyle patterns are changing, and service users increasingly prefer accessing healthcare services online due to convenience, reduced travel time, and minimized waiting periods. The Company has thus focused on adjusting its operational strategies in multiple aspects to meet user needs by expanding online purchasing channels. This trend is gaining significant popularity, with users making purchase decisions through E-commerce platforms, including websites. To enhance accessibility, the Company has partnered with key allies to launch the Official Store 'Praram 9 Hospital' on two major platforms: Shopee and Lazada. This initiative is aimed at providing users with a seamless and rapid way to access healthcare programs. By facilitating easier, more convenient, and flexible healthcare access, the Company can better address the diverse needs of consumers while aligning with their lifestyles. Additionally, this initiative



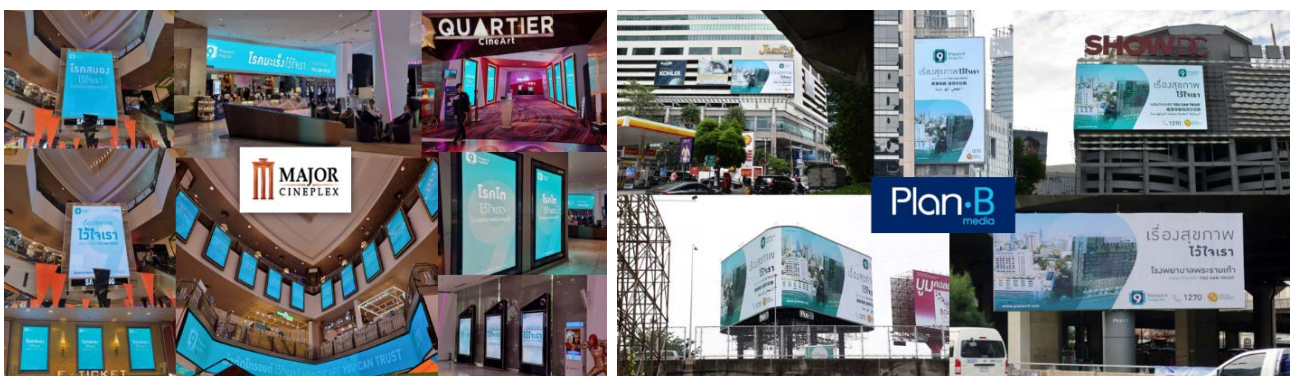
enhances the comprehensiveness of digital healthcare services, allowing consumers to receive professional healthcare support anytime. Users can consult specialists via online communication services, stay updated on healthcare news, and adopt proactive health measures, ultimately improving their long-term well-being. Moreover, this presents a business opportunity to expand healthcare services into a broader market via E-commerce, contributing to the advancement of digital healthcare operations in the future. This strategic adaptation aligns with customer needs and leads to sustainable economic value creation and social impact.

Praram 9 Hospital on Shopee Mall to enhance a comprehensive digital healthcare service model, allowing consumers to access professional healthcare conveniently and at any time. This includes expert consultations, home medication delivery services, and Drive-in Service. Additionally, the platform facilitates communication of health knowledge and services that help protect and improve the long-term well-being of service users.

In 2023, the Company expanded its sales channels by launching on LazMall (Lazada) to provide consumers with more diverse options for accessing healthcare services conveniently. This initiative enhances accessibility by offering coupons in the form of QR Code.



Additionally, the Company leverages Marketing Technology to reach a broader customer base through data collection and analysis. In the offline segment, the Company strengthens its presence by organizing various event activities both domestically and internationally. It also utilizes digital billboards in everyday locations such as roadsides, airports, and cinemas. Furthermore, to enhance customer engagement, the Company offers a Loyalty Program, providing exclusive benefits and discounts to Praram 9 to encourage repeat service usage.





## Innovation Development and Collaboration to Enhance Service User Experience

The Company aims to transition into a fully digital hospital and lead in the adoption of advanced technologies for diagnostics, treatment, and healthcare services. Additionally, it seeks to enhance operational efficiency and meet consumer demands by developing various innovative systems, including:

- Customer Relationship Management System (CRM) For more details, please refer to section 1.1.1
- Electronic Medical Record System (Electronic Medical Record: EMR) For more details, please refer to section 1.1.2
- Personal Health Record System (PHR) For more details, please refer to section 1.1.3
- Development of the Smart Hospital project. For more details, please refer to section 2.1.
- Development of the 9 CARE platform and 9 CARE Shop by the Online Hospital Center. For more details, please refer to section 2.2.

## Responding to Service Users' Needs

The Company prioritizes consumer satisfaction, as satisfaction is a crucial factor in developing and improving service quality. Regular surveys, monitoring, and inquiries are conducted to understand the needs of both current service users and those who reach out through various online channels. This feedback is then utilized to enhance services and better meet customer expectations.

The Company has set a goal for managing responsibility to service users, aiming for a service user satisfaction rate of at least 95% in Patient Experience. It has set a goal of

### 1. Outpatient Experience Satisfaction Rate (OPD) Not less than 95%

Based on the 2023 annual survey, the outpatient experience satisfaction rate (OPD) was = 92.12%. In response to the survey results, various initiatives have been implemented to meet service users' needs, as follows:

- Developed an Application Notification to Alert OPD staff when a physician has completed a consultation, ensuring that patient names are promptly sent to the pharmacy and

billing department. This reduces the risk of prolonged waiting times for service users.

- Developed an Application for verifying healthcare benefits, enabling clear, fast, and efficient communication to service users regarding their entitlements.
- Implemented a QR Code system for patient self-care instructions in every consultation room. Each department has a designated QR Code specific to its specialty, ensuring that service users can easily access relevant self-care guidelines.
- To facilitate patient navigation between the two buildings, additional signage has been installed to clearly indicate key locations and pathways. Additionally, an electric shuttle service is available to transport patients between the buildings, minimizing confusion and enhancing convenience.
- For international patients receiving medical services, the Hospital has assigned a sufficient number of interpreters to provide close assistance and reduce language barriers that may impact the quality of patient care and overall service experience. Miscommunication can lead to misunderstandings in treatment, difficulties in providing medical information, or even a lack of trust between patients and healthcare professionals.
- Established the Service Transform Committee to enhance and develop service behavior among staff and to plan strategic service improvements. The committee is committed to systematically implementing all recommendations to continuously refine service quality.
- Efforts have been made to curate suitable retail and dining options that align with the needs of service users.

### 2. Inpatient Experience Satisfaction Rate (IPD) not less than 95%

Based on the 2023 annual survey, the inpatient experience satisfaction rate (IPD) was = 97.08%. In response to the survey results, various initiatives have been implemented to meet service users' needs, including the following:

- A comprehensive Learning Center was established on the 8<sup>th</sup> floor to provide professional training, with a primary focus on onboarding new nurses. The center includes





E-training modules on intravenous line placement and fluid administration, utilizing advanced simulation mannequins. Additionally, hands-on training is provided for various nursing procedures using state-of-the-art mannequins capable of simulating real-life medical scenarios.

- For international patients, interpreters are assigned to provide close assistance to minimize language barriers that may affect the quality of patient care and overall service experience. Miscommunication can lead to misunderstandings in treatment, difficulties in providing medical information, or even a lack of trust between patients and healthcare professionals.
- For patients who require long-term hospitalization and need controlled food compositions under the supervision of dietitians, a common issue is loss of appetite. To address this, a meal plan has been implemented with a one-month rotating menu to ensure variety and prevent repetition, enhancing dietary diversity for better patient satisfaction.
- Improvements and adjustments have been made to the Smart TV system and WIFI signal to enhance speed and ensure sufficient connectivity for user needs.

## Implementation

For service experience evaluation (Patient Experience) and individual satisfaction surveys, customer relations officers directly engage with service users to gather feedback on their experiences. In cases of commendations or suggestions, the officers record the information into the Program Risk Management system and issue a task report to the relevant departments. This process ensures that necessary corrective measures are taken to prevent recurrence and allows for concrete responses to meet service users' needs effectively.

## Facility Improvements to Enhance Service User Experience :

- OPD - 2<sup>nd</sup> Floor, Building A, Emergency Room, Internal Medicine Department, Orthopedic Surgery Department. These improvements aim to accommodate the increasing number of outpatients.
- IPD - 10<sup>th</sup> Floor, Building A Renovated to enhance the environment for accommodating inpatients.
- 8<sup>th</sup> Floor, Building A Established as the Praram 9 Hospital Learning Center to provide academic training for the Company's personnel.

## Performance in Responsibility to Service Users

### Responsibility to Service Users

**Goals: Outpatient Experience Satisfaction Rate (Patient Experience OPD) not less than 95%**



Outpatient Experience Satisfaction Rate (Patient Experience OPD)

**92.12%**

**Goals: Inpatient Experience Satisfaction Rate (Patient Experience IPD) not less than 95%**



Inpatient Experience Satisfaction Rate (Patient Experience IPD)

**97.08%**

In addition to assessing overall satisfaction, the Company also evaluates the rate of returning customers. If service users have a positive perception of the Company's services, it fosters trust and encourages repeat visits. Moreover, tracking the return rate of existing customers not only measures satisfaction but also reflects confidence in the services provided and a positive attitude toward the Company. Maintaining high customer satisfaction and delivering an excellent service experience increases the likelihood of strengthening customer trust and encouraging referrals to others.

- Recommendation Score for Service Use - Outpatient Satisfaction: 98.25%
- Recommendation Score for Service Use - Inpatient Satisfaction: 98.05%

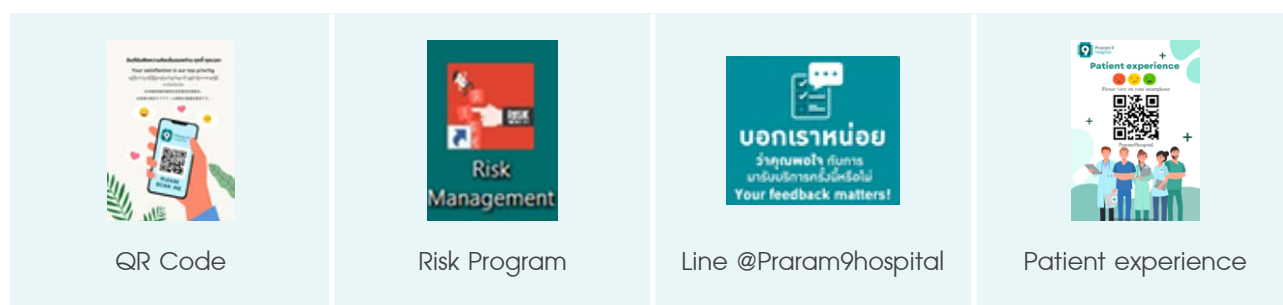


## Service User Complaint Management

Effective complaint management is a crucial aspect of customer service, ensuring satisfaction and maintaining customer trust. The Company has implemented an efficient complaint management process as follows:

Effective complaint management is a crucial aspect of service quality improvement and development. Listening to and addressing customer complaints efficiently not only resolves issues but also provides an opportunity to build stronger relationships with customers and enhance service satisfaction. A well-structured complaint management system can transform challenges into opportunities for service enhancement and refinement. To ensure customer satisfaction and maintain trust, the Company has implemented an effective complaint management process, as outlined below:

1. Complaint Reception: Receiving customer complaints through all available service channels. Currently, the Company has developed multiple reporting systems, including telephone, QR Code, email, Line, and social media platforms, ensuring convenient communication for customers.



2. Listening and Acknowledging: When service users raise complaints, it is crucial to listen attentively and empathetically, making them feel that their concerns are valued and taken seriously.
3. A thorough analysis and investigation of the issues are conducted to determine the root cause, whether it is related to service delays, treatment quality, or procedural inconveniences.
4. Rapid response and resolution of issues are prioritized, along with transparent and direct communication. Upon receiving a complaint, staff members promptly acknowledge and respond to the service user, even if the issue has not yet been fully resolved. Demonstrating concern and recognition of the complaint is essential in maintaining trust and service quality.
5. Follow-up and Summary: Monitoring each case to ensure complaints are properly managed, along with compiling a summary of complaint resolutions.
6. Learning and Improvement: Utilizing complaint data to enhance future services by refining work processes or providing staff training to prevent recurring issues.
7. Providing a clear explanation of the issue and offering a sincere apology to affected service users, demonstrating the Company's awareness and commitment to resolution.
8. Implementing promised solutions such as service modifications, additional services, or providing valuable recommendations.
9. Post-resolution follow-up to ensure the issue has been fully addressed and that the service user is satisfied with the outcome.
10. Record-Keeping: Maintaining detailed records of all complaints received, including complainant details, issue descriptions, and timestamps.



11. Analysis and Evaluation: Conducting a thorough analysis to identify root causes before implementing corrective actions.
12. Utilizing complaints as a tool for service quality improvement is essential, as they provide valuable insights for refining service systems and processes. Complaints serve as key data points for future service enhancements, such as optimizing service procedures, improving staff training, or integrating technology to enhance efficiency.
13. Fostering a culture of responsiveness and encouraging personnel to actively listen and recognize the importance of complaint management is a fundamental part of service quality improvement and development.

Managing customer complaints is not just a process for problem resolution but also a demonstration of responsibility and commitment to providing attentive and efficient customer care. When handled properly and with attention to detail, it can enhance customer satisfaction, improve service quality, and foster long-term relationships with service users.

**Outcome: Complaints regarding customer privacy violations: = 0 cases.**

#### Operations in Responsibility to Service User

1. Ensuring the security of digital medical systems in compliance with ETDA standards.
  2. Enhancing organizational data storage on Cloud.
  3. Providing high-quality healthcare with strong safety standards and ethical practices.
  4. Ensuring patient satisfaction and delivering excellent service.
  5. Providing clear, accurate, fast, and convenient health information.
  6. Offering reasonable medical service fees.
  7. Data Privacy & Security – Confidentiality and safety of patient records and treatment information.
- Responsibility to Service is a key factor in building confidence among service users and fostering trust. It also directly contributes to maintaining service standards and ensuring long-term customer satisfaction.
1. Service Quality Maintenance
    - Maintaining Quality Standards: Compliance with established service standards, such as JCI (Joint Commission International) accreditation for hospitals, ensuring consistent and predictable healthcare services.
    - Monitoring and Evaluation: Internal and external assessments to regularly monitor service quality, including audits and quality assurance programs, to improve efficiency and responsiveness to patient needs.
  2. Responsibility for Service User Safety
    - Accident and Hazard Prevention: Implementing measures to prevent and reduce risks in service delivery, such as treatment outcome monitoring, medication safety checks, and hospital infection control.
    - Safety Training: Training staff on safety protocols and accident prevention to ensure adherence to appropriate safety measures within the work environment.
  3. Providing Transparent and Accurate Information
    - Providing Easy-to-Understand Information: Providing transparent and easy-to-understand information about services, medical costs, and procedures, including treatment guidance and cost details.
    - Responding to Questions and Concerns: Service users should receive complete and accurate information, along with clear guidance and answers to any inquiries.
  4. Fair and Equitable Service
    - Fair Treatment: Services should be provided without discrimination based on race, religion, or socioeconomic status.



- **Equal Access to Services:** Ensuring equal care for all individuals without any form of discrimination is essential in building trust and confidence among service users.

#### 5. Ethical Practices

- **Confidentiality and Privacy Protection:** Respecting the right to confidentiality of service users' personal information, such as medical records or personal data, is crucial, especially in the healthcare sector.
- **Maintaining Ethical Standards in Service Delivery:** All personnel should adhere to ethical service standards, ensuring honesty, transparency, and accountability to customers.

#### 6. Listening and Responding to Complaints

- **Taking Complaints Seriously:** The organization must have clear channels for receiving complaints from service users and respond promptly to resolve issues or errors.
- **Evaluation and Improvement:** Complaints should be used as valuable feedback for improving services, such as enhancing workflow processes or increasing staff training to ensure higher service quality.

#### 7. Personnel Development

- **Training and Skill Development:** Enhancing staff skills in customer service and professional expertise, such as communication training and delivering friendly, easy-to-understand service.
- **Strengthening Awareness of Responsibility:** Educating personnel on the importance of responsibility towards customers and the best practices for delivering high-quality service.

#### 8. Service User Care and Satisfaction Enhancement

- **Providing Services that Meet Customer Needs:** Gaining a deep understanding of service users' needs, such as improving services based on feedback and recommendations from users.

- **Post-Service Care:** Following up with service users via phone calls after treatment or service to assess satisfaction and outcomes.

Ensuring responsibility towards service users builds confidence by demonstrating that the organization prioritizes and carefully oversees every aspect of its operations. This includes delivering high-quality services, maintaining safety, providing transparent information, and addressing complaints effectively. A strong commitment to responsibility and attention to detail enhances customer satisfaction and fosters long-term trust between service users and the organization.

#### Stakeholder Engagement Channels

- Communication and consultation through offline and online platforms (Website, Facebook, Line, Twitter), as well as the contact number for Call Center: 1270.
- Continuous service satisfaction surveys conducted through questionnaires and various electronic channels throughout the year.
- Public relations activities and health education initiatives.
- Providing health education training within the Hospital.

#### Stakeholder Response Strategies

- Providing patient care in accordance with international healthcare quality standards accredited by Joint Commission International (JCI).
- Listening to feedback, suggestions, and complaints to improve service quality.
- Providing health education and training programs.
- Establishing a secure system for protecting patient data and medical records.



### 3.5.2.4 Participation in Enhancing the Quality of Life in the Society

#### Management of Efforts to Participate in Enhancing the Quality of Life in the Society

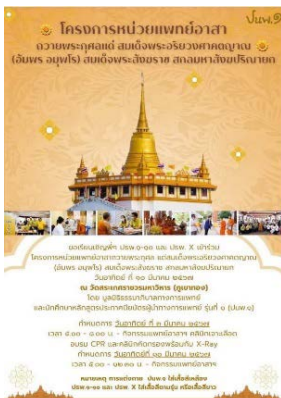
In the year 2024, the Company implemented operational policies to participate in enhancing the quality of life in the society, focusing on promoting healthcare and safety, which are essential factors. The Company organized various activities, including: (1) conducting field visits for off-site health check-ups to promote public access to self-health assessments and provide appropriate self-care advice, with 27 projects, and (2) organizing field visits for medical knowledge and care training by specialized medical teams in various fields, with 34 projects, to the general public, patients, family members, and healthcare professionals from various places, totaling over 3,085 people. The Company also disseminated knowledge through training activities held at different locations (Onsite Channel), as well as through the creation of educational media on online channels (Online Channel). These efforts to promote the development of good quality of life in society also fostered collaboration between the Company and business partners and integrated technological knowledge with a new organizational approach to enhance the quality of life in communities and society, ensuring long-term health security and increasing trust from the community and society in the Company.

The Company continues to focus on conducting activities aligned with the existing goals of community engagement. In the year 2024, the number of projects increased by more than 20 percent compared to the base year 2020, to further develop knowledge and understanding of self-care in health. Additionally, new goals were set for activities aimed at creating shared value (CSV) with society, with at least 2 projects per year, contributing to the ongoing development of a healthier society.

#### Off-site Health Check-up Program (Total of 27 programs)

##### Health Check-up: "Volunteer Medical Unit Project for Monks at Wat Saket Ratchaworamahawihan"

The total number of individuals who received health check-ups included 51 monks, 1 nun, and 27 members of the general public on 10 March 2024







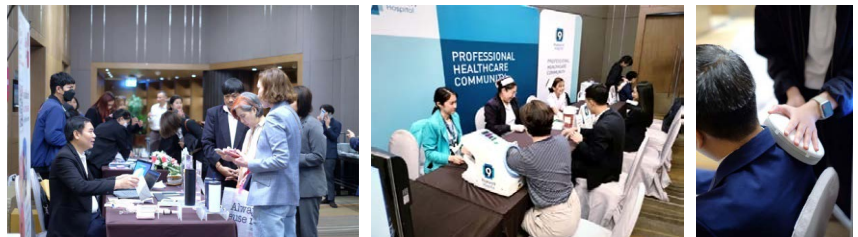
## Health Check-up Program at the Launch Event of Market Avenue Chaeng Watthana - Ratchaphruek

Basic health check-up, including blood pressure measurement, blood sugar level test, and workshop on basic CPR training, conducted by Ms. Siriboon Kaewwongsa and team on 10 March 2024



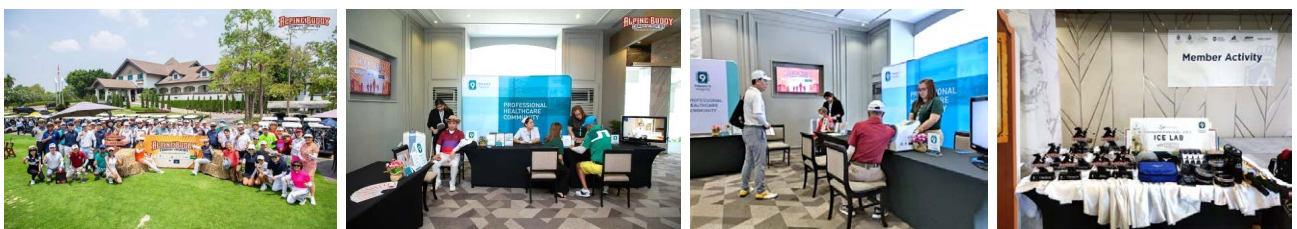
## Health Check-up Program at MTL Family Wealth Planning

Basic health check-up, including blood pressure measurement, blood sugar level test, body composition analysis, and peripheral nerve stimulation using electromagnetic therapy for high-net-worth investors and their families, totaling 40 families on 13 March 2024



## Health Check-up Program at Alpine Buddy Cowboy Country

Basic health check-up, including blood pressure measurement, blood sugar level test, body composition analysis, and peripheral nerve stimulation using electromagnetic therapy on 24 March 2024



## Health Check-up Program at the Lao New Year Celebration 2024 at the Lao Embassy

Basic health check-up, including blood pressure measurement and blood sugar level test, on 24 April 2024







## Specialized Volunteer Medical Unit Project in Honor of His Majesty in Collaboration with the Medical Governance Foundation

Influenza Vaccine Clinic

On 17 May 2024: 200 doses

On 18 May 2024: 607 doses

On 19 May 2024: 1,181 doses

Total: 1,988 doses



## First Aid Unit and Ambulance Service at Alpine Challenge 2024 (1<sup>st</sup> Edition)

Providing basic first aid unit and ambulance standby services at Alpine Challenge 2024, 1<sup>st</sup> Edition, on 18 March 2024

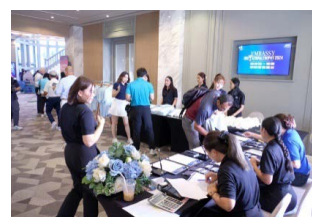


## ATK Testing Program for the Lao Embassy

Conducting ATK health screenings for the Lao Embassy staff on 23 April 2024



## Health Check-up Program at Alpine Embassy Invitational



Basic health check-up, including blood pressure measurement, blood sugar level test, body composition analysis, and peripheral nerve stimulation using electromagnetic therapy on 27 May 2024





## Health Check-up Program at Alpine Football

Basic health check-up, including blood pressure measurement and blood sugar level test, on 30 May 2024



## Health Check-up Program at Family Fun Fest @ Sukhumvit 77 – Suvarnabhumi

Basic health check-up, including blood pressure measurement, blood sugar level test, and Reaction Time movement assessment on 9 June 2024



## Health Check-up Program at Alpine Golf Challenge 2024 (2<sup>nd</sup> Edition )

Basic health check-up, including blood pressure measurement, blood sugar level test, body composition analysis, and peripheral nerve stimulation using electromagnetic therapy on 24 June 2024



## Smart Health Expo: A New Era of Parliament Prioritizing Health

Basic health check-up, including electrocardiogram EKG. Patient records were entered into the Hospital system on 24 June 2024. Total number of individuals who underwent EKG testing: 125 people

- Officials from the Secretariat of the House of Representatives: 105 people
- Officials from the Secretariat of the Senate: 10 people
- General public: 10 people





## Health Check-up Program for Representatives of Muang Thai Life Assurance

Basic health check-up, including blood pressure measurement, blood sugar level test, and Reaction Time movement assessment on 5 August 2024.



## Health Check-up Program for Representatives of AIA

Basic health check-up, including blood pressure measurement, blood sugar level test, and Reaction Time movement assessment on 7 August 2024



## First Aid Unit and Ambulance Service at Sport Day of the Stock Exchange

Providing basic first aid unit and ambulance standby services at the sports competition: SET Sport Day 2024. Held at St. Andrew International School sports arena on 7 September 2024



## Health Check-up Program at the Nurse Dormitory Construction Project Meeting

Basic health check-up, including blood pressure measurement and blood sugar level test, conducted during the public consultation meeting for the nurse dormitory construction project at Graph Hotels on 8 September 2024





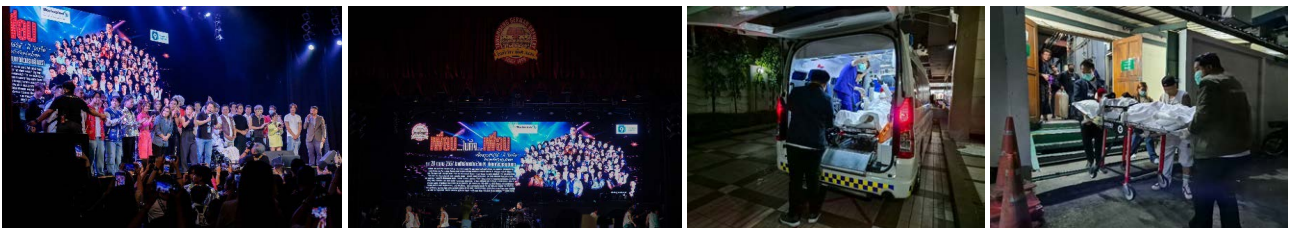
## Health Check-up Program at Ruejai Meet & Mingal @ SC Asset

Basic health check-up, including blood pressure measurement, blood sugar level test, and Reaction Time movement assessment at Grand Bangkok Boulevard Rama 5 along with Doctor Talk: Aging and the Risks of Diseases to Watch Out For, presented by Jirayu Chimvilaisup, M.D., a specialist from PR9V Center on 6 October 2024



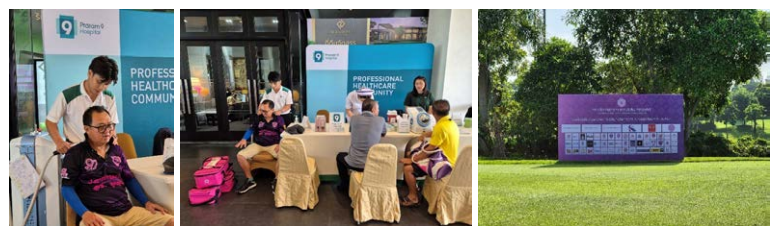
## First Aid Unit and Ambulance Service at the Concert “Friends Never Leave Friends for Phi Hijack”

Providing basic first aid unit and ambulance standby services at the concert “Friends Never Leave Friends for Phi Hijack” to raise funds in support of Mr. Phiraphan Kumarasith, also known as Phi Hijack, who is battling pemphigus. The event was held at Tawandang German Brewery, Ramintra Expressway Branch on 20 October 2024.



## Health Check-up Program at the Amnuay Silpa Alumni Charity Golf Tournament

Basic health check-up, including blood pressure measurement, blood sugar level test, and Peripheral Magnetic Stimulation (PMS), at the Amnuay Silpa Alumni Charity Golf Tournament competing for the Royal Trophy of Her Royal Highness Princess Maha Chakri Sirindhorn, held at Riverdale Golf Club on 24 October 2024.



## Ordination Program for Monks and White-Robed Ascetics in Honor of His Majesty the King on the Occasion of the Grand Royal Ceremony Commemorating His 72<sup>nd</sup> Birthday Anniversary

Influenza Vaccine Clinic at Wat Mahathat Yuwaratransarit Rajaworamahaviharn: 53 doses administered on 26 October 2024





### Health Check-up Program at Ruejai Meet & Mingal @ SC Asset

Basic health check-up, including blood pressure measurement, blood sugar level test, and Reaction Time movement assessment at Bangkok Boulevard Village, along with Doctor Talk: Aging and the Risks of Diseases to Watch Out For, presented by Jirayu Chimvilaisup, M.D., a specialist from PR9V Center on 27 October 2024



### Health Check-up Program at Ruejai Meet & Mingal @ SC Asset

Basic health check-up, including blood pressure measurement, blood sugar level test, and Reaction Time movement assessment at Bangkok Boulevard Rama 5, along with Doctor Talk: "Aging and the Risks of Diseases to Watch Out For," presented by Jirayu Chimvilaisup, M.D., a specialist from PR9V Center on 3 November 2024



### Health Check-up Program at Ruejai Meet & Mingal @ SC Asset

Basic health check-up, including blood pressure measurement, blood sugar level test, and Reaction Time movement assessment at Bangkok Boulevard Srinakarin-Bangna, along with Doctor Talk: "Aging and the Risks of Diseases to Watch Out For," presented by Jirayu Chimvilaisup, M.D., a specialist from PR9V Center on 10 November 2024



### Health Check-up Program at PTT Health Day

Basic health check-up, blood pressure measurement, blood sugar level check, and Reaction Time movement test in collaboration with PTT Public Company Limited at PTT Health Day on 13-14 November 2024





## Community Health Check-up Program "Healthy Community", 3<sup>rd</sup> Edition

Health check-up for monks at Wat Praram 9 Kanchanapisek Number of monks receiving health check-ups: 21 monks



## First Aid Unit and Ambulance Service at Grand Sport Day 2024

First aid unit set up with Ambulance Standby at Grand Sport Day 2024 on 21 December 2024



## Medical Knowledge and Healthcare Educational Project (Total of 34 projects)

### Professional Seminar Project

Professional seminar activity to provide knowledge on "Kidney Disease and Kidney Transplantation for Professional Nurses Caring for Kidney Patients" to professional nurses caring for kidney patients in various units within Trang Province. The event was attended by 34 participants on 23 February 2024



### New Kidney...New Life Seminar Project (Public Edition)

A seminar activity titled "New Kidney, New Life" was organized in collaboration with Thonburi Thungsong Hospital. The training session was attended by 119 participants on 3 March 2024

Kidney transplant consultations during the event: 5 cases

Scheduled for examination in April: 1 case

Topic: "Diabetes, Hypertension, and Cholesterol - The Silent Threats to Kidney Disease" Speaker: Dr. Orathai Thientham, Specialist in Internal Medicine, Thonburi Thungsong Hospital

Topic: "In-depth Understanding of Kidney Disease and Treatment Awareness" Speaker: Dr. Chalothorn Taesilpasathit, Nephrology Specialist, Praram 9 Hospital





## World Kidney Day Educational Project

An educational booth on kidney health and kidney disease was set up at Praram 9 Hospital area for the general public on 13 March 2024



## Seminar at Healthy Life by Viriyah Health Advisory 2024

The program Healthy Life by Viriyah Health Advisory 2024 was conducted for Viriyah Insurance Public Company Limited through a Live session on Facebook, featuring the topic 'Eye Diseases - The Silent Danger.' Speaker: Dr. Chayata Liamsiricharoen, Cornea and Refractive Surgery (LASIK) Specialist, Praram 9 Hospital, on 23 March 2024



## Seminar Project: 9 Months of Quality Pregnancy for Your Baby

Seminar on "9 Months of Quality Pregnancy for Your Baby" Speaker: Dr. Aurasia Hemachandra, Obstetrician and Gynecologist specializing in Maternal-Fetal Medicine

Workshop: Techniques for Bathing Newborns, led by Khun Uraiporn Uppama, Professional Nurse, Nursery Department

Workshop Prenatal Yoga, led by Instructor Dao (Khun Imphorn Petthongsin)

The event was attended by 34 families on 30 March 2024



## Online Seminar Project on "Weight Management in Working Age"

Online seminar activity for group insurance customers of Muang Thai Life Assurance Public Company Limited on the topic "Weight Management in Working Age" Speaker: Dr. Areesa Manodpitipong, Endocrinology and Metabolism Specialist, Praram 9 Hospital.

The event was attended by 258 participants on 4 April 2024.





## Online Seminar Project on “9 Things to Know During 9 Months of Pregnancy”

In collaboration with Rukjakmae Company Limited (Momster page), an Online seminar was organized and broadcast live on Facebook to provide knowledge to expectant mothers on the topic “9 Things to Know During 9 Months of Pregnancy.” Speaker: Dr. Aurasa Hemachandra, Obstetrician and Gynecologist specializing in Maternal-Fetal Medicine.

Workshop Techniques for Bathing Newborns with 10 Methods for Safe and Hygienic Baby Bathing, led by Khun Uraiporn Uppama, Professional Nurse, Nursery Department. The event was viewed by 1,306 participants on 6 April 2024.



## Seminar Project: Central Baby Fair @ Central Ladprao

Organized the Central Baby Fair @ Central Ladprao BCC Hall, 5<sup>th</sup> floor, featuring a talk on “Bangkok Allergies - Easy Solutions.”

Speaker: Dr. Chattima Saowapark, Pediatrician specializing in Allergies and Immunology, Praram 9 Hospital. The event was attended by 30 participants on 27 April 2024.



## Study Visit Program – Rangsit University

Participants from the Specialized Nursing Course in Renal Replacement Therapy, Rangsit University, visited the Kidney Disease and Transplant Institute at Praram 9 Hospital on 30 April 2024.





## Seminar Project: Central Baby Fair @ Central Ladprao

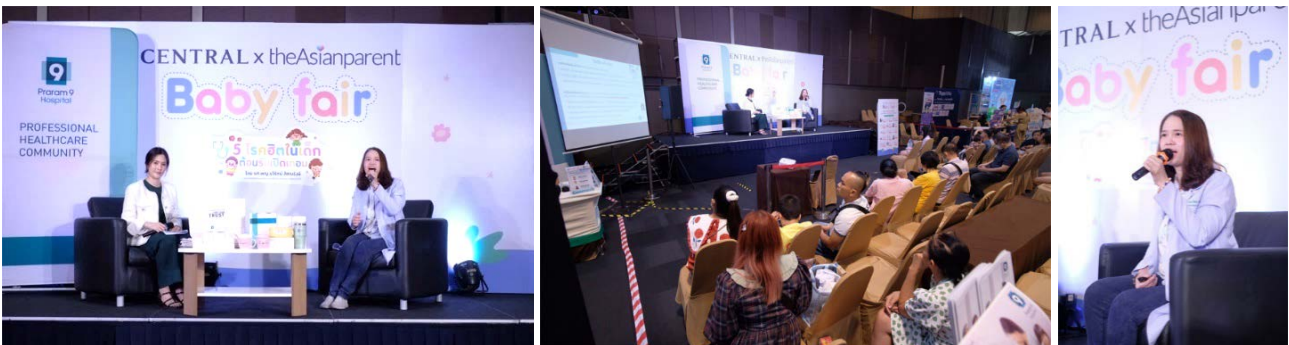
Organized the event Central Baby Fair @ Central Ladprao BCC Hall, 5<sup>th</sup> floor, featuring a talk on “Positive Parenting.” Speaker: Dr. Adisorn Tongrak, Clinical Psychologist, Praram 9 Hospital, on 4 May 2024.



## Baby fair @ Central Ladprao

Organized the Central Baby Fair @ Central Ladprao BCC Hall, 5<sup>th</sup> floor, featuring a talk on “5 Common Childhood Diseases at the Start of the School Term.”

Speaker: Assoc. Prof. Dr. Raweerat Sitchayarungsi, Pediatrician specializing in Allergies and Immunology, Praram 9 Hospital on 5 May 2024.



## Online Seminar Project on “When Should You See a Doctor for Heart Palpitations?”

Online Seminar Activity An Online seminar was conducted for executives and employees of Thai Life Insurance Public Company Limited on the topic “When Should You See a Doctor for Heart Palpitations?” Speaker: Dr. Phonpitchaya Boondee, Cardiologist and Vascular Disease Specialist, Praram 9 Hospital on 7 May 2024.

Health Screening Booth

- Blood pressure measurement
- Body composition analysis

Heart-Healthy Diet Advisory Booth





## Site-Visit Program – Bangkok Public Health

Site-Visit Program – Bangkok Public Health Site-Visit for the Executive Health Management in Urban Areas Course, Class 5, Department of Health, Bangkok Metropolitan Administration, on 24 May 2024.



## Site-Visit Program – Siriwet Hospital, Chanthaburi

A professional seminar on kidney diseases was organized for a team of professional nurses visiting the Kidney Disease and Transplant Institute at Praram 9 Hospital, attended by 53 participants on 20 June 2024.



## Seminar on “Office Syndrome...How to Treat and Relieve Pain”

A seminar was conducted for executives and employees of Bangpa-In Cogeneration Company Limited on the topic “Office Syndrome...How to Treat and Relieve Pain.” Speaker: Dr. Jintana Kasemsuwan, Specialist in Rehabilitation Medicine and Pain Management from the Pain Treatment and Strengthening Institute (Fix&Fit) at Praram 9 Hospital. The event was held on 5 September 2024.







## Online Seminar Project on “Monkeypox: A Zoonotic Disease to Watch Out For”

An Online seminar was conducted to educate employees on the topic “Monkeypox: A Zoonotic Disease to Watch Out For.” Speaker: Dr. Rupporn Tuksinvaracharn, Neurologist, Praram 9 Hospital. The event was attended by 108 participants on 9 September 2024.



## Professional Seminar Project

A seminar was conducted to provide knowledge on “Kidney Disease and Kidney Transplantation for Professional Nurses Caring for Kidney Patients” at Ubonrak Thonburi Hospital. The event was attended by 44 participants on 19 September 2024.



## Educational Project – Kids For Fun

An educational booth was set up at Praram 9 Hospital for the general public on 17-18 August 2024.



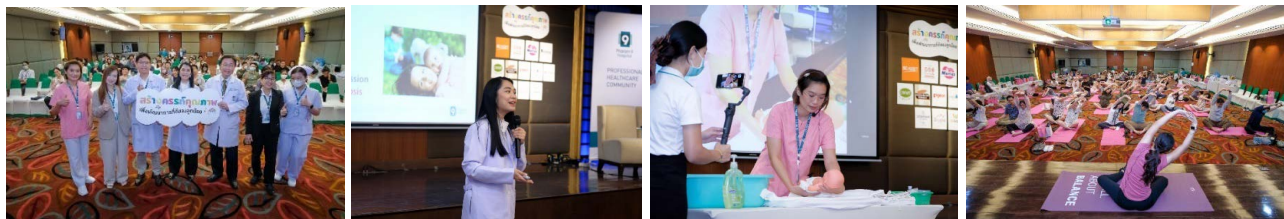
## Site-Visit Program - Rangsit University

Participants from the Specialized Nursing Course in Renal Replacement Therapy, Rangsit University, visited the Kidney Disease and Transplant Institute at Praram 9 Hospital. The visit was attended by 48 participants on 25 October 2024.



## Seminar Project for Expectant Mothers

Speakers: Dr. Ploynin Puttapitakpong, Cardiologist, Praram 9 Hospital Dr. Kittikun Naksawet, Anesthesiologist, Praram 9 Hospital. The event was attended by 47 families on 26 October 2024.



## Educational Project - Vaccine Day

A educational booth was set up at Praram 9 Hospital for the general public. Speakers: Dr. Chattima Saowapark, Pediatrician specializing in Allergies and Immunology, Praram 9 Hospital; Ajarn Adisorn Tongrak, Clinical Psychologist, Praram 9 Hospital. The event took place on 23 November 2024.



## Online Seminar Project - Well-Being Health Care: Diabetes

An Online seminar was conducted to provide knowledge to employees on the topic "Well-Being Health Care: Diabetes) Speaker: Dr. Areesa Manodpitipong, Specialist in Endocrinology and Metabolism. Praram 9 Hospital. The event was attended by 50 participants on 25 November 2024.



## Seminar Project - Well-Being Health Care: Diabetes

A seminar activity was conducted to provide knowledge to employees of MSIG on the topic "Well-Being Health Care: Diabetes), Speaker: Dr. Areesa Manodpitipong, Specialist in Endocrinology and Metabolism. Praram 9 Hospital on 3 March 2024







## Seminar Project on Holistic Care for Chronic Kidney Disease Patients

A seminar on holistic care for chronic kidney disease patients was conducted at the Samut Prakan Provincial Public Health Office.

Speakers: Dr. Chalothorn Taesilapasathit, Nephrology Specialist, Praram 9 Hospital  
Dr. Areesa Manodpitipong, Specialist in Endocrinology and Metabolism, Praram 9 Hospital  
Dr. Wittaya Wanpen, Psychiatrist, Praram 9 Hospital.

The event took place on 13 December 2024.



## Basic First Aid and CPR Training Program (CPR) for Wat Rajathiwas Rajaworavihara

A public lecture was organized on “CPR Training and AED Usage”, conducted by Dr. Wisuit Katekao, Cardiologist, Praram 9 Hospital. The event was attended by 35 participants on 18 February 2024.



## CPR and AED Training Program (CPR) and AED Usage for Ricoh (Thailand) Company Limited

A lecture session was organized on “CPR Training and AED Usage”, conducted by Dr. Phonpichaya Boondet, Cardiologist specializing in heart and vascular diseases at Praram 9 Hospital. The event was attended by 28 participants on 14 March 2024.





## CPR Training Program for the Royal Volunteer Specialist Medical Unit In Collaboration with the Medical Governance Foundation

A lecture session was organized on “CPR Training and AED Usage”, conducted by Dr. Wisuit Katekao, Cardiologist, Praram 9 Hospital.

The event was attended by 244 students from Ayutthayawittayalai School on 17 May 2024.

80 members of the Village Health Volunteers (VHV) Group, Ayutthaya province participated on 19 May 2024



## Basic First Aid and CPR Training Program (CPR) with AED Demonstration

A lecture session was organized for The Hongkong and Shanghai Banking Corporation (HSBC) on “CPR Training and AED Usage”, conducted by Dr. Wisuit Katekao, Cardiologist, Praram 9 Hospital. The event was attended by 30 participants on 12 September 2024.



## Basic First Aid and CPR Training Program with AED Demonstration

Organized a lecture for Eastern Commercial Leasing Company Limited on “CPR Training and the Use of AED”, conducted by Dr. Wisuit Katekao, a specialist in cardiology and vascular diseases from Praram 9 Hospital. The event was attended by 30 participants on 17 September 2024.







### Basic First Aid and CPR Training Program with AED Demonstration

Organized a lecture for a group of life insurance representatives on “CPR training and the use of AED”, conducted by Dr. Wisuit Katekao, a specialist in cardiology and vascular diseases from Praram 9 Hospital. The event was attended by 52 participants on 24 September 2024.



### Basic First Aid and CPR Training Program with AED Demonstration

A lecture session was organized for The Hongkong and Shanghai Banking Corporation (HSBC) on “CPR Training and AED Usage”, conducted by Dr. Wisuit Katekao, Cardiologist, Praram 9 Hospital. The event was attended by 30 participants on 3 October 2024.



### Basic First Aid and CPR Training Program with AED Demonstration

Organized a lecture for students of Amnuay Silpa School on “CPR Training and the Use of AED”, conducted by Dr. Phonpitchaya Boondet, a specialist in cardiology and vascular diseases, Praram 9 Hospital. The event was attended by 32 participants on 10 October 2024.



### Basic First Aid and CPR Training Program with AED Demonstration

Organized a lecture for the staff of Bangpa-In Cogeneration Company Limited on “CPR training and the use of AED”, conducted by Dr. Phonpitchaya Boondet, a specialist in cardiology and vascular diseases, Praram 9 Hospital. The event was attended by 51 participants on 31 October 2024.



## Mobile Mammography Unit Donation Project for Tha Wung Hospital

Praram 9 Hospital specializes in complex diseases and has continuously carried out CSR activities while providing medical knowledge to the public. Cancer is one of the challenging diseases in which the Hospital has expertise, focusing on early detection, treatment, and comprehensive care. Breast cancer, in particular, is one of the most common cancers among women. Early screening can help reduce the risk of breast cancer, and if any abnormalities are detected, timely treatment can be administered. This initiative aims to promote better health and long-term quality of life.

On 23 December 2024, Praram 9 Hospital continued its mission to enhance the quality of life for all Thais by donating a mobile mammography unit to Tha Wung Hospital in Lopburi Province. This initiative aims to provide convenient, rapid, and high-quality breast cancer screening for the local population, ensuring broader access to essential health check-ups. The donation ceremony was honored by the presence of Dr. Piyadet Waleepitakdej, Public Health Officer of Lopburi Province, Dr. Santi Lapbenjakul, Director of Tha Wung Hospital, and Mr. Soranat Na Srito, Tha Wung District Chief, who represented the Hospital in receiving the donation. Additionally, Praram 9 Hospital has collaborated with Tha Wung Hospital to offer breast cancer screening services to residents in the area and nearby communities, further expanding access to essential healthcare services.



## Blood Donation Campaign Project

Organized a mobile blood donation drive in collaboration with the National Blood Center, Thai Red Cross Society, at Praram 9 Hospital, totaling 4 sessions in 2024, with the following donation figures:

Session 1 on 16 Jan 2024: 81 units  
 Session 2 on 19 Apr 2024: 101 unit  
 Session 3 on 19 Jul 2024: 82 unit  
 Session 4 on 21 Oct 2024: 77 unit  
 Total blood donations: 341 units





## Social Impact Assessment

The Company has conducted a Social Impact Assessment based on key stakeholders' concerns, addressing current and future negative impacts. It has identified social outcome measurement and applied the Social Return on Investment (SROI) methodology to develop sustainability strategies, action plans, and key performance indicators to mitigate negative impacts. This initiative aims to contribute to improving the quality of life within society. In 2024, the Company implemented Creating Shared Value (CSV) initiatives, carrying out 2 projects as follows:

### 1. **HAPPY KIDNEY: Healthy Kidneys, Happy Life** (Activity: "New Kidney, New Life")

Praram 9 Hospital is a leader in providing medical services with a focus on holistic and sustainable healthcare. It is also the private hospital with the most expertise in kidney transplant surgeries in Thailand. The Hospital's Kidney and Kidney Transplant Institute has performed over 1,367 cases, which have been highly successful. Patients who undergo the surgery are able to return to a normal life and experience an improved quality of life. With expertise in kidney disease treatment, the hospital has developed the "New Kidney, New Life" program, which is part of the Creating Shared Value (CSV) concept. The program aims to create a positive social impact through quality medical services that focus on promoting health and improving the quality of life for kidney disease patients. This includes providing education and understanding about kidney disease, kidney transplantation, pre- and post-transplant patient care, and appropriate treatment methods for medical professionals and the general public. The Hospital has partnered with the "Kao Than Roke Foundation" and hospital network partners to expand access to medical services and help improve the quality of life for kidney disease patients.

## Objectives

### Business Objectives::

- Increase the number of patients who can access quality kidney disease treatment.
- Enhance the Hospital's credibility and image as a leader in kidney disease treatment.
- Increase revenue from providing comprehensive kidney disease treatment services.

### Social Objectives:

- Provide education about kidney disease and preventive measures to the public.
- Reduce the incidence of complications in chronic kidney disease patients.
- Support access to standardized treatment for all kidney patients.

## Strategies and Implementation Plan

- **Development of Accessible Medical Services** - Expand the kidney disease screening program in communities.
- **Building Collaborative Networks** - Collaborate with a network of partner hospitals to provide knowledge support.

## Action Plan

| Activities                                                      | Duration of Implementation |
|-----------------------------------------------------------------|----------------------------|
| Organize educational activities about kidney disease            | Every quarter              |
| Conduct training for healthcare professionals on kidney disease | Every six months           |

## Key Performance Indicators - KPIs

- **Business Indicators:**
  - Number of patients receiving treatment.
  - Revenue from kidney disease treatment services.
- **Social Indicators:**
  - Organize educational activities about kidney disease
  - Satisfaction of participants in the program



## Operations

In 2024, the Program has carried out various activities, including organizing seminars to provide kidney-related knowledge to healthcare professionals, conducting seminars for kidney disease patients and the general public, visiting patients in the field, and expanding collaborative networks. In total, 8 sessions were held as follows:

- 1) Seminar project on kidney disease and kidney transplantation for professional nurses in Trang Province on 23 February 2024.
- 2) Seminar project on New Kidney, New Life in collaboration with Thonburi Thungsong Hospital to educate the public on 3 March 2024.
- 3) World Kidney Day activity to educate the public at Praram 9 Hospital on 13 March 2024.
- 4) Site-visit for the specialized nursing course in dialysis replacement therapy at Rangsit University on 30 April 2024.
- 5) Site-visit from Sirivej Hospital Chanthaburi on 20 June 2024.
- 6) Educational Seminar for Professional Nurses Caring for Kidney Disease Patients at Ubonrak Thonburi Hospital on 19 September 2024.
- 7) Site-visit for the specialized nursing course in dialysis replacement therapy at Rangsit University on 25 October 2024.
- 8) Seminar on holistic care for chronic kidney disease patients at the Samut Prakan Provincial Health Office on 13 December 2024.

## Social Impact Assessment - SIA

### Key Stakeholders

- **Kidney disease patients and their families** - have received the opportunity for treatment, gained knowledge and understanding about kidney disease, self-care, and treatment approaches, as well as easy access to medical services.
- **Healthcare professionals** - have the opportunity to develop expertise and service delivery efficiency, gaining knowledge and understanding about kidney disease, treatment, and kidney

transplantation, as well as enhancing their expertise in caring for kidney disease patients.

- **Partner hospitals and the public sector** - help reduce the public health burden and improve the quality of life for the population.
- **Praram 9 Hospital**: is a center for kidney disease treatment and kidney transplantation that fosters collaboration with networks to develop the quality of medical services, promote social business practices, build the organization's image, and ensure sustainability for the organization.

## Occured Social Impact

### Positive impact:

- Patients receive accurate knowledge about kidney disease to make informed treatment decisions
- Promote effective prevention and treatment
- Reduce the incidence of complications
- Improved quality of life after treatment
- Reduce the long-term care burden on families

### Negative impact:

- The cost burden of treatment
- Concerns about decision-making
- Limitations in hospital personnel and resources

## Potential Future Impacts

- The increased demand for treatment may place a burden on the public health system
- Resource management, such as budgeting and personnel, must be appropriately planned

## Measuring Social Outcomes and Evaluating Social Return on Investment - SROI

Calculating SROI will consider the income generated from treatment and kidney transplantation as well as the social impact that has occurred.

- **Total Value of Outcomes**  
= Revenue from kidney transplant surgery + revenue from treatment of other diseases + revenue from ongoing treatment





- Total Cost of Investment = Total budget used in the project (The budget allocated 430,100 Baht / Actual budget used: 341,093.68 Baht)

#### Social Outcomes Measurement

- Quantitative Outcomes:
  - The number of participants in the activity was 308 people, out of the goal of 420 people (representing 73.33%).
- Revenue Outcomes: (Economic return)
  - Number of patients receiving treatment in total 21 patients
    - Number of patients deciding to undergo a kidney transplant 3 patients
    - Number of patients receiving treatment for other diseases 9 patients
    - Number of patients receiving ongoing treatment 9 patients
  - Total revenue from patients receiving treatment: 12,700,000 Baht
- Qualitative Outcomes:
  - Level of satisfaction among participants
  - Changes in kidney health care behavior

**Social return on investment evaluation**  $SROI = (\text{social benefits} / \text{project costs})$  From the calculation of SROI for the project, the results are summarized as follows:

- Social return on investment rate (SROI) = 37.23 Baht (12,700,000 / 341,093.68  $\approx$  37.23)
  - This means that for every 1 Baht invested in the project, a social return of 37.23 Baht can be generated.
  - This demonstrates that the project has a very high return on investment.

Note This does not include the estimated social return value, such as the value of improved quality of life / savings on long-term treatment costs / increased work efficiency.

- Operational Efficiency:
  - Spent less than the allocated budget (79.32% of the allocated budget)
  - The number of participants was 73.33% of the goal (308 people out of the goal of 420)
- Financial Results:
  - Total revenue 12,700,000 Baht
  - Average revenue per patient = 604,761.90 Baht per patient

#### Monitoring and Evaluation

- Monitoring quantitative outcomes such as the number of participants, the number of patients treated
- Impact analysis using data from patients and healthcare professionals
- Future project development plans such as organizing continuous CSV activities on kidney disease
  1. Providing knowledge on kidney health care: Organize seminars and workshops for the "Healthy Kidney for All" project: Educate the public and companies about kidney health care and kidney disease prevention
  2. Community support: Organize activities with the community to promote health care and kidney disease prevention, such as mobile clinics for basic health checkups and kidney health consultations by specialist doctors
  3. Project development with partners : Expand collaboration networks with both public and private sectors to support knowledge and kidney health care treatment approaches
  4. Building a patient network: Establish patient and family support groups to exchange experiences and provide mutual encouragement

**HAPPY KIDNEY Project:** Healthy Kidney, Happy Life (Activity: "New Kidney, New Life") is an application of the CSV concept to create shared value between business and society in various aspects, including health, economy, and fostering cooperation for sustainability. Praram 9 Hospital has been able to make a difference through providing high-standard kidney disease treatment services while promoting good health for the public, thereby increasing opportunities for kidney disease treatment. The project is expected to grow alongside future success with a high SROI that demonstrates the investment's value and tangible social benefits. In the future, the project should be expanded nationally to ensure that patients can access high-quality, sustainable treatment across the country.



## 2. HAPPY MONK: Monks' Well-Being

Project "HAPPY MONK: Monks' Well-Being" is a creating shared value (CSV) project by Praram 9 Hospital, aimed at promoting the health of monks in the community, particularly in managing non-communicable diseases (NCDs), which are diseases not caused by infections and cannot be transmitted from person to person, such as obesity, diabetes, high blood cholesterol, hypertension, heart disease, and chronic kidney disease. The main causes are lifestyle habits and improper dietary behaviors.

According to a survey of monks' health, it was found that most monks suffer from diseases not caused by infections. It was found that chronic non-communicable diseases (NCDs) 4 diseases threaten the health of monks and novices, with the most common being diabetes, hypertension, high blood cholesterol, and ischemic heart disease. The main cause is improper dietary habits, as they often consume overly spicy, sweet, and salty foods, as well as sugary drinks. This is a limitation as they cannot choose their meals and must accept the food given during alms rounds, in addition to restrictions on exercise.



Praram 9 Hospital has organized the project "HAPPY MONK: Monks' Well-Being" to conduct health checkups for monks in the community at Wat Rama 9 Kanchanaphisek. A team of specialist doctors, nurses, nutritionists, and relevant staff organized health checkup activities for the monks free of charge and provided nutritional education to ensure that monks consume food correctly.

#### The objectives of the project HAPPY MONK: Monks' Well-Being

- To promote the good health of monks by conducting health checkups for monks in the community at Wat Rama 9 Kanchanaphisek
- To build good relationships between the Company, the temple, monks, and the community
- To support the health care of monks by providing knowledge and advice on nutrition and the prevention of NCDs (Non-Communicable Diseases) and
- to provide basic health care by offering essential medicines to the temple.

#### Operations

1. Monks' Health Checkup
  - Basic health checkups, such as measuring blood pressure, blood sugar levels, blood cholesterol, etc.
2. Providing Knowledge on Nutrition and NCDs Prevention
  - Providing nutritional advice on appropriate foods for monks, such as reducing sweetness, fats, and salt
  - Recommending adjustments to eating behaviors based on food received during alms rounds
3. Offering Alms Food and Essential Medicines
  - The medical team, nurses, and staff collectively offer alms food to the monks
  - Offering essential medicines to the monks

#### 4. Community Engagement Activities

- Inviting the monks to chant Buddhist prayers at Praram 9 Hospital on New Year's Day

#### Budget

- Allocated Budget: 50,000 Baht
- Actual Expenditure: 16,514.70 Baht

#### Social Impact Assessment

##### Key Stakeholders

##### Beneficiary Groups

- Monks: Received health check-ups and nutritional guidance, helping to reduce the risk of NCDs
- Caregivers and Relatives: Increased confidence in Praram 9 Hospital and strengthened relationships with the Company
- Community: The community has greater trust and acceptance of the Company's role in social care

##### Positive Impacts

- Health Aspect: Monks received health check-ups and accurate nutritional guidance, preventing NCDs, improving their health, and enhancing their knowledge of self-care
- Social Aspect: Strengthened relationships between the community and Praram 9 Hospital, leading to greater acceptance and support for the Company's activities and the opportunity to expand the service user base.
- Economic Aspect: With a budget of only 16,514.70 Baht, the initiative was able to generate widespread positive impacts.

##### Negative Impacts (if any)

- Some monks may not have been able to participate due to time or travel constraints.
- Continuity: Lack of follow-up and continuous guidance after participation in the project.
- Behavioral Impact: Changing dietary habits may be challenging for monks.



### Social Return on Investment (SROI)

Calculation:  $SROI = \frac{(\text{Social Outcome Value} - \text{Investment Cost Value})}{\text{Investment Cost Value}}$

- **Social Benefits Received:**

Health Aspect:

- 18 monks received health check-ups and nutritional guidance
- Reduced long-term risk of NCDs (further follow-up required).

Social Aspect:

- Strong relationships between the Company, the community, and Wat Rama 9
- Increased confidence of caregivers and relatives in Praram 9 Hospital.

Economic Aspect: Efficient budget utilization

- **Social Outcomes:**

- Value of Health Check-ups: 18,000 Baht : Estimated cost per general health check-up per person at 1,000 Baht
- Value of Reduced Risk of NCDs: 18 monks  $\times$  5,000 Baht = 90,000 Baht It is estimated that reducing the risk of NCDs in the long term will help lower future medical expenses, with an estimated average reduction of 5,000 Baht per person.
- Improved Relationships: Estimated value of improved relationships between the Hospital, the community, and the temple.
- Total Social Outcome Value: 18,000 Baht + 90,000 Baht = 108,000 Baht

- **Investment Budget : 16,514.70 Baht**

$SROI = \frac{(\text{Social Outcome Value})}{(\text{Actual Expenditure})} = \frac{18,000 + (18 \times 5,000)}{16,514.70} = 6.54$   
This means: For every 1 Baht invested in this project, it generates a social benefit of 6.54 Baht. (This SROI calculation is a preliminary estimate, as the value of certain social outcomes is an approximation. Further study and data collection are required to obtain more accurate figures.)

### Monitoring and Evaluation

- **Efficient Budget Management:** Lower expenditure than the allocated budget

### Sustainability Strategy Plan

**Objectives:**

- Promote sustainable health for monks in the community.
- Foster strong relationships between the Company, the community, and the temple.
- Improve the quality of life for monks and the community.

**Strategies:**

- **Encourage Participation:** Invite monks and the community to participate in planning and implementing activities.
- **Ensure Continuity:** Organize follow-up activities and provide continuous guidance.
- **Expansion:** Extend the project to other temples in the community.
- **Network Building:** Collaborate with temples and the community to expand the project.

**Sustainability Strategy Indicators:**

- Number of monks receiving health check-ups and nutritional guidance.
- Satisfaction level of the monks and the community
- Changes in dietary behavior
- Reduction in medical expenses

### Creating Shared Value (CSV) Activities

- **Establish a monastic health network** Establish a network between temples, hospitals, and the community to promote monks' health
- **Monastic Nutrition Project:** Nutritionists provide guidance and education on healthy diets for monks
- **Support Physical Activity:** Recommend appropriate exercise activities for monks





The HAPPY MONK "Monks' Well-Being" project is valuable and beneficial to both monks and the community. The assessment of social impact and sustainability investments helps us understand the outcomes and plan future operations effectively.



## Community Engagement Performance

### Participation in enhancing the quality of life in society

**Goals:** Community and social activities  
Increase by 20% by 2025, compared to the base year 2020



Community and social activities  
Increased by  
**258.8%**

**Goals:** Creating Shared Value (CSV) activities  
(Creating Shared Value : CSV)  
At least 2 initiatives per year



CSV Activities:  
**2** initiatives



## 4. Management Discussion and Analysis (MD&A)

The Management Discussion and Analysis of Company's financial position and operating results for the year ended 31 December 2024, and factors that might affect Company's opportunity and performance in the future was prepared by the Management of the Company. It is recommended to refer to Company's financial statements and notes to financial statements, as well as information on operating results appearing in other parts of this document. The following discussion and analysis will round up certain figures (including percentage) for better understanding.

The Company's financial statements as of year ended 31 December 2024, were audited by Miss Manee Ratanabunkit , Certified Public Accountant Registration No. 5313 from EY Office Company Limited.

### 4.1 Analysis of Performance and Financial Position

#### Overview

In the fiscal year 2024, the Company performance improved significantly due to higher medical revenues which generated from the increase in both number of visit and revenue per visit/ revenue per case due to more complex treatments. The Company reported total revenues of Baht 4,690.5 million, an increase of 10.3% from 2023 which reported total revenues of Baht 4,252.8 million. The profit for the year 2024 was Baht 712.7 million or net profit margin of 15.2%, an increase of 27.8% from 2023 which reported profit for the year of Baht 557.9 million or net profit margin of 13.1%.

#### Analysis of the Company Operating Results.

##### Revenue

##### (1) Revenues from Hospital Operations

In 2024, the Company reported revenues from hospital operations of Baht 4,635.4 million an increase 10.3% from Baht 4,202.0 million in 2023. Revenue from medical services were 98.8% of total revenues in 2024 and 98.8% of total revenues in 2023.



Revenue breakdown by type of services were as follows:

| Medical revenues<br>by type of services    | For Year Ended December 31 |       |                 |       |                 |       |
|--------------------------------------------|----------------------------|-------|-----------------|-------|-----------------|-------|
|                                            | 2024                       |       | 2023            |       | Change          |       |
|                                            | Million<br>Baht            | %     | Million<br>Baht | %     | Million<br>Baht | %     |
| Out-patient Department (OPD)               | 2,731.1                    | 58.9  | 2,490.7         | 59.3  | +240.4          | +9.6  |
| In-patient Department (IPD)                | 1,904.3                    | 41.1  | 1,711.3         | 40.7  | +193.0          | +11.3 |
| Total revenues from Hospital<br>Operations | 4,635.4                    | 100.0 | 4,202.0         | 100.0 | +433.4          | +10.3 |
| % of Total revenues                        |                            | 98.8  |                 | 98.8  |                 |       |

The out-patient revenues (OPD revenue) increased by 9.6% compared to last year. The increase was primarily due to an increase in both the number of outpatient visits and revenue per visit. The in-patient revenue (IPD revenue) increased by 11.3% compared to last year. The major increase was primarily due to an increase in revenue per patient day while there was a little bit of an increase in number of patient days.

Revenue breakdown by nationality of patients were as follows:

| Medical revenues<br>by Nationality | For Year Ended December 31 |      |                 |      |                 |       |
|------------------------------------|----------------------------|------|-----------------|------|-----------------|-------|
|                                    | 2024                       |      | 2023            |      | Change          |       |
|                                    | Million<br>Baht            | %    | Million<br>Baht | %    | Million<br>Baht | %     |
| Thai                               | 3,849.2                    | 83   | 3,625.7         | 86   | +223.5          | +6.2  |
| International                      | 786.2                      | 17   | 576.3           | 14   | +209.9          | +36.4 |
| Total Medical revenues             | 4,635.4                    | 100  | 4,202.0         | 100  | +433.4          | +10.3 |
| % of Total revenues                |                            | 98.8 |                 | 98.8 |                 |       |

Revenue breakdown by payment method of patients were as follows:

| Medical revenues<br>by payment method | For Year Ended December 31 |             |                 |             |                 |              |
|---------------------------------------|----------------------------|-------------|-----------------|-------------|-----------------|--------------|
|                                       | 2024                       |             | 2023            |             | Change          |              |
|                                       | Million<br>Baht            | %           | Million<br>Baht | %           | Million<br>Baht | %            |
| Self-Pay                              | 3,064.3                    | 66          | 2,845.4         | 68          | +218.9          | +7.7         |
| Insurance                             | 1,237.0                    | 27          | 1,072.2         | 25          | +164.8          | +15.4        |
| Corporate Contract                    | 334.1                      | 7           | 284.4           | 7           | +49.7           | +17.5        |
| <b>Total Medical revenues</b>         | <b>4,635.4</b>             | <b>100</b>  | <b>4,202.0</b>  | <b>100</b>  | <b>+433.4</b>   | <b>+10.3</b> |
| <i>% of Total revenues</i>            |                            | <i>98.8</i> |                 | <i>98.8</i> |                 |              |

## (2) Other Revenues

| Other Revenues             | Unit                | For Year Ended December 31 |             |                 |             |
|----------------------------|---------------------|----------------------------|-------------|-----------------|-------------|
|                            |                     | 2024                       | 2023        | Change          |             |
|                            |                     |                            |             | Million<br>Baht | %           |
| Rental Revenues            | Million Baht        | 13.6                       | 14.0        | -0.4            | -2.9        |
| Others                     | Million Baht        | 41.5                       | 36.8        | +4.7            | +12.8       |
| <b>Total</b>               | <b>Million Baht</b> | <b>55.1</b>                | <b>50.8</b> | <b>+4.3</b>     | <b>+8.5</b> |
| <i>% of Total revenues</i> | <i>%</i>            | <i>1.2</i>                 | <i>1.2</i>  |                 |             |

Other revenues of the Company consist of rental revenues and others such as service fees, rental fees from dormitory provided for staff, dividend received, profit from available for-sale security, etc. In 2024, the Company's other revenues were Baht 55.1 million or 1.2% of total revenue. Meanwhile, other revenues of Year 2023 were Baht 50.8 million, representing 1.2% of total revenues.





## Expenses

Expenses of the Company include cost of hospital operations, selling expenses, and administrative expenses.

| Expenses                                  | Unit                | For Year Ended December 31 |                |               |             |
|-------------------------------------------|---------------------|----------------------------|----------------|---------------|-------------|
|                                           |                     | 2024                       | 2023           | Change        |             |
|                                           |                     |                            |                | Million Baht  | %           |
| Cost of Hospital Operations               | Million Baht        | 3,045.4                    | 2,820.0        | +225.4        | +8.0        |
| <i>% of Hospital Operations Revenues</i>  | %                   | <i>65.7</i>                | <i>67.1</i>    |               |             |
| Selling Expenses                          | Million Baht        | 158.0                      | 124.3          | +33.7         | +27.1       |
| Administrative Expenses                   | Million Baht        | 679.2                      | 649.4          | +29.8         | +4.6        |
| Total Selling and Administrative Expenses | Million Baht        | 837.2                      | 773.7          | +63.5         | +8.2        |
| <i>% of Total Revenues</i>                | %                   | <i>17.8</i>                | <i>18.2</i>    |               |             |
| <b>Total Expenses</b>                     | <b>Million Baht</b> | <b>3,882.6</b>             | <b>3,593.7</b> | <b>+288.9</b> | <b>+8.0</b> |
| <i>% of Total Revenues</i>                | %                   | <i>82.8</i>                | <i>84.5</i>    |               |             |

### (1) Cost of Hospital Operations

In the fiscal year 2024, the Company reported the cost of hospital operations (including depreciation and amortization) of Baht 3,045.4 million or equal to 65.7% of medical revenues while the Company reported cost of hospital operations (including depreciation and amortization) of year 2023 Baht 2,820.0 million or equal to 67.1% of medical revenues.

### (2) Selling and Administrative Expenses

In the fiscal year 2024, the Company reported the selling and administrative expenses (including depreciation and amortization) of Baht 837.2 million or equal to 17.8% of total revenues while the Company reported the selling and administrative expenses (including depreciation and amortization) of year 2023 Baht 773.7 million or equal to 18.2% of total revenues. The significant decreases in percentage of cost of hospital operation including selling and administrative expenses were mainly from process improvements, cost management, incurring of economy of scale when revenue scaling up since some type of expense was fixed cost.

## Profitability and Profitability Margin

| Profitability and Profitability Margin | Unit                | For Year Ended December 31 |              |               |              |
|----------------------------------------|---------------------|----------------------------|--------------|---------------|--------------|
|                                        |                     | 2024                       | 2023         | Change        |              |
|                                        |                     |                            |              | Million Baht  | %            |
| Operating Profit                       | Million Baht        | 807.9                      | 659.1        | +148.8        | +22.6        |
| Depreciation and Amortization          | Million Baht        | 306.4                      | 298.9        | +7.5          | +2.5         |
| <b>EBITDA</b>                          | <b>Million Baht</b> | <b>1,114.3</b>             | <b>958.0</b> | <b>+156.3</b> | <b>+16.3</b> |
| <i>EBITDA margin</i>                   | %                   | 23.8                       | 22.5         |               |              |
| Financial income                       | Million Baht        | 54.6                       | 30.2         | +24.4         | +80.8        |
| Financial cost                         | Million Baht        | 0.5                        | 0.6          | -0.1          | -16.7        |
| Income tax expenses                    | Million Baht        | 149.3                      | 130.8        | +18.5         | +14.1        |
| <b>Profit for the year</b>             | <b>Million Baht</b> | <b>712.7</b>               | <b>557.9</b> | <b>+154.8</b> | <b>+27.8</b> |
| <i>Net profit margin</i>               | %                   | 15.2                       | 13.1         |               |              |

For the year 2024, the Company reported earnings before interest, tax, depreciation and amortization (EBITDA) Baht 1,114.3 million with 23.8% of EBITDA margin. In year 2023, the Company reported earnings before interest, tax, depreciation and amortization (EBITDA) Baht 958.0 million with 22.5% of EBITDA margin.

For the year 2024, the Company reported depreciation and amortization of Baht 306.4 million, an increase 2.5% compared to 2023 of Baht 298.9 million.

In the fiscal year 2024, the Company reported Finance income of Baht 54.6 million, increased by 80.8% compared to year 2023 which reported Finance income of Baht 30.2 million. The major increase was mainly from reshuffle of excess cash to invest in fixed deposits at banks and debt instruments to get a higher yield of interest.

In the fiscal year 2024, the Company reported Finance cost of Baht 0.5 million, decreased by 16.7% compared to year 2023 which reported Finance cost of Baht 0.6 million resulting from an application of IFRS 16, lease liabilities.

In the fiscal year 2024, the Company reported Income tax expenses of Baht 149.3 million, increased by 14.1% compared to year 2023 which reported Income tax expenses of Baht 130.8 million. During 4<sup>th</sup> quarter of year 2024, the Company received tax privilege from Board of Investment Thailand since the Company offered support to community according to BOI condition.



The Company reported net profit for the year 2024 of Baht 712.7 million, representing the net profit margin 15.2% of total revenue, increased by 27.8% compared to year 2023 which reported net profit Baht 557.9 million, representing the net profit margin 13.1% of total revenue. Basic earnings per share of Baht 0.91 per share and Baht 0.71 per share in 2024 and 2023 respectively.

## Analysis on Financial Position

### Total Assets

The Company's total assets consist of 2 main categories as follows:

- (1) Current assets such as cash and cash-equivalent, trade receivable and others receivable, medicines, medical supplies and inventory, and other current assets, etc.
- (2) Non-current assets such as property, plant and equipment, intangible assets other non-current assets, etc.

Accordingly, the Company's overall assets primarily consist of land, building and equipment, temporary investment, cash and cash-equivalent, trade receivable and others receivable and other current financial assets.

As of 31 December 2024, the Company reported current assets of Baht 2,657.5 million, increased by 18.0% compared to Baht 2,251.5 million as of 31 December 2023. This resulted from an increase in current financial assets due to reshuffle of excess cash to invest in fixed deposits at banks and debt instruments to get a higher yield of interest.

As of 31 December 2024, the Company reported non-current assets of Baht 3,741.6 million, increased by 2.3% compared to Baht 3,658.6 million as of 31 December 2023.

### Liabilities

Majority liabilities of the Company consist of trade and other payables and provision for long-term employee benefits.

As of 31 December 2024, the Company reported current liabilities of Baht 757.7 million, increased by 19.9% compared to Baht 632.0 million as of 31 December 2023. This resulted from an increase in advance revenue from selling prepaid check-up vouchers, which customers had not yet used and Trade and other payables creditors not yet due.

As of 31 December 2024, the Company reported non-current liabilities of Baht 202.8 million, increased by 2.2% compared to Baht 198.4 million as of 31 December 2023.

### Shareholders' equity

As of 31 December 2024, the Company reported shareholders' equity of Baht 5,438.5 million, increased by 7.1% compared to Baht 5,079.7 million as of 31 December 2023. This was mainly from net profit for the year of Baht 712.7 million offsetting with a dividend payment from operating result year 2024 of Baht 235.9 million and interim dividend payment year 2024 of Baht 117.9 million.

## Liquidity and Sources of Investment Funds

### Cash Flow

Sources and uses of cash flow by categories are summarized below.

| Cash Flow                                            | For Year Ended December 31 |                |                 |
|------------------------------------------------------|----------------------------|----------------|-----------------|
|                                                      | 2024                       | 2023           | Change          |
|                                                      | Million Baht               | Million Baht   | Million Baht    |
| Cash Flow from Operating                             | 1,039.8                    | 804.1          | +235.7          |
| Cash Flow from (Used in) Investing                   | (2,038.2)                  | (377.9)        | +1,660.3        |
| Net Cash Flow used in Financing activities           | (357.7)                    | (240.3)        | +117.4          |
| <b>Net Increase in Cash Flow and Cash Equivalent</b> | <b>(1,356.1)</b>           | <b>185.9</b>   | <b>-1,542.0</b> |
| Beginning Balance of Cash and Cash Equivalent        | 1,750.9                    | 1,565.0        | +185.9          |
| <b>Ending Balance of Cash and Cash Equivalent</b>    | <b>394.8</b>               | <b>1,750.9</b> | <b>-1,356.1</b> |

Sources and uses of cash flow in operating, investing and financing comprise of:

#### (1) Cash flow from operating

In the fiscal year 2024, the Company reported cash flows from operating activities of Baht 1,039.8 million, increased by Baht 235.7 million compared to the last year of Baht 804.1 million.

#### (2) Cash flow from investing

In the fiscal year 2024, the Company reported cash flows used in investing activities of Baht 2,038.2 million. This was mainly due to the increase in fixed deposits at banks equity and debt instruments incurred during the year Baht 1,790.1 million. An acquisition of fixed assets during the year was Baht 249.2 million. The Company reported cash flows from investing activities of Baht 377.9 million in year 2023 which major investment were from fixed deposits at banks equity and

debt instruments incurred during the year Baht 71.8 million. An acquisition of fixed assets during the year was Baht 306.1 million.

#### (3) Cash flow from financing

In the fiscal year 2024, the Company reported cash flows used in financing activities of Baht 357.7 million which mainly was the dividend payment and payment of lease liabilities compared to the year 2023 which reported cash flows used in financing activities of Baht 240.3 million.

### Cash and Cash Equivalent

The Company had an outstanding balance of cash and cash-equivalent Baht 394.8 million as of 31 December 2024 which decreased by Baht 1,356.1 million from Baht 1,750.9 million as of 31 December 2023.





## 4.2 Factors or Events That Might Significantly Impact Future Financial Position or Performance

### 4.2.1 Trends, Factors, and Impacts on Environmental, Social, and Governance (ESG) Aspects

Amidst challenging environmental and social changes, Praram 9 Hospital has proactively planned and implemented comprehensive measures across environmental, social, and governance (ESG) aspects to ensure sustainable operations. Investments in technology and innovation to enhance service efficiency, along with adapting to carbon tax measures and new financial reporting standards, enable the hospital to maintain a leadership position in the market while effectively and transparently meeting patient needs. Key sustainability considerations are integrated into the hospital's strategic planning and risk assessment processes, with set targets for carbon neutrality, net-zero greenhouse gas emissions, and long-term organizational goals by 2065.

### 4.2.2 Factors Affecting Financial Position

#### 1. Carbon Taxation

The implementation of carbon taxation policies may lead to increased costs for companies with high greenhouse gas emissions, impacting profitability and long-term operations. Companies must therefore adjust their strategies to reduce emissions and enhance energy efficiency to mitigate these financial impacts.

#### 2. IFRS S1 and IFRS S2 Financial Standards

The adoption of IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures) will enhance the transparency of financial and sustainability-related disclosures, as well as climate risk information. Companies may need to improve their ESG measurement and reporting systems, along with assessing financial risks and opportunities related to environmental and social factors.

Overall, these factors will significantly impact the company's financial position and operations in the future. To effectively and sustainably adapt, companies must refine their strategic approaches and internal management systems to comply with new standards and mitigate risks arising from policy and environmental changes.



## 4.3 Significant financial information

### 4.3.1 Summary of Audit Report

#### Auditor

Auditor for the Company’s financial statements & financial information can be summarized as follows :

| Financial Statements                                             | Certified Public Accountants                                                                       |
|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| Audited financial statements for the year ended 31 December 2024 | Miss Manee Rattanabunnakit<br>Certified Public Accountant (Thailand) No. 5313<br>EY Office Limited |
| Audited financial statements for the year ended 31 December 2023 | Miss Manee Rattanabunnakit<br>Certified Public Accountant (Thailand) No. 5313<br>EY Office Limited |
| Audited financial statements for the year ended 31 December 2022 | Miss Manee Rattanabunnakit<br>Certified Public Accountant (Thailand) No. 5313<br>EY Office Limited |

#### Summary of audit report for the past 3 years

The opinion of the auditors that are disclosed in the Company’s financial statements or financial information (as the case may be) can be summarized as follows :

| Financial Statements                                             | Auditor’s Opinions                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Audited financial statements for the year ended 31 December 2024 | The financial statements referred to above present fairly, in all material respects, the financial position of the Company as of 31 December 2024, its financial performance and cash flows for the year then ended in accordance with the Financial Reporting Standards. |
| Audited financial statements for the year ended 31 December 2023 | The financial statements referred to above present fairly, in all material respects, the financial position of the Company as of 31 December 2023, its financial performance and cash flows for the year then ended in accordance with the Financial Reporting Standards. |
| Audited financial statements for the year ended 31 December 2022 | The financial statements referred to above present fairly, in all material respects, the financial position of the Company as of 31 December 2022, its financial performance and cash flows for the year then ended in accordance with the Financial Reporting Standards. |



## 4.3.2 Table of Summarized Financial Statements

### Statement of financial position

| Statement of Financial Position                            | As of 31 December |              |                |              |                |              |
|------------------------------------------------------------|-------------------|--------------|----------------|--------------|----------------|--------------|
|                                                            | 2024              |              | 2023           |              | 2022           |              |
|                                                            | Million Baht      | %            | Million Baht   | %            | Million Baht   | %            |
| Assets                                                     |                   |              |                |              |                |              |
| Current Assets                                             |                   |              |                |              |                |              |
| Cash and cash equivalents                                  | 394.8             | 6.2          | 1,750.9        | 29.6         | 1,565.1        | 28.2         |
| Trade and other receivables                                | 324.7             | 5.3          | 290.0          | 4.9          | 242.9          | 4.4          |
| Medicines and supplies                                     | 56.9              | 0.9          | 48.2           | 0.8          | 51.4           | 0.9          |
| Other current financial assets                             | 1,848.1           | 28.9         | 150.6          | 2.6          | 152.0          | 2.7          |
| Other current assets                                       | 15.0              | 0.2          | 11.8           | 0.2          | 12.0           | 0.2          |
| <b>Total Current Assets</b>                                | <b>2,657.5</b>    | <b>41.5</b>  | <b>2,251.5</b> | <b>38.1</b>  | <b>2,023.4</b> | <b>36.4</b>  |
| Non-Current Assets                                         |                   |              |                |              |                |              |
| Restricted bank deposits                                   | 4.1               | 0.1          | 4.1            | 0.1          | 4.1            | 0.1          |
| Property, plant and equipment                              | 377.5             | 5.9          | 250.0          | 4.2          | 150.0          | 2.7          |
| Right-of-use assets                                        | 3,194.0           | 49.9         | 3,243.4        | 54.9         | 3,218.1        | 57.9         |
| Intangible assets                                          | 14.0              | 0.2          | 19.0           | 0.3          | 19.0           | 0.3          |
| Advance for purchase of fixed assets and intangible assets | 79.8              | 1.2          | 80.3           | 1.4          | 78.3           | 1.4          |
| Deferred tax assets                                        | 58.3              | 0.9          | 58.2           | 1.0          | 60.1           | 1.1          |
| Other non-current assets                                   | 13.9              | 0.2          | 3.5            | 0.1          | 4.8            | 0.1          |
| <b>Total Non-Current Assets</b>                            | <b>3,741.6</b>    | <b>58.5</b>  | <b>3,658.5</b> | <b>61.9</b>  | <b>3,534.4</b> | <b>63.6</b>  |
| <b>Total Assets</b>                                        | <b>6,399.1</b>    | <b>100.0</b> | <b>5,910.0</b> | <b>100.0</b> | <b>5,557.8</b> | <b>100.0</b> |
| Liabilities and shareholders' equity                       |                   |              |                |              |                |              |
| Current liabilities                                        |                   |              |                |              |                |              |
| Trade and other payables                                   | 647.2             | 10.1         | 521.5          | 8.8          | 499.3          | 9.0          |
| Current portion of lease liabilities                       | 4.1               | 0.1          | 5.9            | 0.1          | 3.9            | 0.1          |
| Income tax payable                                         | 46.1              | 0.7          | 63.1           | 1.1          | 60.4           | 1.1          |
| Other current liabilities                                  | 60.4              | 0.9          | 41.5           | 0.7          | 45.9           | 0.8          |
| <b>Total current liabilities</b>                           | <b>757.8</b>      | <b>11.8</b>  | <b>632.0</b>   | <b>10.7</b>  | <b>609.5</b>   | <b>11.0</b>  |
| Non-current liabilities                                    |                   |              |                |              |                |              |
| Lease liabilities, net of current portion                  | 0.7               | 0.0          | 3.0            | 0.1          | 3.8            | 0.1          |
| Provision for long-term employee benefits                  | 199.1             | 3.1          | 192.7          | 3.3          | 206.3          | 3.7          |
| Other non-current liabilities                              | 3.1               | 0.0          | 2.6            | 0.0          | 2.8            | 0.0          |
| <b>Total non-current liabilities</b>                       | <b>202.8</b>      | <b>3.2</b>   | <b>198.3</b>   | <b>3.4</b>   | <b>212.9</b>   | <b>3.8</b>   |
| <b>Total liabilities</b>                                   | <b>960.6</b>      | <b>15.0</b>  | <b>830.3</b>   | <b>14.0</b>  | <b>822.4</b>   | <b>14.8</b>  |



| Statement of financial position            | For the year ended 31 December |       |              |       |              |       |
|--------------------------------------------|--------------------------------|-------|--------------|-------|--------------|-------|
|                                            | 2024                           |       | 2023         |       | 2022         |       |
|                                            | Million Baht                   | %     | Million Baht | %     | Million Baht | %     |
| Shareholders' equity                       |                                |       |              |       |              |       |
| Share capital                              |                                |       |              |       |              |       |
| Registered                                 |                                |       |              |       |              |       |
| 800,000,000 ordinary shares of Baht 1 each | 800.0                          |       | 800.0        |       | 800.0        |       |
| Issued and fully paid                      |                                |       |              |       |              |       |
| 786,300,000 ordinary shares of Baht 1 each | 786.3                          | 12.3  | 786.3        | 13.3  | 786.3        | 14.1  |
| Share premium                              | 1,934.3                        | 30.2  | 1,934.4      | 32.7  | 1,934.4      | 34.8  |
| Retained earnings                          |                                |       |              |       |              |       |
| Appropriated - statutory reserve           | 80.0                           | 1.3   | 80.0         | 1.4   | 80.0         | 1.4   |
| Unappropriated                             | 2,637.9                        | 41.2  | 2,279.0      | 38.6  | 1,934.7      | 34.8  |
| Other components of shareholders' equity   | 5,438.5                        | 85.0  | 5,079.7      | 86.0  | 4,735.4      | 85.2  |
| Total shareholders' equity                 | 6,399.1                        | 100.0 | 5,910.0      | 100.0 | 5,557.8      | 100.0 |

## Statement of comprehensive income

| Statement of comprehensive income | For the year ended 31 December |       |              |       |              |       |
|-----------------------------------|--------------------------------|-------|--------------|-------|--------------|-------|
|                                   | 2024                           |       | 2023         |       | 2022         |       |
|                                   | Million Baht                   | %     | Million Baht | %     | Million Baht | %     |
| Revenues                          |                                |       |              |       |              |       |
| Revenues from hospital operations | 4,635.4                        | 98.8  | 4,202.0      | 98.8  | 4,107.3      | 99.0  |
| Rental income                     | 13.6                           | 0.3   | 14.0         | 0.3   | 15.0         | 0.4   |
| Other income                      | 41.5                           | 0.9   | 36.8         | 0.9   | 28.2         | 0.7   |
| Total revenues                    | 4,690.5                        | 100.0 | 4,252.8      | 100.0 | 4,150.5      | 100.0 |
| Expenses                          |                                |       |              |       |              |       |
| Cost of hospital operations       | 3,045.4                        | 64.9  | 2,820.0      | 66.3  | 2,723.6      | 65.6  |
| Selling expenses                  | 158.0                          | 3.4   | 124.3        | 2.9   | 95.2         | 2.3   |
| Administrative expenses           | 679.2                          | 14.5  | 649.4        | 15.3  | 639.9        | 15.4  |
| Total expenses                    | 3,882.7                        | 82.8  | 3,593.7      | 84.5  | 3,458.7      | 83.3  |
| Operating Profit                  | 807.9                          | 17.2  | 659.1        | 15.5  | 691.8        | 16.7  |
| Finance income                    | 54.6                           | 1.2   | 30.2         | 0.7   | 8.7          | 0.2   |
| Finance cost                      | (0.5)                          | (0.0) | (0.6)        | (0.0) | (0.5)        | (0.0) |
| Profit before income tax expenses | 862.0                          | 18.4  | 688.6        | 16.2  | 700.0        | 16.9  |
| Income tax expenses               | (149.3)                        | (3.2) | (130.8)      | (3.1) | (132.4)      | (3.2) |
| Profit for the year               | 712.7                          | 15.2  | 557.9        | 13.1  | 567.6        | 13.7  |





| Statement of comprehensive income                                                                             | For the year ended 31 December |      |              |       |              |      |
|---------------------------------------------------------------------------------------------------------------|--------------------------------|------|--------------|-------|--------------|------|
|                                                                                                               | 2024                           |      | 2023         |       | 2022         |      |
|                                                                                                               | Million Baht                   | %    | Million Baht | %     | Million Baht | %    |
| Other comprehensive income:                                                                                   |                                |      |              |       |              |      |
| Other comprehensive income not to be reclassified to profit or loss in subsequent periods:                    |                                |      |              |       |              |      |
| Actuarial loss                                                                                                | -                              | -    | 18.0         | 0.4   | -            | -    |
| Income tax effect                                                                                             | -                              | -    | (3.6)        | (0.1) | -            | -    |
| Other comprehensive income not to be reclassified to profit or loss in subsequent periods - net of income tax | -                              | -    | 14.4         | 0.3   | -            | -    |
| Other comprehensive income for the year                                                                       | -                              | -    | 14.4         | 0.3   | -            | -    |
| Total comprehensive income for the year                                                                       | 712.7                          | 15.2 | 572.2        | 13.5  | 567.6        | 13.7 |
| Basic earnings per share (Baht)                                                                               | 0.91                           | -    | 0.71         | -     | 0.72         | -    |
| Weighted average number of ordinary shares (Million Shares)                                                   | 786.3                          | -    | 786.3        | -     | 786.3        | -    |

## Cash flow statement

| Cash flow statement                                                                                  | For the year ended 31 December |              |              |
|------------------------------------------------------------------------------------------------------|--------------------------------|--------------|--------------|
|                                                                                                      | 2024                           | 2023         | 2022         |
|                                                                                                      | Million Baht                   | Million Baht | Million Baht |
| Cash flows from operating activities                                                                 |                                |              |              |
| Profit before tax                                                                                    | 862.0                          | 688.6        | 700.0        |
| Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities: |                                |              |              |
| Depreciation and amortisation                                                                        | 306.4                          | 298.9        | 299.5        |
| Impairment loss on financial assets                                                                  | 1.7                            | 6.8          | 25.9         |
| Reduction of medicines and supplies to net realisable value (reversal)                               | (1.0)                          | (0.1)        | 1.2          |
| Loss on disposals and write-off of fixed assets                                                      | 6.8                            | 7.9          | 6.5          |
| Impairment loss on non-financial assets (reversal)                                                   | (0.8)                          | (1.0)        | 6.8          |
| Loss (Gain) on sales of debt instruments measured at fair value through profit or loss               | (1.1)                          | (2.1)        | 0.1          |
| Gain on fair value adjustments of equity and debt instrument at fair value through profit or loss    | (1.2)                          | (0.0)        | (0.3)        |
| Provision for long-term employee benefits                                                            | 18.2                           | 29.7         | 26.1         |
| Finance income                                                                                       | (54.6)                         | (30.2)       | (8.7)        |
| Differences from reduction in lease payments                                                         | (0.0)                          | (0.3)        | (0.0)        |
| Finance cost                                                                                         | 0.5                            | 0.6          | 0.5          |
| Profit from operating activities before changes in operating assets and liabilities                  | 1,136.9                        | 998.9        | 1,057.6      |



| Cash flow statement                                                      | For the year ended 31 December |                |                |
|--------------------------------------------------------------------------|--------------------------------|----------------|----------------|
|                                                                          | 2024                           | 2023           | 2022           |
|                                                                          | Million Baht                   | Million Baht   | Million Baht   |
| Operating assets (increase) decrease                                     |                                |                |                |
| Trade and other receivables                                              | (32.4)                         | (48.2)         | (54.0)         |
| Medicine and supplies                                                    | (7.8)                          | 3.3            | 3.6            |
| Other current assets                                                     | (3.2)                          | 0.3            | 78.0           |
| Other non-current assets                                                 | (0.2)                          | 0.0            | 0.3            |
| Operating liabilities increase (decrease)                                |                                |                |                |
| Trade and other payables                                                 | 108.2                          | 3.0            | (84.3)         |
| Other current liabilities                                                | 16.2                           | 2.0            | 15.3           |
| Other non-current liabilities                                            | 0.4                            | (0.0)          | (0.2)          |
| Cash paid for short-term and long-term employee benefits                 | (11.9)                         | (25.2)         | (6.6)          |
| Cash flows from operating activities                                     | 1,206.2                        | 933.9          | 1,009.8        |
| Cash paid for income tax                                                 | (166.4)                        | (129.8)        | (117.2)        |
| <b>Net cash flows from operating activities</b>                          | <b>1,039.8</b>                 | <b>804.1</b>   | <b>892.5</b>   |
| Cash flows from investing activities                                     |                                |                |                |
| Increase in restricted bank deposits                                     | -                              | -              | (0.5)          |
| Decrease (increase) in fixed deposits at banks                           | (1,580.0)                      | 1.0            | 352.0          |
| Acquisition of debt instruments                                          | (491.7)                        | (351.0)        | (300.1)        |
| Proceed from sales of equity and debt instruments                        | 248.9                          | 253.5          | 200.3          |
| Acquisition of fixed assets                                              | (165.2)                        | (250.3)        | (103.0)        |
| Cash paid for payable of fixed assets                                    | (58.2)                         | (39.0)         | (50.9)         |
| Cash paid for advance for purchase of fixed assets and intangible assets | (11.6)                         | (0.0)          | (2.3)          |
| Acquisition of intangible assets                                         | (14.2)                         | (17.7)         | (5.3)          |
| Cash paid for payable of intangible assets                               | -                              | -              | (1.5)          |
| Proceed from sales of fixed assets                                       | 1.1                            | 1.0            | 2.6            |
| Interest received                                                        | 32.7                           | 24.6           | 6.1            |
| <b>Net cash flows from (used in) investing activities</b>                | <b>(2,038.2)</b>               | <b>(377.9)</b> | <b>97.4</b>    |
| Cash flows from financing activities                                     |                                |                |                |
| Payment of principal portion of lease liabilities                        | (6.5)                          | (6.0)          | (5.5)          |
| Dividend paid                                                            | (351.2)                        | (234.3)        | (109.7)        |
| <b>Net cash flows used in financing activities</b>                       | <b>(357.7)</b>                 | <b>(240.3)</b> | <b>(115.2)</b> |
| <b>Net increase (decrease) in cash and cash equivalents</b>              | <b>(1,356.1)</b>               | <b>185.9</b>   | <b>874.7</b>   |
| Cash and cash equivalents at beginning of year                           | 1,750.9                        | 1,565.0        | 690.4          |
| Cash and cash equivalents at end of year                                 | 394.8                          | 1,750.9        | 1,565.1        |



### 4.3.3 Table of Significant Financial Ratio

| Significant Financial Ratio            | Unit | Financial Statement            |                     |                     |
|----------------------------------------|------|--------------------------------|---------------------|---------------------|
|                                        |      | For the year ended 31 December |                     |                     |
|                                        |      | 2024                           | 2023                | 2022                |
| Liquidity Ratio                        |      |                                |                     |                     |
| Liquidity Ratio                        | Time | 3.5                            | 3.6                 | 3.3                 |
| Quick Ratio                            | Time | 3.4                            | 3.5                 | 3.1                 |
| Operating Cashflow Ratio               | Time | 1.5                            | 1.3                 | 1.4                 |
| Receivable Turnover Ratio              | Time | 13.1                           | 12.8                | 14.7                |
| Average Collection Period              | Day  | 27.8                           | 28.4                | 24.9                |
| Inventory Turnover                     | Time | 58.0                           | 56.7                | 50.7                |
| Average Inventory                      | Day  | 6.3                            | 6.4                 | 7.2                 |
| Trade Payables Turnover Ratio          | Time | 14.0                           | 16.1                | 16.3                |
| Average Payment Period                 | Day  | 26.1                           | 22.7                | 22.4                |
| Cash Cycle                             | Day  | 7.9                            | 12.2                | 9.7                 |
| Profitability Ratio                    |      |                                |                     |                     |
| Gross Profit Margin <sup>(1)</sup>     | %    | 34.3                           | 32.9                | 33.7                |
| Operating Profit Margin <sup>(1)</sup> | %    | 16.2                           | 14.5                | 15.8                |
| Cash Ratio to Profitability            | %    | 1.4                            | 1.3                 | 1.4                 |
| Net Profit Margin                      | %    | 15.2                           | 13.0                | 13.6                |
| Return on Equity <sup>(2)</sup>        | %    | 13.6                           | 11.4                | 12.6                |
| Efficiency Ratio                       |      |                                |                     |                     |
| Return on Assets <sup>(3)</sup>        | %    | 11.6                           | 9.7                 | 10.6                |
| Return on Fixed Asset <sup>(4)</sup>   | %    | 31.7                           | 26.5                | 26.3                |
| Asset Turnover                         | Time | 0.8                            | 0.7                 | 0.8                 |
| Financial Policy Ratio                 |      |                                |                     |                     |
| Debt to Equity Ratio                   | Time | 0.2                            | 0.2                 | 0.2                 |
| Interest-bearing Debt to Equity Ratio  | Time | -                              | -                   | -                   |
| Interest Coverage Ratio                | Time | -                              | -                   | -                   |
| Dividend Payout Ratio                  | %    | 44.1 <sup>(7)</sup>            | 42.3 <sup>(6)</sup> | 40.2 <sup>(5)</sup> |

Remark: <sup>(1)</sup> Based on the profit from the hospital operation only

<sup>(2)</sup> Based on the profit for the year divided by the average shareholders' equity

<sup>(3)</sup> Based on the profit for the year divided by average total assets

<sup>(4)</sup> Calculated from the sum of the profit for the year and depreciation then divided by the average net assets

<sup>(5)</sup> Calculated from the total dividend based on the earnings for the year divided by earnings for the year 2022

<sup>(6)</sup> Calculated from the total dividend based on the earnings for the year divided by earnings for the year 2023

<sup>(7)</sup> Calculated from the total dividend based on the earnings for the year divided by earnings for the year 2024

## 5. General Information and other Important Information (GRI 2-1, 2-3)

### 5.1 General Information

|                              |                                                                                                                               |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Company Name                 | Praram 9 Hospital Public Company Limited                                                                                      |
| Type of Business             | Health Care Services                                                                                                          |
| Head Office location         | 99 Rama IX Road, Bangkapi, Huai Kkwang, Bangkok 10310                                                                         |
| Registration No.             | 0107561000064                                                                                                                 |
| Security Type                | Common stock                                                                                                                  |
| Registered Capital           | 800,000,000 Baht                                                                                                              |
| Par Value                    | 1 Baht per share                                                                                                              |
| Paid-up Capital              | 786,300,000 Baht                                                                                                              |
| Website                      | <a href="http://www.praram9.com">www.praram9.com</a>                                                                          |
| Head office                  | Tel. 02-202-9999<br>Fax : 02-202-9998                                                                                         |
| Company Secretary Department | Tel. 02-202-9999 ext. 39607<br>Fax : 02-202-9998<br>E-mail : <a href="mailto:marisarat@praram9.com">marisarat@praram9.com</a> |
| Investor Relations           | Tel. 02-202-9999 ext. 21402<br>Fax : 02-202-9998<br>E-mail : <a href="mailto:waraporna@praram9.com">waraporna@praram9.com</a> |







## Other references

**Auditor** Miss Manee Rattanabunnakit Certified Public Accountant (Thailand) No. 5313 or  
Mr. Termphong Opanaphan Certified Public Accountant (Thailand) No. 4501 or  
Mr. Woraphot Amnuayphanit Certified Public Accountant (Thailand) No. 4640

EY Office Limited

193/136-137, Lake Ratchada Office Complex, Floor 33, Ratchadaphisek Road,  
Khlong Toei, Khlong Toei, Bangkok 10110

Tel. 02-264-9090

Fax : 02-264 0789

**Internal Auditor** Mrs. Sasiwimon Sooksai  
Accounting Revolution Company Limited  
Thaniya Building, 17<sup>th</sup> Floor, Zone A,  
52 Silom Road, Suriya Wong, Bang Rak, Bangkok 10500  
Tel. 02-231-2064  
Fax : 02-231-2067

**Securities Registrar** Thailand Securities Depository Co., Ltd. (TSD)  
93 Ratchadaphisek Road, Din Daeng, Bangkok 10400, Thailand  
Tel. 02-009-9000  
Fax : 02-009-9991

**Sustainability Working Group** Flying Officer Panitta Pakagij  
Strategy Division Manager  
Praram 9 Hospital Public Company Limited  
99 Rama IX Road, Bangkokpi, Huai Kkwang, Bangkok 10310  
Tel. 02-202-9999 ext. 21405  
Fax : 02-202-9998

## 5.2 Legal Disputes

As of 31 December 2024, the Company was not involved in any arbitration, complaint, legal process or a party to any case (1) that may have a negative impact on the Company's assets worth more than 5% of the shareholders' equity (2) that have a significant impact on the Company's business operations, but cannot be numerically evaluated, and (3) that did not arise from the Company's normal business operations.

# Part 2

## Corporate Governance





## 6. Corporate Governance Policy

### 6.1 Overview on Corporate Governance Policy and Guidelines

#### 6.1.1 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 2022 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 Corporate Governance and Business Ethics Policy (Code of Conduct) that includes a clearly defined anti-corruption policy. The company also communicates and conducts training to create awareness on these policies. The training is conducted in two forms: 1) Orientation training for new employees on their induction day, and 2) Regular training for employees, including management, conducted annually as a knowledge review through the organization’s internal computer network (Intranet). This training is considered a mandatory course for everyone.

Additionally, the company disseminates information to stakeholders such as service recipients, shareholders, customers, business partners, and business affiliates through documents or external websites, such as [www.praram9.com](http://www.praram9.com) under the Investor Relations category. Furthermore, the company conducts knowledge assessments and evaluations after training. Participants are required to pass the company’s specified score criteria. After training, the company closely monitors adherence to the policies, such as reporting on any breaches of business ethics and misconduct at each audit committee meeting. The company follows a structured process in reporting to the board of directors. In addition to the Code of Conduct, the company has developed and published a Supplier Code of Conduct and Guideline.



This document serves as a guide for responsible business practices throughout the supply chain. Further details can be found on the website [www.praram9.com](http://www.praram9.com) under the Investor Relations category. Due to the company's commitment and strict adherence to these practices, there have been no violations of the Corporate Governance and Business Ethics Policy (Code of Conduct) in the past year.

In 2024, the Company uplifted its corporate governance as follows:

|                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>The Board of Directors reviewed the annual Corporate Governance Policy and determined that the Company should communicate and monitor compliance with the Corporate Governance Policy and the Anti-Corruption Policy of the Company.</li></ul> | <ul style="list-style-type: none"><li>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.</li></ul> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Communicating the Company's Corporate Governance Policy and the Anti-Corruption Policy to all executives and employees and all relevant stakeholders via its intranet and web site: [www.praram9.com](http://www.praram9.com) under the Investor Relations Section, under the title " Corporate Governance".

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 2024**, a prestigious accolade in the Thai stock market, was awarded for the second consecutive year in the category of Commended Sustainability Excellence.



**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 five consecutive years, placing the company in the Top Quartile among registered companies, particularly in the Service and Market Cap. > Baht 10,000 million groups.



**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 six consecutive years.



**Sustainability Disclosure Recognition 2024 Award** from ThaiPAT Institute (Public Benefit Organization)





## 6.1.2 Policy and Guidelines Related to Shareholders and Stakeholders

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.

### 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://pr9.listedcompany.com/wp.html/t/vdoonly/e/agm2023>, 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.

- 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.pram9.com](http://www.pram9.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 2024 Annual General Meeting of Shareholders

|                                                                                                                  |                                                                                                                                                                                                     |                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Meeting date</p> <ul style="list-style-type: none"> <li>• 23 April 2024<br/>(via electronic means)</li> </ul> | <p>Providing the right to propose additional meeting agenda and nominate person to be elected as director</p> <ul style="list-style-type: none"> <li>• 1 October 2023 - 31 December 2023</li> </ul> | <p>Providing the right to submit questions prior to the meeting</p> <ul style="list-style-type: none"> <li>• 1 October 2023 - 31 March 2024</li> </ul> |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|

Note: No shareholders proposed additional agenda items, nominated individuals for election as directors, or submitted advance questions.

A for the 2025 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 2024 to 31 December 2024. Shareholders can submit questions about the Company prior to the meeting from 1 October 2024 to 31 March 2025.

- 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.pram9.com](http://www.pram9.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.pparam9.com](http://www.pparam9.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                                                              | Dissemination of meeting documents on the Company's website   | Newspaper publication                                              |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------|--------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>23 April 2024</li></ul> (via electronic means) | <ul style="list-style-type: none"><li>22 March 2024</li></ul> | <ul style="list-style-type: none"><li>27 - 29 March 2024</li></ul> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>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.</li><li>The Company held the 2024 Annual General Shareholders' Meeting in the format of electronic shareholders' meeting (e-AGM) only on Friday, 23 April 2024 at 15.00 hrs. at Praram 9 Grand Hall Room, on the 5<sup>th</sup> Floor, Praram 9 Hospital Building A (existing building), No. 99, Rama IX Road, 99 Rama IX Road, Bangkok, 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 2021 Annual General Shareholders' Meeting was held in accordance with the law governing meetings held via electronic means. The Company distributed the manual</li></ul> | <p>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:</p> <ol style="list-style-type: none"><li>Preparation before using DAP e-Shareholder Meeting system</li><li>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 2024 at 08.00 hrs. to 23 April 2024 (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</li></ol> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



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 23 April 2024 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](http://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, Bangkok, 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 20 February 2024 and the Meeting was held on 23 April 2024.

(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 documents were delivered on 1 April 2024.

(4) The Company arranged for live broadcast of the 2024 Annual General Shareholders' Meeting (Live streaming) from the meeting room of the Company's head office at 5<sup>th</sup> 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://pr9.listedcompany.com/wp.html/t/vdoonly/e/agm2024> or through QR Code scan as shown on the invitation letter to the 2024 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 |      |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|------|
|                               |                                                                                                                                                                                                       | 2018-2024                                             | 2024 |
| 1. Mr. Bhanapot Damapong      | Chairman of the Board of Directors (Non-Executive Director)                                                                                                                                           | 7/7                                                   | 1/1  |
| 2. Dr. Satian Pooprasert      | Vice Chairman of the Board of Directors / Member of the Executive Committee / Chief Executive Officer                                                                                                 | 7/7                                                   | 1/1  |
| 3. Dr. Viroon Mavichak        | Director / Member of the Executive Committee / Senior Deputy Managing Director of Medical Department                                                                                                  | 7/7                                                   | 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 | 7/7                                                   | 1/1  |



| Names                                                            | Positions                                                                                                                                                                                   | No. of attendance/ No. of meetings entitled to attend |      |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|------|
|                                                                  |                                                                                                                                                                                             | 2018-2024                                             | 2024 |
| 5. Mr. Attapol Sariddipuntawat                                   | Director / Chairman of the Executive Committee (Non-Executive Director)                                                                                                                     | 7/7                                                   | 1/1  |
| 6. Emeritus professor Wg. Cdr. Dr. Srintara Singhara Na Ayudhaya | Independent Director / Member of the Audit Committee/ Member of the Nomination and Remuneration Committee                                                                                   | 7/7                                                   | 1/1  |
| 7. Mr. Kanit Patsaman                                            | Independent Director / Chairman of the Audit Committee / Member of the Corporate Governance and Sustainability Development Committee                                                        | 7/7                                                   | 1/1  |
| 8. Mrs. Vilasinee Puddhikarant                                   | Director / Member of the Nomination and Remuneration Committee (Non-Executive Director)                                                                                                     | 7/7                                                   | 1/1  |
| 9. Mr. Piset Chiyasak <sup>(1)</sup>                             | Independent Director / Chairman of the Corporate Governance and Sustainability Development Committee / Chairman of the Nomination and Remuneration Committee/ Member of the Audit Committee | 7/7                                                   | 1/1  |
| 10. Dr. Tanai Charinsarn <sup>(2)</sup>                          | Independent Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainability Development Committee                                                      | 0/0                                                   | 0/0  |
| 11. Miss Kamaporn Tumpipit <sup>(3)</sup>                        | Deputy Managing Director, Accounting and Finance Department (Chief Financial Officer)                                                                                                       | 1/1                                                   | 1/1  |
| Individual and committee meeting attendance                      |                                                                                                                                                                                             | 100                                                   | 100  |

**Note :** (1) Mr. Piset Chiyasak Appointed as a member of the Nomination and Remuneration Committee (Independent Director) at the Board of Directors' Meeting No. 2/2021 on 16 February 2021 to replace Mr. Attapol Sariddipuntawat who resigned, effective 17 February 2021 and was appointed as Chairman of the Nomination and Remuneration Committee at the Board of Directors' Meeting No.2/2022 conducted through electronic means on 15 February 2022 to replace Clinical Emeritus professor Dr. Sarana Boonbaichaiyapruk.

(2) Dr. Tanai Charinsarn was appointed by the 2024 Annual General Meeting of Shareholders on 23 April 2024 to serve as an Independent Director and was appointed by the 2024 Board of Directors' Meeting No. 3/2024 on 23 April 2024 to become an additional member of the Executive Committee and a member of the Corporate Governance Committee in place of Dr. Prasert Trairatvorakul.

(3) Miss Kamaporn Tumpipit assumes the position of Deputy Managing Director, Accounting and Finance Department (Chief Financial Officer) (highest responsible person in Accounting and Finance) instead of Mr. Teeraphan Disayabutara, effective from 1 March 2024.



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, Mr. Chavapan Surichan 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:  
Mr. Thepsit Phongsabut, a representative from Thai Investors Association, attended the Meeting as an observer.

#### Vacation of office upon the expiry of the term of the Board of Directors in 2019-2025

| Names                                                             | Positions <sup>(1)</sup>                                                                                                             | Vacation of office upon the expiry of the term |      |      |      |      |      |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------|------|------|------|------|
|                                                                   |                                                                                                                                      | 2020                                           | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1. Mr. Bhanapot Damapong                                          | 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. Prasert Trairatvorakul                                     | Director / Member of the Executive Committee / Senior Deputy Managing Director                                                       | ✓                                              |      | ✓    |      |      | ✓    |
| 4. Dr. Viroon Mavichak                                            | Director / Member of the Executive Committee / Senior Deputy Managing Director                                                       |                                                | ✓    |      |      | ✓    |      |
| 5. Mr. Attapol Sariddipuntawat                                    | Director / Chairman of the Executive Committee (Non-Executive Director)                                                              | ✓                                              |      |      | ✓    |      |      |
| 6. Mrs. Vilasinee Puddhikarant                                    | Director / Member of the Nomination and Remuneration Committee (Non-Executive Director)                                              |                                                | ✓    |      |      | ✓    |      |
| 7. Mr. Kanit Patsaman                                             | Independent Director / Chairman of the Audit Committee / Member of the Corporate Governance and Sustainability Development Committee |                                                |      | ✓    |      |      | ✓    |
| 8. Emeritus professor Wg. Cdr. Dr. Sirintara Singhara Na Ayudhaya | Independent Director / Member of the Audit Committee/ Member of the Nomination and Remuneration Committee                            | ✓                                              |      |      | ✓    |      | ✓    |

| Names                                   | Positions <sup>(1)</sup>                                                                                                                                                                     | Vacation of office upon the expiry of the term |      |      |      |      |      |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------|------|------|------|------|
|                                         |                                                                                                                                                                                              | 2020                                           | 2021 | 2022 | 2023 | 2024 | 2025 |
| 9. 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/ |                                                | ✓    |      |      | ✓    |      |
| 10. Dr. Tanai Charinsarn <sup>(2)</sup> | Independent Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainability Development Committee                                                       |                                                |      |      |      |      |      |

Note: (1) Offices held as of 31 December 2024

(2) Dr. Tanai Charinsarn was appointed by the 2024 Annual General Meeting of Shareholders on 23 April 2024 to serve as an Independent Director and was appointed by the 2024 Board of Directors' Meeting No. 3/2024 on 23 April 2024 to become an additional member of the Executive Committee and a member of the Corporate Governance Committee in place of Dr. Prasert Trairatvorakul.

- 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 2024, 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.pram9.com](http://www.pram9.com) under the Investors Relations Section.
- In determining director remuneration, such as regular remuneration, meeting allowance, other 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.pram9.com](http://www.pram9.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.pram9.com](http://www.pram9.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.pram9.com](http://www.pram9.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 2024, the Company reported through SET's website that it had posted the 2024 Annual General Shareholders' Meeting of minutes on its website according to the foregoing details on 7 May 2024 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 7 May 2024 - 8 June 2024 through the Company Secretary via Email: [marisarat@pram9.com](mailto:marisarat@pram9.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.

In addition, 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 7 May 2024, within the time required by laws, 14 days from the meeting date.

#### 5. 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.

### 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 2024 Annual General Shareholders' Meeting on 11 March 2024, the Company's minor shareholders accounted for 58.69 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](http://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](http://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 2024 Annual General Meeting of Shareholders

|                                                                 |                                                                                                      |                                                                                                                     |
|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| AGM meeting date<br>• 23 April 2024<br>(via electronic devices) | Publishing the invitation letter and supporting document on the Company's website<br>• 22 March 2024 | Delivery of the invitation letter and supporting document to shareholders<br>• 1 April 2024<br>(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.pram9.com](http://www.pram9.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, Bangkok, Huai Khwang, Bangkok 10310. The shareholders were able to view the live streaming of the meeting at <https://pr9.listedcompany.com/wp.html/t/vdoonly/e/agm2024> or scan the QR Code as appeared on the invitation letter to the 2024 Annual General Meeting of Shareholders.

The shareholders who could have access to the live streaming of the meeting must be the shareholders whose names appear in the Company's share register book for determining the right to attend the Shareholders' Meeting as of 11 March 2024 (Record Date), by using the 10-digit ID number shown on the meeting documents delivered by Thailand Securities Depository Co., Ltd., to verify their identity and earn the right to have access to the live streaming of the meeting on 23 April 2024.

#### 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 2024, there was no new appointment of the Director or the first four executives of the Company. Therefore, no interest report was submitted to the Chairman of the Board of Directors and the Chairman of the Audit Committee for acknowledgement and for the Company's record. Changes to the information in the interests of Directors and the first four executives of the Company were conducted in compliance with the details published in 6 (2) since there were changes on interest information of the Directors and the first four executives. Since there was no

change to the information in the interests of Directors and the top four executives, the Company was not required to report on changes in interests as indicated in No. 6 (2).

#### 7. 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.

#### 8. Financial assistance

In the past year, the Company had no related party transaction in the form of financial assistance to other companies, such as loans, credit guarantee according to the proportion in accordance to the joint venture agreement.

#### 9. Violation/non-compliance with the rules of asset trading

In the past year, the Company had no trading of asset that violate/not in compliance with the SET regulations.

### Roles of stakeholders

The Company realizes and places the importance on the rights of both internal and external stakeholders, including shareholders, employees, customers, suppliers, competitors, creditors, as well as the society and environment as a whole. The Company ensures their rights are protected and are treated fairly, with the belief that a successful organization with sustainable growth shall be driven and grow along with the societies. The Company also supports and promotes business ethics among its alliances, to ensure that the consciousness of social development also grows in tandem with the Company, according to roles and duties of each group of stakeholders to ensure the Company's steady growth and fair benefits to all parties. The Company has therefore established a policy and practice guidelines towards stakeholders, including shareholders, employees, service recipients, suppliers, competitors, creditors, society and environment, as well as the policy on business ethics as follows:

### 1. Policy on the Role of Stakeholders

#### 1.1 Shareholders

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.

## 1.2 Employees

The Company considers employees as the most valuable resources and critical factors contributing to Company's success. The Company, therefore, sets a policy to develop and promote a culture of unity within the organization, as well as adherence to fair and equal treatment of employees in terms of opportunity, career advancement, compensation, benefit, development of capability, knowledge, personal rights, and employee's health and safety by the following practices:

### 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 beneficial 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 by qualified individuals with both internal and external expertise is conducted to enhance employees' knowledge and understanding of financial management. This includes promoting financial literacy, fostering savings habits, and establishing suitable and age-appropriate insurance coverage aligned with individual risk profiles. The aim is to provide guidance for preparing employees for post-retirement life.



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

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 Monkeypox 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

### 1.3 Service Recipients

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](http://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 98.64 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](http://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:





### Quality standard certifications until 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 List released by Newsweek.
- 9) The ranking places the company as the 3<sup>rd</sup> most admired private hospital in Thailand with the highest level of trust (Thailand Most Admired Company 2023-2024).
- 10) Best Specialized ASIA Pacific 2024 Thailand's Top-Ranked Orthopedic Hospital from Newsweek

#### 1.4 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 policy in place for the selection of vendors or subcontractors. In addition to meeting criteria such as credibility, product quality, or service quality, 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



### (8.1) Post:

Audit Committee

Praram 9 Hospital Public Company Limited  
99 Rama IX Road, Bangkok, Huai Khwang,  
Bangkok 10310

### (8.2) Phone: 1270

### (8.3) The Company's website at [www.praram9.com](http://www.praram9.com) under the Investor Relations Section under Whistleblowing

## 1.5 Competitors

### Policy and Practices towards 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.

## 1.6 Creditors

### Policy and Practices towards 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

## 1.7 Society

### Policy on Social Responsibilities

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.

## 1.8 Community

### 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.

## 1.9 Environment

### Business Policy under Environmental Standards

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 2024, 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).

## 2. Human Rights and Non-Discrimination Policy

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, 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 2024, 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.

### 3. 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



#### 4. 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.

#### 5. 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 Security

1. The Company strictly enforces access rights, usage, disclosure, and processing of personal data, including identity verification of individuals accessing or using such data, in accordance with the Company's Information Policy.
2. The Company has implemented secure data encryption methods to protect personal data from loss, unauthorized access, destruction, use, alteration, modification, or unlawful disclosure.
3. When transferring personal data to external organizations or overseas, including storing personal data on external systems, the Company ensures that data protection measures are at least equivalent to or exceed those outlined in the Company's internal policy.
4. In cases where the Company outsources services related to personal data storage, such as using document storage companies, the Company requires these service providers to maintain confidentiality and use the data solely for the Company's operations, ensuring the security and protection of all personal information.

### 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.

(More details are available on the Company's website, [www.praram9.com](http://www.praram9.com) in Investors Relations Section.)

## 6. 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](http://www.praram9.com) under the Investor Relations Section.)

## 7. Information Technology Security and Management Policy

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.

#### 8. 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.

#### 9. 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 disclosure and transparency

The Company realizes the importance of information disclosure, which 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.



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 2024, 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) | % share-holding |
|----------------------------------------------------------------------|--------------------------------|-------------------------|------------------------|-------------------------|---------------------------------|-----------------|
|                                                                      | As of 31 December 2023         |                         | As of 31 December 2024 |                         |                                 |                 |
|                                                                      | Direct                         | Indirect <sup>(1)</sup> | Direct                 | Indirect <sup>(1)</sup> |                                 |                 |
| 1. Mr. Bhanapot Damapong                                             | 1,000,000                      | -                       | 1,000,000              | -                       | -                               | 0.1272          |
| 2. Dr. Satian Pooprasert                                             | 10,550,000                     | 1,000,000               | 10,550,000             | 1,000,000               | -                               | 1.4751          |
| 3. Dr. Viroon Mavichak                                               | 9,250,000                      | -                       | 9,250,000              | -                       | -                               | 1.1764          |
| 4. Dr. Prasert Trairatvorakul                                        | 9,950,000                      | 616,833                 | 9,950,000              | 616,833                 | -                               | 1.3439          |
| 5. Mr. Attapol Sariddipuntawat                                       | -                              | -                       | -                      | -                       | -                               | -               |
| 6. Mrs. Vilasinee Puddhikarant                                       | -                              | -                       | -                      | -                       | -                               | -               |
| 7. Emeritus professor Wg. Cdr.<br>Dr. Sirintara Singhara Na Ayudhaya | 100,000                        | -                       | 100,000                | -                       | -                               | 0.0127          |
| 8. Mr. Kanit Patsaman                                                | -                              | -                       | -                      | -                       | -                               | -               |
| 9. Mr. Piset Chiyasak                                                | -                              | -                       | -                      | -                       | -                               | -               |
| 10. Dr. Thanai Charinsarn <sup>(2)</sup>                             | -                              | -                       | -                      | -                       | -                               | -               |
| 11. Dr. Somchai Pinyopornpanich <sup>(3)</sup>                       | 100,000                        | -                       | 100,000                | 50,000                  | 50,000                          | 0.0191          |
| 12. Mr. Songsak Premasuk <sup>(4)</sup>                              | -                              | -                       | -                      | -                       | -                               | -               |
| 13. Ms. Khamaporn Thumpiphith <sup>(5)</sup>                         | -                              | -                       | -                      | -                       | -                               | -               |

Remarks: <sup>(1)</sup> Shareholding of Spouses, Domestic Partners, and Minor Children

<sup>(2)</sup> 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.

<sup>(3)(4)</sup> Dr. Somchai Pinyopornpanich and Mr. Songsak Premasuk serve as Executive Directors.

<sup>(5)</sup> Ms. Khamaporn Thumpiphith was appointed Deputy Managing Director of Accounting and Finance (Chief Accounting and Financial Officer), replacing Mr. Theeraphan Disayabut, effective March 1, 2024.

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<br>• 23 April 2024<br>(Meeting conducted via electronic means) | Dissemination of Form 56-1 One Report on the Company's Website<br>• 22 March 2024 | Submission of Form 56-1 One Report to the Stock Exchange of Thailand<br>• 22 March 2024 |
|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|

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 2024, the Company organized public relations activities to present its operational direction and performance to the analysts and investors as follows:

| Activities                                                                | 2024 (Time) |
|---------------------------------------------------------------------------|-------------|
| Analysts Meeting                                                          | 4           |
| Participated in "Listed Companies Meet Investors"                         | 3           |
| Participated in presenting the Company's information to investors         | -           |
| Meetings with investors/ telephone meetings                               | 34          |
| 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 organized by Thai Listed Companies Association
- IR Professional Development organized by Thai Listed Companies Association
- Basic Finance for IR conducted by Thai Listed Companies Association
- Training program "SET Sustainability Reporting Guide with ESG Metrics (Basic) for Service Industry Group organized by the Stock Exchange of Thailand (SET).
- Seminar "Digital Asset and Business Growth Opportunity (New S-Curve) of Listed Companies" organized by SET
- "Preparing for Climate Change and Guidelines for Greenhouse Gas Emission Reduction" (3<sup>rd</sup> session) organized by SET.
- Training program "Techniques for Increasing the Value of Listed Companies from the Perspectives of the Security Analysts" organized by SET and Investment Analysts Association (IAA)
- "GRI Standards 2021: The Revised GRI Universal Standards"
- Online seminar with EY Office Limited (EY), the Company's Auditor and the Audit Committee
- Training program "Techniques for Increasing the Value of Listed Companies from the Perspectives of the Security Analysts" (2<sup>nd</sup> Class)
- Seminar on ESG Disclosure Guidelines in the One Report
- Techniques for Valuing Companies Appropriately for Modern Businesses
- Facilitating the Growth of Thailand's Carbon Market Seminar
- Technology and Its Role in Listed Companies
- Training on Data Disclosure via SETLink (Session 3/2023)
- A Step toward Sustainable Growth
- Advancing Toward Sustainable Development Goals for Thai Listed Companies (3<sup>rd</sup> batch)
- Seminar on Enhancements to the One Report System
- Carbon to ESG: Building Net Zero and CBAM
- Training: Mastering One-Page Summaries
- Seminar on Financial Statement Fraud, Economic Updates, ESG Trends, and Carbon Emissions by EY

In 2024, Investor Relations participated in the following external training and seminars:

#### Courses

##### External Trainings/Seminars

##### Stock Exchange of Thailand

- Webinar: SET Sustainability Assessment 2024
- Sharing Experiences: Building Sustainability and Connecting Communities to the Global Market
- Seminar and Training on "Setting Net Zero Targets in Line with TGO Guidelines"
- Online Seminar: "Investing in Communities for Sustainable Development"



## Courses

- Seminar: Next Steps for SET RSG Ratings - Preparing for FTSE Russell Assessments
- Training Series 102 Workshop on FTSE Russell ESG Scores: In-Depth Evaluation (5<sup>th</sup> Group)
- "How to Implement ESG to Attract Analysts and Investors" (2<sup>nd</sup> Batch)
- Revisions to Significant Transactions (MT) and Related Party Transactions (RPT) Rules for Listed Companies
- Introduction to e-One Report Functionality (Phase 1) on SETLink
- Human Rights in Business
- 2024 Financial Reporting Standards and Key Accounting Issues for Listed Companies
- TCFD Disclosure and Climate Risk

### Registered Companies Association

- IR Sharing 1/2024: "IR Communications Practices"
- IR Sharing 3/2024: "Techniques for Presentation at Opportunity Day"
- IR Sharing Webinar: "The Secret to Success for Investor Relations"
- Seminar: The Roles and Responsibilities of AC, IA, and CFO to Enhance Corporate Governance
- Seminar on Enhancing the One Report System
- Seminar: ESG-Related Risks and Management - A Practical Guide for Listed Companies

### Other

- Training: Basic RPA System Usage (UI Path)
- JCI Standards Course (8<sup>th</sup> Edition)
- Training: K2 Overview
- Leading with Urgency: Climate Action for Boards
- EY Seminar for Audit Committees 2024
- Training on IFRS S1 and S2 Standards

12. The Company has disclosed significant information on the Company's website for interested shareholders and investors to study and download at [www.praram9.com](http://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

## 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:

## 1. 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:

### 1.1 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.

### 1.2 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 2024, 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.





### 1.3 Corporate Governance Policy and Code of Business Conduct (Corporate Ethics)

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](http://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](http://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.

### 1.4 Policy on the prevention/ solutions to violation of business ethics

#### 1.4.1) 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.

#### 1.4.2) 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](http://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 2024 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.

#### 1.5 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.

#### 1.6 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".

#### 1.7 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".

#### 2. 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>Chairman of the Board</p>     | <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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</li> <li>• Provide assistance, suggestions and comments that are beneficial to the Company's business operation</li> <li>• Consider matters that may have conflicts of interest to ensure accuracy and transparency.</li> <li>• 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.</li> <li>• 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.</li> </ul> |
|  <p>Chief Executive Officer</p> | <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Perform duties as assigned by the Board of Directors and have the authority to take any actions necessary for the performance of such duties.</li> </ul>                                                                                                                                                                                                                                                                                                                      |

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".



### 3. 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")

### 4. 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 every 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 2024, 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 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 one 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.





- 4.4 The Company specifies that the company secretary shall send meeting invitations and supporting documents to all board members at least 3 days prior to the meeting date. This aligns with the resolution made at the 4<sup>th</sup>/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. The meeting documents can be sent via email in PDF format or delivered as physical documents, depending on the circumstances and the board's request.
- 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.

## 5. 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 2024').



#### 6. 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.

#### 7. 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.)

#### 8. 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".

#### 9. 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.

#### 10. 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.

#### 11. 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](http://www.praram9.com), to ensure that the Company's operations continue with the highest efficiency. More details are published in 8.1.1 Nomination, Development and Performance Appraisal of the Board and Sub-Committees.

#### 12. 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 and rules and regulations to achieve compliance with the related laws and regulations of regulators, corporate governance principle, business ethics, work regulations, 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.

In addition, at the end of the orientation and training programs, successful completion of the trainings requires that all participants or 100% achieve a minimum passing percentage score to measure knowledge and understanding about the compliance with the principles of corporate governance and the Code of Conduct.

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.



## 6.2 Code of Conduct

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
2. 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
5. Policy on Responsibilities towards Shareholders
6. Executive and Employee Treatment Policy
  - Supporting employee rights and creating employee engagement
7. 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
8. Corporate Governance Policy
9. Personal Data Protection Policy
10. Anti-Corruption Policy
  - Maintaining the political neutrality
  - Setting out guidelines for accepting and giving gifts, assets or other benefits
11. Tax Policy and Tax operations

Additional information about the Company's corporate governance and business ethics is available on its website, [www.praram9.com](http://www.praram9.com) under the Investor Relations Section.



## 6.3 Significant changes and development of corporate governance policy, guidelines and system in the previous year

### 6.3.1 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 2024, at the meetings of the Audit Committee and Sustainable Business Development, No. 2/2024 held in a hybrid format on 8 November 2024, and the company's Board of Directors, No. 6/2024 held in a hybrid format on 8 November 2024, respectively, the policies and practices of the company's corporate governance system were reviewed. The company received approval to continue adhering to the governance policies as detailed earlier. This decision was made as there were no new recommendations from the Stock Exchange of Thailand regarding corporate governance in the current year.

However, the Company was unable to comply with the set policy and guidelines in the Section of "Responsibility of the Board of Directors", the details of which are as follows:

| Unfulfilled Obligations                                                           | Reasons and Necessity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Board of Directors should be composed of more than 50% independent directors. | Currently, the Board of Directors consists of 10 members, including 3 executive directors, 3 non-executive directors (one of whom is female), and 4 independent directors (one of whom is female), accounting for 40% of the entire Board. When considering the company's management structure, it is evident that there is a well-balanced system of power and effective internal control. Although the number of independent directors is currently less than 50%, in practice, the 7 out of 10 directors who are non-executive and independent do not engage in day-to-day operations or exert control over the management team. They also do not hold decision-making authority but instead serve in an advisory role. Actual authority rests with the executive directors, who are clearly assigned responsibilities by the Board of Directors. |





| Unfulfilled Obligations                                                                                                                                                                                                                                                                       | Reasons and Necessity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| More than three-fourths of the Board of Directors have participated in training programs specifically designed for board members. In the past year, all directors have attended training courses or seminars aimed at enhancing their knowledge and effectiveness in performing their duties. | The Company's directors are highly qualified individuals with diverse skills, expertise, and experience. However, to further support the Company in achieving its defined objectives and strategies, directors are encouraged to continuously enhance their knowledge and develop themselves. Over the past year, the majority of the directors have participated in training programs or seminars related to business operations, although not all had completed such courses during the period. In addition, some directors have served as advisors and mentors to various departments or individuals, both within and outside the Company. Nevertheless, all members of the Board have now completed training programs specifically designed for directors. |

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 Execution of other Matters in accordance with the Principles of Corporate Governance

Based on the results of the Corporate Governance Assessment Program for the year 2024 conducted by the Thai Institute of Directors (IOD) in collaboration with the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, the company received the following evaluation on corporate governance:

- **The Company has consistently achieved the 'Excellent' rating or '5-star symbol'**   
criteria since its first year of listing on the Stock Exchange of Thailand. This marks the fifth consecutive year of receiving this level of recognition. Additionally.
- **The Company is positioned in the Top Quartile among registered companies overall, in the service sector, and in the Market Cap. > Baht 10,000 million group.**

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 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.

Execution of other matters in accordance with the corporate governance principles in addition to 6.3. (Additional information is disclosed in the Section of Information Disclosure and Transparency in the table "Summary of the Implementation for Corporate Governance Development in 2024"



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 2024

1. Develop the 2024 Sustainability Action Plan to ensure alignment with the company's long-term sustainability objectives..
2. Study the revised SET ESG Ratings assessment criteria for 2024, evaluating sustainability criteria for sustainable stock selection. This initiative aims to enhance and adjust company policies and operational processes to align with the new criteria, maximizing benefits for stakeholders.
3. Revise and update the Charter of the Corporate Governance and Sustainable Business Development Committee, particularly in the areas of scope, authority, and responsibilities related to governance over climate-related risks and opportunities.
4. Send formal invitations to customers, business partners, and stakeholders to join the company's Anti-Corruption Collaboration Initiative for 2024, reinforcing ethical business practices.
5. Promote anti-corruption awareness among employees through an external expert-led seminar on "PR9 Towards Transparency...A Path to Sustainability", followed by post-training assessments. Additionally, supplementary training will be conducted through an internal E-Learning system, accompanied by a post-training evaluation.
6. Research and participate in the 2024 Outstanding Establishment Awards for Labor Relations and Welfare, aiming to enhance labor relations practices and employee welfare comprehensively.
7. Study the assessment criteria and disclosure guidelines under the Corporate Governance Report of Thai Listed Companies (CGR) to refine corporate policies and enhance operational efficiency.
8. Review and update the company's Anti-Corruption Policy and Corporate Governance Policy for 2024 to ensure compliance with best practices and regulatory standards.
9. The Corporate Governance and Sustainable Business Development Committee has actively provided recommendations to the Sustainability Task Force, including:
  - Regular monitoring and evaluation of the Sustainability Task Force's performance.
  - Implementing Beyond Standard sustainability initiatives to enhance employee engagement, attract customers, and create a competitive advantage.
  - Advocating for waste reduction, such as minimizing avoidable food waste from inpatient meals and unconsumed plate decorations while also addressing proper medical waste disposal.
  - Promoting sustainability efforts within an eco-system framework, emphasizing collaboration with business partners to drive long-term sustainability success.
10. Provide training opportunities for directors, executives, and employees in courses related to good corporate governance and sustainable business practices, such as:
  - Institute of Directors
    - Director's Briefing 2/2024 Leading with Urgency: Climate Action for Boards
    - Course on prevention and suppression of inappropriate behavior of listed companies
    - Empowering Boards: Enhancing Governance, Standards, and Financial Insights, Class 4/2024
  - The Securities and Exchange Commission
    - Course: Sustainable Development Goals Guide for Listed Companies and SDG Impact Standards, Class 2/2024
  - The Stock Exchange of Thailand (SET)
    - The Next Step for SET ESG Ratings: Preparing for FTSE Russell Evaluation
    - Course: Building immunity for listed companies with 3 lines of defense
    - Insight in SET AC Focus



## Summary of the implementation for Corporate Governance Development in 2024

### The Stock Exchange of Thailand

- CS Knowledge Sharing Course, 3<sup>rd</sup> Generation/2024, Q&A Topic: Observations on the Preparation of One Report
  - Seminar to Clarify the Criteria for the 2024 CGR Project Survey
  - Human Rights in Business Course
  - Course: Roles and Duties of AC, IA, and CFO to Enhance Corporate Governance
  - TLCA CFO CPD Course, 5/2024, ESG Bond Topic: Issuing Sustainability Bonds
11. Conduct training sessions to review and disseminate good corporate governance policies, organizational ethics (Code of Conduct), and anti-corruption policies through online systems, along with conducting quizzes.
12. The Risk Management Department manager has established a registry for receiving complaints and has documented instances of ethical misconduct and corruption. A summary report of all notifications regarding ethical misconduct and corruption, whether processed or under investigation, is prepared regularly, on a quarterly basis. The Audit Committee is informed of these reports for their review.

### 6.3.3 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, as detailed in the Disclosure and Transparency section, Clause 2 on Good Corporate Governance Practices.

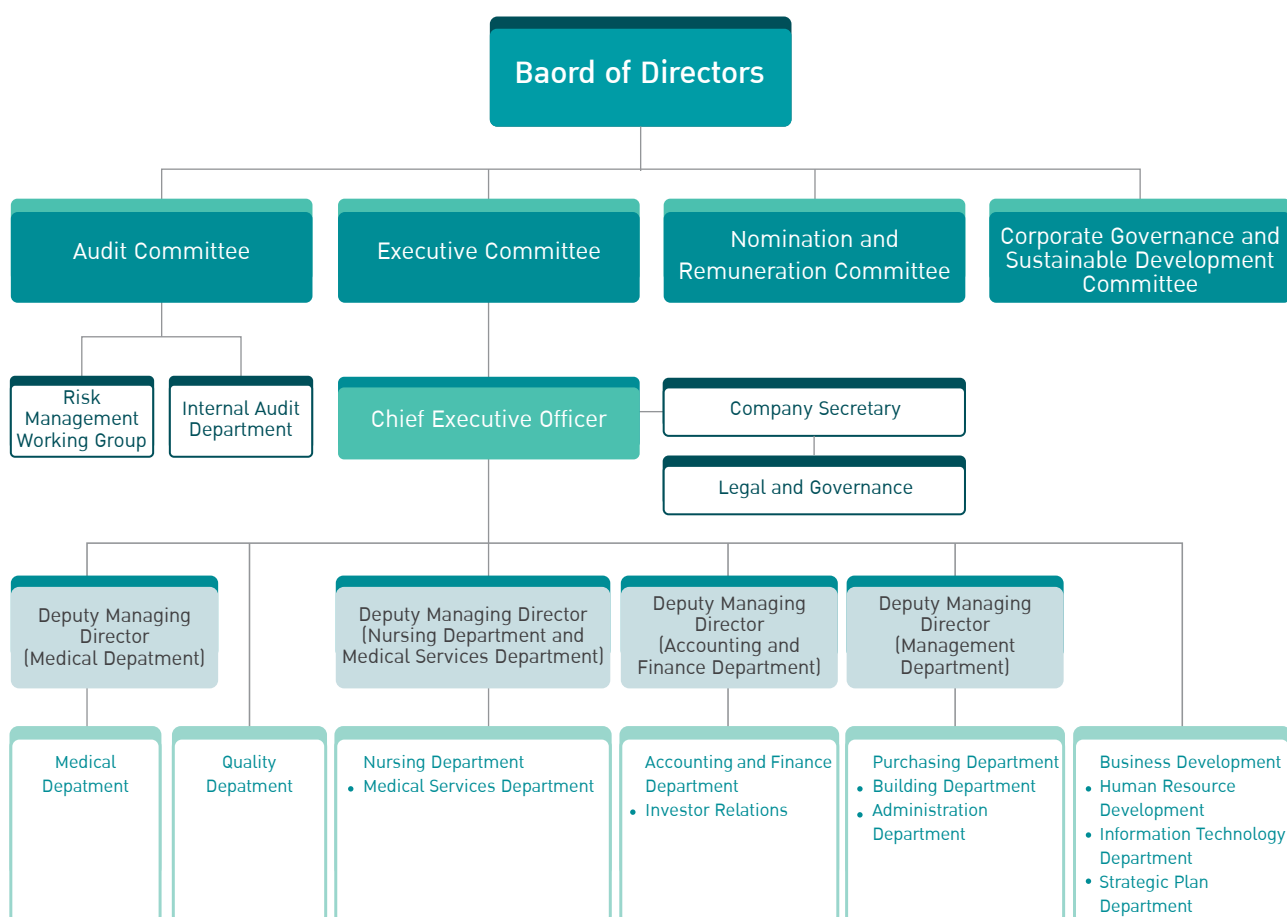
In addition, the Audit Committee has followed up the implementation of the corporate governance policy as follows:

- (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's 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.

## 7. Corporate Governance and Important Information of the Board of Directors, Sub-Committees, Management, Employees and Others (GRI 2-7, 2-12, 2-13, 2-14, 2-19, 2-20, 405-1, 401-2, 404-2)

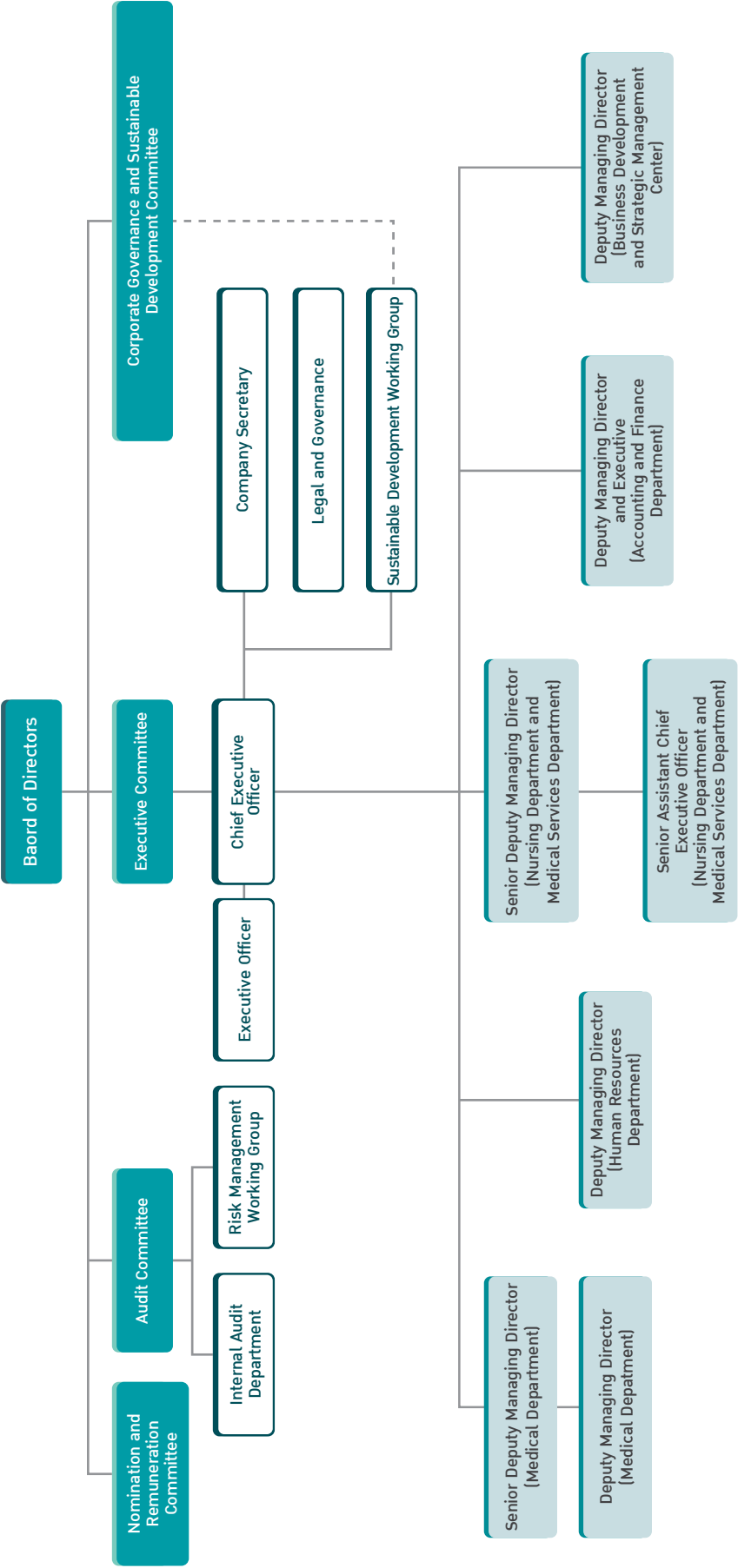
### 7.1 Corporate Governance Structure

As of 31 December 2024, the Company's management structure comprised the Board of Directors and four Sub-Committees, namely the Audit Committee (whose scope of authority, duties and responsibilities include risk management), the Executive Committee, the Nomination and Remuneration Committee, and the Corporate Governance and Sustainable Development Committee. The Company's management structure can be summarized as follows:



**Note:** The Executives of the Company according to SEC's Notification, refers to a manager or the next four executives succeeding the manager and every person holding an equivalent position to the fourth executive, including persons holding the position of departmental manager or equivalent or higher in accounting or finance.

As of 18 February 2025, 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 Board of Directors

### 7.2.1 Board of Directors

As of 31 December 2024, 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 4 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 (two 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** (one female) account for 40 percent of the total number of the board members.
- Proportion by gender:  
**Two female** directors account for 20 percent of the total number of the board members.  
**Eight male** directors account for 80 percent of the total number of the board members.

### 7.2.2 Board of Directors and Individual Controlling Persons

| Name                                          | Position                                                                                                                          |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| 1. Mr. Bhanapot Damapong <sup>(1)</sup>       | 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 / Senior Deputy Managing Director <sup>(3)</sup>                                     |
| 4. Dr. Prasert Trairatvorakul                 | Director / Member of the Executive Committee / Senior Deputy Managing Director <sup>(3)</sup>                                     |
| 5. Mr. Attapol Sariddipuntawat <sup>(1)</sup> | Director / Chairman of the Executive Committee (Non-Executive Director)                                                           |
| 6. Mrs. Vilasinee Puddhikarant <sup>(1)</sup> | Director / Member of the Nomination and Remuneration Committee (Non-Executive Director)                                           |
| 7. Mr. Kanit Patsaman <sup>(1)</sup>          | Independent Director / Chairman of the Audit Committee / Member of the Corporate Governance and Sustainable Development Committee |



| Name                                                                                | Position                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8. Emeritus professor Wg. Cdr.<br>Dr. Sirintara Singhara Na Ayudhaya <sup>(1)</sup> | Independent Director / Member of the Audit Committee/ Member of the Nomination and Remuneration Committee                                                                                 |
| 9. Mr. Piset Chiyasak <sup>(1)</sup>                                                | Independent Director / Chairman of the Corporate Governance and Sustainable Development Committee / Chairman of the Nomination and Remuneration Committee / Member of the Audit Committee |
| 10. Dr. Tanai Charinsarn <sup>(1) (2)</sup>                                         | Independent Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainable Development Committee                                                       |

Remark : <sup>(1)</sup> 7 Independent directors/ non-executive directors account for 70 percent.

<sup>(2)</sup> 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.

<sup>(3)</sup> Dr. Viroon Mavichak and Dr. Prasert Trairatvorakul appointed by the Board of Director's Meeting No. 2/2025 on 18 February 2025 as Senior Deputy Managing Director

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).
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.



### 7.2.3 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. Ensure that the business is operated under the principles of good corporate governance, ethics, respect of rights, responsibility towards shareholders and stakeholders as well as to create benefits to the society and the environment and governance of risks or opportunities related to climate change to be able to adapt to changing environment 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.
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**

### 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
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 2024, 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 seal.

## 7.3 Sub-Committees

The Board of Directors has established Sub-Committees, namely the Audit Committee (whose scope of authority, duties and responsibilities also include risk management), the Nomination and Remuneration Committee, the Executive Committee and the Corporate Governance and Sustainable Development Committee, to perform duties on specific matters as assigned and to submit such matters to the Board of Directors for approval or acknowledgement as well as to develop a charter of each Sub-Committee to determine their scope of authority, duties and responsibilities and to disclose the charters on the Company's website, the details of which are as follows:

### 7.3.1 The Audit Committee

As of 31 December 2024, the Audit Committee comprised three independent directors as follows :

| Name                                                               | Position in Audit Committee<br>(Type of Director)      |
|--------------------------------------------------------------------|--------------------------------------------------------|
| 1. Mr. Kanit Patsaman                                              | Chairman of the Audit Committee (Independent Director) |
| 2. Emeritus professor. Wg. Cdr. Dr. Sirintara Singhara na Ayudhaya | Member of the Audit Committee (Independent Director)   |
| 3. Mr. Piset Chiyasak                                              | Member of the Audit Committee (Independent Director)   |

Mr. Kanit Patsaman was a member of the Audit Committee who had knowledge, experience and expertise in accounting and finance and financial statement review. Lt. Panitta Pakakij, Manager of Strategic Plan Department, served as the Secretary to the Audit Committee and worked with the Internal Audit Office, Accounting Revolution Co., Ltd. Mrs. Sasivimon Suksai acted as the auditor and directly reported the audit results to the Audit Committee.





The Audit Committee's Charter requires the Audit Committee to hold at least one meeting every three months according to the financial reporting period. In 2024, the Audit Committee convened four meetings, all of which were conducted via electronic means. All committee members and secretary to the Committee attended every meeting. The Audit Committee published its 2024 performance report in the Report of the Audit Committee. More details on the Audit Committee's meetings were presented in the "Table of Meeting Attendance Records of the Board of Directors and Sub-Committees for the Year 2024".

### Scope of Authority, Duties and Responsibilities of the Audit Committee

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.

The Company established the Risk Management Working Group with a number of directors appointed as members of the Working Group to assess and monitor risk management performance that shall be in line with the corporate strategy and business direction. The Working Group is also responsible for policy and scope of management of internal and external risks, such as financial risks and operational risks, prevention of impact of such risks on different groups of stakeholders, including communities, society and the environment, strategic risks, compliance risks, and risks related to patient care in accordance with international standards and the Company's policy, which also corresponds to Joint Commission International (JCI) standards.

### 7.3.2 The Executive Committee

As of 31 December 2024, the Executive Committee comprised altogether six executive directors, non-executive directors, outside directors and Independent Director as follows:

| Name                                          | Position                                                               |
|-----------------------------------------------|------------------------------------------------------------------------|
| 1. Mr. Attapol Sariddipuntawat                | Chairman of the Executive Committee (Non-executive Director)           |
| 2. Dr. Satian Pooprasert                      | Member of the Executive Committee (Executive Director)                 |
| 3. Dr. Prasert Trairatvorakul                 | Member of the Executive Committee (Executive Director)                 |
| 4. Dr. Viroon Mavichak                        | Member of the Executive Committee (Executive Director)                 |
| 5. Mr. Songsak Premsuk <sup>(1)</sup>         | Member of the Executive Committee (Non-executive and Outside Director) |
| 6. Dr. Somchai Pinyopornpanich <sup>(2)</sup> | Member of the Executive Committee (Non-executive and Outside Director) |
| 7. Dr. Tanai Charinsarn <sup>(3)</sup>        | Member of the Executive Committee (Independent Director)               |

**Remark:** <sup>(1)</sup> An expert in marketing and public relations strategies, who had beneficial knowledge and experience for the Company's business, currently did not hold any position of director and executive in the Company.

<sup>(2)</sup> An expert in the fields of public health and pharmacy, who had beneficial knowledge and experience for the Company's business, currently did not hold any position of director and executive in the Company.

<sup>(3)</sup> 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



Dr. Wittaya Wanpen, Assistant Managing Director of the Office of Strategic Plan, served as the Secretary to the Executive Committee. According to the Executive Committee's Charter, the Executive Committee shall hold at least one meeting or as deemed appropriate. In 2024, the Executive Committee held 12 meetings consisting of eight online meetings and four hybrid meetings. Most of the committee members and the secretary to the committee attended every meeting. The Executive Committee reported its 2024 performance in the Report of the Executive Committee and details of meeting attendance were published in the "Table of Meeting Attendance Records of the Board of Directors and Sub-Committees for 2024."

#### Scope of Authority, Duties and Responsibilities of the Executive Committee

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.



### 7.3.3 Nomination and Remuneration Committee

As of 31 December 2024, the Nomination and Remuneration Committee comprised three members who are independent directors and non-executive director as follows :

| Name                                                                                 | Position in Nomination and Remuneration Committee                               |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| 1. Mr. Piset Chiyasak <sup>(1)</sup>                                                 | Chairman of the Nomination and Remuneration Committee<br>(Independent Director) |
| 2. Mrs. Vilasinee Puddhikarant                                                       | Member of the Nomination and Remuneration Committee<br>(Independent Director)   |
| 3. Emeritus professor. Wg. Cdr.<br>Dr. Sirintara Singhara na Ayudhaya <sup>(2)</sup> | Member of the Nomination and Remuneration Committee<br>(Independent Director)   |

**Remark:** <sup>(1)</sup> Mr. Piset Chiyasak was appointed at the Board of Directors No.2/2021 held on 16 February 2021 as a member of the Nomination and Remuneration Committee (Independent Director) to replace Mr. Attapol Sariddipuntawat, who had resigned as a member of Nomination and Remuneration Committee, effective 17 February 2021 and was appointed at the Board of Directors No.2/2022 held on 15 February 2022 as Chairman of the Nomination and Remuneration Committee.

<sup>(2)</sup> Emeritus professor. Wg. Cdr. Dr. Sirintara Singhara na Ayudhaya was appointed at the Board of Directors No.2/2022 held via electronic means on 15 February 2022 as a member of the Nomination and Remuneration Committee to replace Clinical Prof. Dr. Sarana Boonbaichaiyapruk, who had resigned as Independent Director and Chairman of the Nomination and Remuneration Committee, effective 19 January 2022.

The Nomination and Remuneration Committee's Charter specifies that the Nomination and Remuneration Committee shall hold at least one meeting a year or as deemed appropriate. In 2024, the Nomination and Remuneration Committee held five meetings conducted via electronic means. All committee members and the secretary to the committee attended every meeting. The Nomination and Remuneration Committee published its performance in 2024 in the Report of the Nomination and Remuneration Committee. More details on the Nomination and Remuneration Committee's meetings are presented in the "Table of Meeting Attendance Records of the Board of Directors and Sub-Committees in 2024."

#### Scope of Authority, Duties and Responsibilities of the Nomination and Remuneration Committee

##### 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.

### 7.3.4 Corporate Governance and Sustainable Development Committee

As of 31 December 2024, the Corporate Governance and Sustainable Development Committee comprised three Independent Directors and director as follows :

| Name                                   | Position in Corporate Governance and Sustainable Development Committee                            |
|----------------------------------------|---------------------------------------------------------------------------------------------------|
| 1. Mr. Pisek Chiyasak                  | Chairman of the Corporate Governance and Sustainable Development Committee (Independent Director) |
| 2. Mr. Kanit Patsaman                  | Member of the Corporate Governance and Sustainable Development Committee (Independent Director)   |
| 3. Dr. Tanai Charinsarn <sup>(1)</sup> | Member of the Corporate Governance and Sustainable Development Committee (Independent Director)   |

**Remark:** <sup>(1)</sup> Elected 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.

Miss Marisara Thanasaksiri, the Company Secretary and Chief of Compliance, served as the Secretary to the Corporate Governance and Sustainable Development Committee.





The Charter of the Corporate Governance and Sustainable Development Committee required the committee to convene at least twice a year or as deemed appropriate. In 2024, the committee held two meetings, consisting of one online meeting and one hybrid meeting. Most of the committee members, including the secretary to the committee, attended every meeting. The Corporate Governance and Sustainable Development Committee has reported its 2024 performance in the Report of the Corporate Governance and Sustainable Development Committee. More details of the Corporate Governance and Sustainable Development Committee's meetings are presented under the "Report of the Corporate Governance and Sustainable Development Committee for 2024".

#### Scope of Authority, Duties and Responsibilities of the Corporate Governance and Sustainable Development Committee

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.

#### Sustainable Development Working Group

The Corporate Governance and Sustainable Development Committee's Meeting No. 1/2020 at 10 September 2020 resolved to establish the Sustainable Development Working Group whose members are



those working in related areas. If there are changes in position titles and/or the assigned persons, the persons who have taken the positions prior to such changes or the replacement for such positions shall continue the responsibility in the Sustainable Development Working Group and has delegated authority to the managing director or the person delegated by the managing director to have the power to change the working committee and define the scope of authority and responsibilities as necessary and appropriate.

In year 2024 The Company has improved/expanded members of the new Sustainable Development Working Group to align with the Company's policies and strategies, emphasizing the importance of Economic/ Good Governance, Social, and Environmental aspects. The committee comprises senior executives, medical personnel, and company staff. In 2024, the Sustainable Development Working

Group met to support the Company's sustainability efforts as assigned. for further details, please refer to the Company website at [www.pram9.com](http://www.pram9.com) under the Sustainability).

#### Scope of Authority, Duties and Responsibility of the Sustainable Development Working Group

1. Manage and support the Company's sustainable development activities in accordance with the policy and goals set and assigned by the Corporate Governance and Sustainable Development Committee.
2. Educate, create understanding and provide advices and recommendations on sustainable development practices.
3. Monitor the performance and report to the Corporate Governance and Sustainable Development Committee.
4. Perform other tasks as assigned.

## 7.4 Executives

### 7.4.1 Names and Positions of Executives

As of 31 December 2024, 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:

| Name                          | Position                                                                                                                             |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 1. Dr. Satian Pooprasert      | Chief Executive Officer                                                                                                              |
| 2. Dr. Viroon Mavichak        | Deputy Managing Director, Medical Department                                                                                         |
| 3. Dr. Prasert Trairatvorakul | Deputy Managing Director, Nursing and Medical Service Department                                                                     |
| 4. Miss Kamaporn Tumpipit*    | Deputy Managing Director, Accounting and Finance Department (the highest responsible person for Accounting and Finance Line of Work) |

Remark: <sup>(1)</sup> Mr. Charoen Nudpobsuk Resigned Deputy Managing Director, Administration Department effective from 31 December 2023.  
<sup>(2)</sup> Miss Kamaporn Tumpipit assumes the position of Deputy Managing Director, Accounting and Finance Department (Chief Financial Officer) (highest responsible person in Accounting and Finance) instead of Mr. Teeraphan Disayabutara, effective from 1 March 2024.



As of 18 February 2025, the Company has implemented a new management structure, with modifications applied only to the top four executive positions, as detailed below.

| Name                                          | Position                                                                                                                             |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 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 (the highest responsible person for Accounting and Finance Line of Work) |
| 5. Dr. Wittaya Wanpen <sup>(1)</sup>          | Deputy Managing Director, Business Development and Strategy Office                                                                   |
| 6. Dr. North Techawathanawanna <sup>(2)</sup> | Deputy Managing Director, Medical and Human Resources Department                                                                     |

Remark: <sup>(1), (2)</sup> 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 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.
12. 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

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 Directors' and Executives' Remuneration Policy

To ensure that the process of determining the remuneration of the Board of Directors, Sub-Committees and the Chief Executive Officer is transparent, complies with the principles of corporate governance and is aligned with the Company's strategies, long-term goals and components of remuneration and other benefits that are appropriate and adequate for attracting and retaining qualified persons, the Company has established a policy and criteria for determining the remuneration and compensation of the Board of Directors, Sub-Committees and the Chief Executive Officer as follows :

### 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) Propose the remuneration and compensation of the Board of Directors and Sub-committees to the Board of Directors' Meeting for consideration and approval within the remuneration framework approved by the Shareholders' Meeting.
- (2) Propose the remuneration and compensation of 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.

## (2) 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 :

(2.1) 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)

(2.2) Medical welfare as specified in the Company's regulations and employee manual.

(2.3) 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 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

##### 1) Remuneration of directors (only remuneration as a director)

The 2024 Annual General Meeting of Shareholders held via electronic means on 23 April 2024 resolved to approve the directors' remuneration for the year 2024 in the amount of 4,000,000 Baht consisting of meeting allowance and bonus (without any other remuneration and benefits), (1) as detailed below.

| Board of Directors/<br>Sub-Committees                      | Position | Meeting<br>Allowance | Bonus                                                                                                                                                                    | Other<br>Remuneration |
|------------------------------------------------------------|----------|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| Board of Directors                                         | Chairman | 36,000               | The remaining amount after making meeting allowance payment and executive directors are not entitled to receive bonus for their membership in the Board/ Sub-Committees. | None                  |
|                                                            | Director | 25,000               |                                                                                                                                                                          | None                  |
| Audit Committee                                            | Chairman | 36,000               |                                                                                                                                                                          | None                  |
|                                                            | Director | 25,000               |                                                                                                                                                                          | None                  |
| Executive Committee <sup>(2)</sup>                         | Chairman | 15,000               |                                                                                                                                                                          | None                  |
|                                                            | Director | 13,000               |                                                                                                                                                                          | None                  |
| Nomination and Remuneration Committee                      | Chairman | 36,000               |                                                                                                                                                                          | None                  |
|                                                            | Director | 25,000               |                                                                                                                                                                          | None                  |
| Corporate Governance and Sustainable Development Committee | Chairman | 36,000               |                                                                                                                                                                          | None                  |
|                                                            | Director | 25,000               |                                                                                                                                                                          | None                  |

Remark: <sup>(1)</sup> Directors are entitled to receive welfare benefits in accordance with Article 22 of the Company's Articles of Association.

<sup>(2)</sup> Meeting allowances are determined according to position and scope of responsibility.

<sup>(3)</sup> Executive members of the Executive Committee are not entitled to receive meeting allowance for their membership in the committee.



## 2) Remuneration of Executives

In 2024, the Company has paid monetary compensation to executives, which consisted of salary and bonus accounting for 3.64 percent of the Company's total annual remuneration as follows:

| Remuneration of Executives    | 2021 | 2022 | 2023 | 2024 |
|-------------------------------|------|------|------|------|
| Number of Executives (person) | 5    | 5    | 5    | 4    |
| Remuneration (Million Baht)   | 30.5 | 34.5 | 34.7 | 33.5 |

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.

## 7.5 Employees

### 7.5.1 Number of Employees

#### Number of Employees

As of 31 December, which can be divided into lines of work as follows :

| Line of Work                           | Year 2022         | Year 2023         | Year 2024         |
|----------------------------------------|-------------------|-------------------|-------------------|
| Full-Time Doctor                       | 128               | 134               | 136               |
| Part-Time Doctor                       | 414               | 490               | 332               |
| Consultant Doctor                      | 87 <sup>(3)</sup> | 57 <sup>(4)</sup> | 70 <sup>(5)</sup> |
| Nurse                                  | 376               | 426               | 444               |
| Other Medical Personnel <sup>(1)</sup> | 647               | 710               | 728               |
| Other Departments <sup>(2)</sup>       | 359               | 391               | 407               |
| <b>Total</b>                           | <b>2,011</b>      | <b>2,208</b>      | <b>2,117</b>      |

Remark: <sup>(1)</sup> Medical personnel include those working in other medical service departments, for example, pharmacists, radiologists, nutritionists, and physical therapists.

<sup>(2)</sup> Other departments include Business Development Department, Business Administration Department, Building Department, and other departments.

<sup>(3)</sup> Consultant Doctor refers to doctors who provided consultant in 2022 only.

<sup>(4)</sup> Consultant Doctor refers to doctors who provided consultant in 2023 only.

<sup>(5)</sup> Consultant Doctor refers to doctors who provided consultant in 2024 only.

## 7.5.2 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).

| Information about the Employee Provident Fund                           | Unit         | Year 2021 | Year 2022 | Year 2023 | Year 2024 |
|-------------------------------------------------------------------------|--------------|-----------|-----------|-----------|-----------|
| Number of employees who are members of the provident fund               | Person       | 978       | 1,002     | 1,110     | 1,285     |
| Proportion of employees participating in the provident fund             | %            | 76.29     | 72.50     | 72.83     | 81.38     |
| Amount of money that the Company contributes to the provident fund.     | Million Baht | 10.5      | 11.2      | 13.3      | 14.8      |
| Percentage of the amount the Company contributes to the provident fund. | %            | 1.6       | 1.4       | 1.7       | 2.2       |

## 7.5.3 Employee Capability Development

The Company promoted the arrangements of orientation program for newcomers for four consecutive days. In 2024, the Company arranged twelve batches of the orientation program and provided additional training for new employees after joining the Company, as detailed below.

Training provided under the New Employee Orientation Program consisting of :

1. Training provided during the first two days
  - General employees and employees from Nursing Department attended a basic training course.
2. Training provided during the last two days
  - Only employees from Nursing Department attended an additional training course related to nursing professional development. General employees were not required to attend this training course.



## Summary Table of the New Employee Orientation Program

| New Employee Orientation Program                                                     | Topic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1) 2 January + 1 December 2024<br>12 batches of the New Employee Orientation Program | <p><u>General employees and employees from Nursing Department attended a training course during the first two days.</u></p> <ol style="list-style-type: none"><li>1. The Company's vision, mission, corporate strategies, organizational structure, core values and key services.</li><li>2. Disciplines, rules and regulations, welfare and benefits</li><li>3. Service Culture</li><li>4. Risk Management</li><li>5. Praram 9 Hospital's Quality System</li><li>6. Visit Praram 9 Hospital</li><li>7. Employees' Health and safety</li><li>8. Code of Ethics (including the Corporate Governance Policy) and Code of Conduct</li><li>9. Infectious Disease Prevention and Control in the Hospital</li><li>10. Information Management, Communication and Medical Records System</li><li>11. Building and safety management and security and safety, hazardous materials, disaster preparedness, fire safety, medical equipment and utility system</li><li>12. Basic Cardio Pulmonary Resuscitation (CPR)</li><li>13. Codes used in the Hospital</li><li>14. Achievement Test</li></ol> <p><u>Only employees from Nursing Department attended an additional training course during the last two days</u></p> <ol style="list-style-type: none"><li>1. Service behaviors, personality development and dressing</li><li>2. Nursing Department Work Regulations</li><li>3. Access to care and Continuity of Care: ACC</li><li>4. Laboratory specimen transport</li><li>5. Medication administration in the Hospital</li><li>6. Nursing documentation, quality issues, laws and ethics</li><li>7. Prevention and control of infectious diseases in hospitals</li><li>8. Nutrition Services and Assessment</li><li>9. OPD / IPD Patient Flow</li></ol> |





| New Employee Orientation Program                                                                                                                                                                                | Topic                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                 | 10. Assessment of Patients: AOP<br>11. Diagnostic Radiology and Radiation Safety Program<br>12. Care of Patients: COP<br>13. Overview: Medical Management & Use<br>14. Safe use of medical devices<br>15. Supervisor' s Report, Report of adverse events.<br>16. Achievement Test                                                                      |
| Training for General Employees*                                                                                                                                                                                 | Topic                                                                                                                                                                                                                                                                                                                                                  |
| Training<br>1) ACLS Provider Renewal :<br>5 Class.<br>• 5 March 2024<br>• 19 March 2024<br>• 23 April 2024<br>• 31 May 2024<br>• 20 June 2024<br>Total 140 person                                               | 1. Advance Cardiac Life Support : Science Update<br>2. Advance Cardiac Life Support : Learning and Practice                                                                                                                                                                                                                                            |
| 2) BLS Provider for HCP Year<br>2024 : 8 Class<br>• 14 May 2024<br>• 28 May 2024<br>• 4 June 2024<br>• 18 June 2024<br>• 25 June 2024<br>• 9 July 2024<br>• 16 July 2024<br>• 23 July 20224<br>Total 288 person | 1. Explain the meaning of basic resuscitation in both children and adults.<br>2. Understand the principles of basic life support (BLS) procedures.<br>3. Perform basic resuscitation on a mannequin, including chest compressions, airway management, and assisted breathing.<br>4. Learn the correct use of an Automated External Defibrillator (AED) |



| Training for General Employees*                                                                                                                                                  | Topic                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3) New dimension course in caring for psychiatric patients : 2 Class <ul style="list-style-type: none"> <li>• 6 June 2024</li> <li>• 11 June 2024</li> </ul> Total 215 person    | 1. Psychiatric Disorders and Substance-Induced Psychosis<br>2. Therapeutic Relationships and Communication Techniques<br>3. Nursing Care for Psychiatric Patients with Self-Harming and Suicidal Behavior<br>4. Nursing Care for Psychiatric Patients with Aggressive Behavior and Behavior Management                                                          |
| 4) Genetic Counseling for Common Hereditary Cancers : 1 Class <ul style="list-style-type: none"> <li>• 25 April 2024</li> </ul> Total 52 person                                  | 1. Types of Cancer That Can Be Screened for Genetic Risk<br>2. Methods for Genetic Testing to Assess Cancer Risk<br>3. Steps for Genetic Cancer Risk Screening Services<br>4. Benefits of Genetic Testing for Cancer Risk Assessment                                                                                                                            |
| 5) JCI Standard Nursing Quality and Safety Course 2024 : 2 Class <ul style="list-style-type: none"> <li>• 20-21 June 2024</li> <li>• 26-27 June 2024</li> </ul> Total 163 person | 1. Basic Knowledge of JCI Accreditation Standards for Hospitals<br>2. International Patient Safety Goals (IPSG)<br>3. Access to Care and Continuity of Care (ACC)<br>4. Patient-Centered Care (PCC)<br>5. Assessment of Patients (AOP)<br>6. Care of Patients (COP)<br>7. Anesthesia and Surgical Care (ASC)<br>8. Quality Improvement and Patient Safety (QPS) |
| 6) Lean Leadership For supervisor level and above : 2 Class <ul style="list-style-type: none"> <li>• 7 June 2024</li> <li>• 16 July 2024</li> </ul> Total 47 person              | 1. Differences Between Coaching and Other Development Methods<br>2. Benefits of Coaching<br>3. Coach's Mindset<br>4. Definition and Role of a Coach<br>5. Coaching Process<br>6. Common Mistakes in Coaching                                                                                                                                                    |
| 7) PDPA : 1 Class <ul style="list-style-type: none"> <li>• 5 June 2024</li> </ul> Total 254 person                                                                               | 1. Lecture on PDPA                                                                                                                                                                                                                                                                                                                                              |



| Training for General Employees*                                                                                                                          | Topic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>8) Active Shooter Response Training Course : 1 Class</p> <ul style="list-style-type: none"> <li>13 June 2024</li> </ul> <p>Total 103 person</p>       | <ol style="list-style-type: none"> <li>Lecture on Awareness and Management in an Active Shooter Situation</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p>9) Anti-Corruption : 1 Class</p> <ul style="list-style-type: none"> <li>10 July 2024</li> </ul> <p>Total 956 person</p>                               | <ol style="list-style-type: none"> <li>The Importance of Anti-Corruption Policies</li> <li>Participation of Directors, Executives, and Employees in Anti-Corruption Efforts for Sustainable Corporate Development</li> <li>Other Relevant Topics (If Applicable)</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>10) Employee Mental Health Management : 1 Class</p> <ul style="list-style-type: none"> <li>11 July 2024</li> </ul> <p>Total 92 person</p>             | <ol style="list-style-type: none"> <li>Current Stress Situations in Society - Statistics, causes, and consequences of stress-related issues.</li> <li>Tools for Stress Assessment</li> <li>Symptoms of Stress Based on Severity Levels</li> <li>Creative Stress Management Strategies - Tailored approaches for different severity levels.</li> <li>Understanding Depression - Causes, symptoms, treatment, and recurrence rates.</li> <li>Discussion and Q&amp;A Session</li> </ol>                                                                                                                                                                                                     |
| <p>11) Service Mind in Action for Service Excellence : 1 Class</p> <ul style="list-style-type: none"> <li>23 July 2024</li> </ul> <p>Total 77 person</p> | <ol style="list-style-type: none"> <li>Growth Mindset</li> <li>Service Communication</li> <li>Service Beyond Expectation</li> <li>Complain Handling</li> <li>Tailor-Made Action plan</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p>12) SMART Work : 2 Class</p> <ul style="list-style-type: none"> <li>26 June 2024</li> <li>29 August 2024</li> </ul> <p>Total 79 person</p>            | <ol style="list-style-type: none"> <li>Leadership Overview <ul style="list-style-type: none"> <li>The primary role of leaders, situational leaders</li> <li>Workshop Situational leadership, task-oriented / relationship-oriented behavioral style</li> </ul> </li> <li>The supervisor's duties in management <ul style="list-style-type: none"> <li>Planning, Organizing, Staffing, Directing, Controlling</li> </ul> </li> <li>6 Skills that Supervisors Should Have in Their Work</li> <li>Workshop COACH (Finding potential to use in assigning and coaching, evaluating actual coaching patterns in the organization, and providing advice Feedback &amp; Feed Forward)</li> </ol> |



| Training for General Employees*                                                                                                                                        | Topic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 13) Communication for Collaboration and Win - Win Solution : 1 Class <ul style="list-style-type: none"><li>18 July 2024</li></ul> Total 36 person                      | <ol style="list-style-type: none"><li>Mindset Adjustment<ol style="list-style-type: none"><li>Ice-Breaking Activity</li><li>Positive Thinking and Its Impact on Conflict Management (3 Techniques for Positive Thinking)</li><li>The Importance of Conflict Management for Organizational Effectiveness</li></ol></li><li>Steps and Strategies for Effective Conflict Management</li><li>Communication Techniques for Conflict Resolution to Enhance Performance and Relationships</li><li>Practical Exercise on Conflict Management Planning (Role-Playing and Feedback Session)</li></ol>                                                                                                                                                                                                                                             |
| 14) Leveraging ChatGPT : Applying AI in Healthcare at Praram 9 Hospital : 1 Class <ul style="list-style-type: none"><li>4 July 2024</li></ul> Total 42 person          | <ol style="list-style-type: none"><li>Introduction to AI in Healthcare - Understanding the broader AI landscape and its potential impact on the healthcare industry.</li><li>Challenges and Opportunities - How AI can enhance efficiency in patient care and improve healthcare workflows.</li><li>Examples of AI-Powered Tools used in healthcare.</li><li>What is ChatGPT? - Its benefits, applications, and how it can be integrated into the healthcare business.</li><li>Hands-on Practice with ChatGPT - Participants will use ChatGPT, share their experiences, and discuss key insights.</li><li>Ethical Considerations in AI Implementation - Guidelines for responsible AI use in professional and personal settings.</li><li>Reflection and Application - Key takeaways and strategies for future AI integration.</li></ol> |
| 15) Resource Management & cost control : 1 Class <ul style="list-style-type: none"><li>5 July 2024</li></ul> Total 87 person                                           | <ol style="list-style-type: none"><li>The Importance of Resource Management and Cost Control</li><li>Challenges and Sources of High Costs in Organizations</li><li>Analyzing Organizational Deficiencies - Concepts and strategies for cost reduction.</li><li>Setting Goals, Identifying Waste, and Planning for Loss Reduction and Productivity Improvement</li><li>Developing and Presenting a Cost Reduction Plan for the Organization</li></ol>                                                                                                                                                                                                                                                                                                                                                                                    |
| 16) Course on guidelines for caring for patients across cultures : 4 Class <ul style="list-style-type: none"><li>August 2024</li></ul> Total 1,088 person (E-Learning) | <ol style="list-style-type: none"><li>Lectures on providing care to patients and relatives from different cultures</li></ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |



| Training for General Employees*                                                                                                                                                                                                      | Topic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>17) Enterprise Risk : 1 Class</p> <ul style="list-style-type: none"> <li>19 August 2024</li> </ul> <p>Total 98 person</p>                                                                                                         | <p>1. Enterprise Risk</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p>18) Review nursing knowledge : 5 Class</p> <ul style="list-style-type: none"> <li>1 August 2024</li> <li>8 August 2024</li> <li>15 August 2024</li> <li>22 August 2024</li> <li>29 August 2024</li> </ul> <p>Total 231 person</p> | <p>1. Nursing Care for Cardiovascular Patients</p> <p>2. Nursing Care for Respiratory System Patients</p> <p>3. Review of Basic Nursing Care</p>                                                                                                                                                                                                                                                                                                                                      |
| <p>19) Fire Drill and Emergency Evacuation 2024 : 2 Class</p> <ul style="list-style-type: none"> <li>7 August 2024</li> <li>8 August 2024</li> </ul> <p>Total 117 person</p>                                                         | <p>1. Review of Fire Code, Fire Prevention Plan, and Hospital Evacuation Plan</p> <p>2. Refresher Training on SCBA Usage, Fire Extinguishers, Fire Hose Operation, and Patient Evacuation Procedures</p> <p>3. Simulation Exercise and Role-Playing According to the Fire Response and Evacuation Plan</p> <p>4. Summary and Overall Evaluation of the Fire Drill</p>                                                                                                                 |
| <p>20) Annual Fire Drill and Basic Firefighting Training Course 2024 : 1 Class</p> <ul style="list-style-type: none"> <li>6 August 2024</li> </ul> <p>Total 131 person</p>                                                           | <p>1. Theory of Fire Ignition, Firefighting Equipment/Methods, and Psychological Response During a Fire</p> <p>2. Fire Prevention and Suppression Systems - Application of fire protection systems and equipment available in the hospital.</p> <p>3. Use of Personal Protective Equipment (PPE) for Firefighting</p> <p>4. Practical Firefighting Training - Handling ABC fire extinguishers, using fire hoses with and without water, and hands-on fire suppression techniques.</p> |
| <p>21) Academic Conference on "Let the Heart Lead the Way" : 2 Class</p> <ul style="list-style-type: none"> <li>30-31 November 2024</li> <li>21-22 November 2024</li> </ul> <p>Total 161 person</p>                                  | <p>1. Chest Pain &amp; Myocardial Infarction</p> <p>2. Clinical Practice Guideline for Acute Coronary Syndrome</p> <p>3. Management of Acute Coronary Syndrome ... Pre-Hospital/ In-Hospital</p> <p>4. Management of Acute Coronary Syndrome ... Pharmacological/ Intervention/Operation</p>                                                                                                                                                                                          |





| Training for General Employees*                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Topic                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| 22) Program K2 Five : 2 Class <ul style="list-style-type: none"> <li>18 September 2024</li> <li>19 September 2024</li> </ul> Total 41 person                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 1. K2 Designer (Smart Objects, Smart Forms, Workflow, Report)<br>2. Hand on Lab and Workshop K2 Five                          |
| 23) Basic Life Support Year 2024<br>: 9 Class <ul style="list-style-type: none"> <li>25 November 2024,<br/>1.00 p.m. - 2.00 p.m.</li> <li>25 November 2024,<br/>2.00 p.m. - 3.00 p.m.</li> <li>25 November 2024,<br/>3.00 p.m. - 4.00 p.m.</li> <li>26 November 2024,<br/>1.00 p.m. - 2.00 p.m.</li> <li>26 November 2024,<br/>2.00 p.m. - 3.00 p.m.</li> <li>26 November 2024,<br/>3.00 p.m. - 4.00 p.m.</li> <li>27 November 2024,<br/>1.00 p.m. - 2.00 p.m.</li> <li>27 November 2024,<br/>2.00 p.m. - 3.00 p.m.</li> <li>27 November 2024,<br/>3.00 p.m. - 4.00 p.m.</li> </ul> Total 443 person | 1. Basic Life Support (BLS) Knowledge<br>2. Hands-on Training in Basic Life Support (BLS)                                     |
| 24) B1-DAR Program : 2 Class <ul style="list-style-type: none"> <li>29 October 2024</li> <li>1 November 2024</li> </ul> Total 51 person                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1. Utilization of Document Management and Quality Control Software                                                            |
| 25) Cybersecurity Awareness<br>Training : 1 Class <ul style="list-style-type: none"> <li>3 December 2024</li> </ul> Total 116 person and Online                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1. Phishing, Vishing, Smishing<br>2. Social Engineering<br>3. Business Email Compromise<br>4. Cybersecurity Attack Case Study |



In addition, the courses in E-learning in 2024 exclude Safety week, professional 9 courses / general 16 courses, totaling 25 courses.

In 2024, 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 |
|----------------------|--------------------------|-----------------------------------|
| 1,579                | 73,676                   | 46.66                             |

Remark: Number of training hours excludes those of the physicians.

### 7.5.4 Employees’ Safety and Hygiene

The Company has recognized the operational risks associated with employees’ operations in the Hospital due to higher chance of exposure to chemicals or contact, therefore; in 2024, the Company promoted the arrangements of training courses to educate its employees on how to perform their duties properly and protect themselves from getting infected from patients as well as employees’ safety and hygiene, as detailed below.

| Title of Training Course                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Basic Life Support 2024 : 9 Class</li><li>• Code Pink</li><li>• Code back</li><li>• Code Gray</li><li>• Fire Drill Department</li><li>• Surgical Fire</li><li>• Rainbow Code Rehearsal 2024</li><li>• Fire Drill Training and Basic Fire Fighting for 2024</li><li>• Basic Fire Fighting and Evacuation Fire Drill Training for 2024</li></ul> |



Employees' leaves caused by accidents and injuries at work are illustrated below.

| Description                          | Days / Incident |          |          | Average days/ person |      |      |
|--------------------------------------|-----------------|----------|----------|----------------------|------|------|
|                                      | 2022            | 2023     | 2024     | 2022                 | 2023 | 2024 |
| Employees' absence                   |                 |          |          |                      |      |      |
| (1) Personal leave                   | 161             | 239      | 320      | 0.12                 | 0.16 | 0.20 |
| (2) Sick leave                       | 2,365           | 1,668    | 1,747    | 1.71                 | 1.09 | 1.10 |
| (3) Annual leave                     | 12,190          | 13,079   | 14,214   | 8.82                 | 8.58 | 9.00 |
| (4) Maternity leave                  | 2,641/33        | 1,740/24 | 2,537/30 | 80.0                 | 72.5 | 84.6 |
| Rate of workplace accidents for 2022 | 3               | 5        | 5        | 0.21                 | 0.32 | 0.32 |
| Rate of workplace injuries for 2021  | None            | None     | None     | None                 | None | None |

Employees / contractors / partners have absentee statistics, accident and work-related illnesses as follows:

| Item                                                                     | Year 2022 | Year 2023 | Year 2024 |
|--------------------------------------------------------------------------|-----------|-----------|-----------|
| Rate from work of employees / contractors / suppliers                    | 0.21%     | 0.32%     | 0.32%     |
| Rate of work-related illnesses among employees / contractors / suppliers | 0         | 0         | 0         |
| Rate Lost-time injury of employees / contractors / suppliers             | 0         | 0         | 0         |
| Employee leave rate                                                      | 4.31%     | 1.72%     | 4.82%     |
| Number of work-related deaths of employees / contractors / suppliers     | 0         | 0         | 0         |

Remar :

- Lost Time Injury Frequency Rate (LTIFR) is a statistical number that shows the rate of injuries from work resulting in being off work for 1 day or more. The calculation formula is (number of injuries / total working hours.) x 1,000,000
- Absentee Rate (AR) is the rate of hours or days that employees do not come to work per total number of hours, or the day the employee comes to work in full.



## Employee data collection process

- Methods for collecting data, such as counting the number of hours worked by full-time/permanent employees Starting from 2022, the organization has established a policy regarding the use of information technology systems in resource management so that employees can use them and be in line with the organization's strategy, working in the Digital Workplace, which has implemented the One Book HRIS system into the organization.
- Recording work time and recording time off work Through the mobile system from the GPS contract, hospital building areas, employees, executives, and human resource officers can view attendance and exit information on any device in real time.
- Submit vacation or overtime requests Approve request It depends on the line of command according to the organization chart.

Results of human resource management operations in 2021 - 2024

| No. | Indicators                                          | Goal       | Results 2021 | Results 2022 | Results 2023 | Results 2024 |
|-----|-----------------------------------------------------|------------|--------------|--------------|--------------|--------------|
| 1   | Turn Over Rate<br>Including resignation from status | < 10% / 10 | 10.3%        | 12.8%        | 9.6%         | 10.24%       |
| 2   | Employee engagement                                 | > 70%      | 67.2%        | 80.9%        | 81.1%        | 80.9%        |
| 3   | Rate of violation of hospital regulations           | < 1% / 10  | 0.16%        | 0.14%        | 0.19%        | 2.73%        |
| 4   | Speed of recruitment within 60 days                 | > 80%      | 64.0%        | 59.0%        | 66.4%        | 72%          |
| 5   | The correct Over-Time payment rate                  | 100%       | 100%         | 100%         | 100%         | 100%         |

## 7.5.5 Major Labor Disputes over the Past 3 Years

- None —

## 7.6 Other Important Information

### 7.6.1 Persons assigned to take the following responsibilities.

#### 1) Company Secretary

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 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.

### 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.

#### 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



## 2) Person taking the highest responsibility in accounting and finance and 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 2024 and Miss Suree Apichayaporn, Deputy Accounting Department 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.

## 3) 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.

### 7.6.2 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, Bangkokpi, Huai Khwang,  
Bangkok, 10310

 Tel: 02-202-9999 or 1270 ext. 21402

 Fax : 02-202-9998

 Email: waraporna@praram9.com  
waraporna@praram9.com or for more information, please visit the Company's website : [www.praram9.com](http://www.praram9.com) in the Investor Relations Section.

### 7.6.3 Audit Fees

The 2024 Annual General Meeting on 23 April 2024 of Shareholders has resolved to approve the appointment of EY Office Limited as the Company's auditor consisting of

- 1) Miss Manee Rattanabunnakit, Certified Public Accountant Registration No. 5313
- 2) Mr. Termphong Opanaphan, Certified Public Accountant Registration No. 4501
- 3) Mr. Vorapoj Annauypanit, Certified Public Accountant Registration No. 4640,

one of which will perform his/her duty as the auditor and annual audit fees for 2024 of Baht 1,900,000, without other service fee.



## 8. Significant Performance on Corporate Governance (GRI 2-10, 2-11, 2-17, 2-19, 2-20, 2-25, 2-26, 3-3, 205-1, 205-2, 205-3)

### 8.1 Committee Performance in the Past Year

#### 8.1.1 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 2024 are as follows :

| Name                                                            | Position             |
|-----------------------------------------------------------------|----------------------|
| 1. Mr. Kanit Patsaman                                           | Independent Director |
| 2. Emeritus professor Wg.Cdr. Dr.Sirintara Singhara na ayudhaya | Independent Director |
| 3. Mr. Piset Chiyasak                                           | Independent Director |
| 4. Dr. Tanai Charinsarn                                         | Independent Director |

One of the Company's Independent Director, Emeritus professor Wg. Cdr. Dr. Sirintara Singhara Na Ayudhaya ("Emeritus professor Wg. Cdr. Dr. Sirintara") (Member of the Audit Committee), who is a medical consultant, does not perform medical examination, but perform medical operations or procedures on a case-by-case basis.

## 2) 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 two female directors, representing 20 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) are summarized as follows:

| Name                                                               | Position                                          | Medical | Management and Administration | Organizational development | Social | Finance | Accounting | Legal | Marketing | Communication | Information Technology | International Relations | Engineering | Strategy |
|--------------------------------------------------------------------|---------------------------------------------------|---------|-------------------------------|----------------------------|--------|---------|------------|-------|-----------|---------------|------------------------|-------------------------|-------------|----------|
| 1. Mr. Bhanapot Damapong                                           | Chairman of the Board<br>(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<br>(Non-executive Director)              |         | ✓                             | ✓                          |        | ✓       | ✓          |       |           |               |                        |                         |             |          |
| 6. Ms. Vilasinee Puddhikarant                                      | Director<br>(Non-executive Director)              |         | ✓                             | ✓                          |        | ✓       |            |       | ✓         |               | ✓                      |                         |             |          |
| 7. Emeritus professor Wg. Cdr. Dr. Sirintara Singhara na Ayudhaya* | Independent Director                              | ✓       | ✓                             | ✓                          |        |         |            |       |           |               |                        | ✓                       |             |          |
| 8. Mr. Kanit Patsaman                                              | Independent Director                              |         | ✓                             | ✓                          |        | ✓       | ✓          |       |           |               |                        |                         |             |          |
| 9. Mr. Piset Chiyasak                                              | Independent Director                              |         | ✓                             | ✓                          |        |         |            | ✓     | ✓         | ✓             |                        |                         |             |          |
| 10. Dr. Tanai Charinsarn                                           | Independent Director                              |         | ✓                             | ✓                          |        |         |            |       |           |               | ✓                      |                         | ✓           | ✓        |
| Total                                                              |                                                   | 4       | 10                            | 10                         | 1      | 4       | 2          | 1     | 2         | 1             | 2                      | 1                       | 1           | 1        |

Note: \* No. 2-4 and 7 are four directors with medical experience 7

- (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 4 directors with experience in the medical field, consisting of 3 executive directors, accounting for 30 percent of the total Board of Directors, and 1 independent director, accounting for 10 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 2024, 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. A summary of these training and seminar activities is provided below.

#### Directors' Attendance of Training Programs /Seminars

| Name                     | Position                                                          | Title of Internal Training Program/ Seminar                                                                                                                                             | Title of External Training Program / Seminar |
|--------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| 1) Dr. Satian Pooprasert | Vice-Chairman of the Board of Directors / Chief Executive Officer | <ul style="list-style-type: none"> <li>• Annual Cyber Security Awareness Training 2024</li> <li>• Lecture Series Topic Lung Transplant</li> <li>• Heal for Healthcare Worker</li> </ul> | -                                            |



| Name                                                              | Position                                                                                                                                                                                  | Title of Internal Training Program/ Seminar                  | Title of External Training Program / Seminar                                                                                                                                                                                                                             |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2) Dr. Prasert Trairatvorakul                                     | Director/ Member of the Executive Committee                                                                                                                                               | PR9 Course: Fostering Transparency... Towards Sustainability | -                                                                                                                                                                                                                                                                        |
| 3) Mrs. Vilasinee Puddhikarant                                    | Director / Member of Nomination and Remuneration Committee                                                                                                                                | -                                                            | <b>Stock Exchange of Thailand</b> <ul style="list-style-type: none"> <li>Course: Building immunity for listed companies with 3 lines of defense</li> </ul>                                                                                                               |
| 4) Emeritus professor Wg. Cdr. Dr. Sirintara Singhara Na Ayudhaya | Independent Director /Member of the Audit Committee/ Member of the Nomination and Remuneration Committee                                                                                  | -                                                            | <b>Thai Institute of Directors</b> <ul style="list-style-type: none"> <li>Director's Briefing 2/2024 Leading with Urgency: Climate Action for Boards</li> <li>Course on prevention and suppression of inappropriate behavior of listed companies</li> </ul>              |
| 5) Mr. Kanit Patsaman                                             | Independent Director/ Chairman of the Audit Committee/ Member of the Corporate Governance and Sustainability Development Committee                                                        | -                                                            | <b>Thai Institute of Directors</b> <ul style="list-style-type: none"> <li>Empowering Boards: Enhancing Governance, Standards, and Financial Insights Class 3/2567</li> <li>Course on prevention and suppression of inappropriate behavior of listed companies</li> </ul> |
| 6) 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 | -                                                            | <b>Thai Institute of Directors</b> <ul style="list-style-type: none"> <li>Director's Briefing 2/2024 Leading with Urgency: Climate Action for Boards</li> <li>Empowering Boards : Enhancing Governance, Standards and Financial Insights Class 4/2567</li> </ul>         |

| Name                    | Position                                                                                                                               | Title of Internal Training Program / Seminar | Title of External Training Program / Seminar                                                                                                        |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| 7) Dr. Tanai Charinsarn | Independent Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainability Development Committee | -                                            | <b>Thai Institute of Directors</b> <ul style="list-style-type: none"> <li>Senior Executive Course (SES) Class 30, Capital Market Academy</li> </ul> |

Training/Seminars attended by the first four senior executives and the Company Secretary

| Name                      | Position                                                                                             | Title of Internal Training Program / Seminar                                                                                                                          | Title of External Training Program / Seminar                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1) Miss Kamaporn Tumpipit | Deputy Managing Director<br>(The person taking the highest responsibility in accounting and finance) | <ul style="list-style-type: none"> <li>Annual Cyber Security Awareness Training 2024</li> <li>PR9 Course: Fostering Transparency... Towards Sustainability</li> </ul> | <b>Federation of Accounting Professions</b> <ul style="list-style-type: none"> <li>Income Tax: Differentiation between Accounting Principles vs. Taxation (Course 1)</li> <li>Introduction to IFRS S1 and IFRS S2</li> <li>Code of Ethics 2023 Update, Class 2/2024</li> <li>TFRS Comprehensive Course 2024, Class 2/2024 (Module 601)</li> <li>Industrial Costing System: Job Order Cost Accounting</li> </ul> <b>The Stock Exchange of Thailand</b> <ul style="list-style-type: none"> <li>e-Leaning CFO 95 Orentation for New IPOS</li> <li>SETLink Disclosure System Training, Class 3/2024 (Online)</li> <li>How to Implement ESG to Attract Analysts and Investors (Online)</li> <li>The Next Step for SET ESG Ratings: Preparing for FTSE Russell Evaluation</li> </ul> |



| Name | Position | Title of Internal Training Program / Seminar | Title of External Training Program/ Seminar                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------|----------|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |          |                                              | <ul style="list-style-type: none"> <li>Series 101: FTSE Russell ESG Scores - Understanding the Evaluation Methodology (Online)</li> <li>Building Corporate Resilience with the Three Lines of Defense</li> <li>Regulatory Updates on Significant Transactions (MT) and Related Party Transactions (RPT) for Listed Companies (Online)</li> <li>Introduction to e-One Report Function (Phase 1) on SETLink System (Online)</li> </ul> <p><b>Thai Listed Companies Association</b></p> <ul style="list-style-type: none"> <li>Human Rights in Business (Online)</li> <li>Roles and Responsibilities of AC, IA, and CFO in Enhancing Corporate Governance (Online)</li> <li>TLCA CFO CPD 5/2024: ESG Bonds - Issuing Sustainable Debt Instruments (Online)</li> <li>IR Sharing 3/2024: Presentation Techniques for Opportunity Day</li> <li>TLCA CFO CPD 3/2024: Tax Governance (Online)</li> <li>TLCA CFO CPD 2/2024: Economic Update for CFOs (Online)</li> <li>TLCA CFO CPD 1/2024: Enhancing the Quality of Financial Reports for Listed Companies (Online)</li> <li>IR Sharing 1/2024: IR Communications Practices (Online)</li> <li>TCFD Disclosure and Climate Risk (Online)</li> </ul> |



| Name                       | Position          | Title of Internal Training Program / Seminar                                                                                                                                                                                                                                                                                                                                                                          | Title of External Training Program/ Seminar                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3) Ms. Marisa Thanasaksiri | Company Secretary | <ul style="list-style-type: none"> <li>• Leveraging Chat GPT : Applying AI in Healthcare at Praram 9 Hospital</li> <li>• Resource Management &amp; Cost Control</li> <li>• Communication for Collaboration and Win-Win Solution</li> <li>• JCI Standards Course Edition 8</li> <li>• Annual Cyber Security Awareness Training 2024</li> <li>• PR9 Course: Fostering Transparency... Towards Sustainability</li> </ul> | <p><b>Thai Institute of Directors</b></p> <ul style="list-style-type: none"> <li>• Clarification of the criteria for the 2025 CGR project survey</li> </ul> <p><b>Securities and Exchange Commission (SEC)</b></p> <ul style="list-style-type: none"> <li>• Executives of the 2<sup>nd</sup> SDG Impact Standards for Listed Companies and 2024 SDG Impact Standards</li> <li>• Training course on the use of the e-Approval system</li> </ul> <p><b>The Stock Exchange of Thailand</b></p> <ul style="list-style-type: none"> <li>• The Next Step for SET ESG Ratings: Preparing for FTSE Russell Evaluation</li> <li>• Course: Building immunity for listed companies with 3 lines of defense</li> <li>• Training Service 101 FTSE Russell ESG Scores : Methodology</li> <li>• Company Secretary Forum</li> </ul> <p><b>Thai Listed Companies Association</b></p> <ul style="list-style-type: none"> <li>• CS Knowledge Sharing Course, Class 3/2024, Q&amp;A Topic, Observations on One Report Preparation</li> <li>• Dividend Payment Course</li> <li>• Role and Duties of Company Secretary Course</li> <li>• Role and Duties of AC, IA, and CFO to Enhance Corporate Governance</li> </ul> <p><b>Thailand Securities Depository (TSD)</b></p> <ul style="list-style-type: none"> <li>• Enhancing Servicer for Sustainable Growth</li> </ul> <p><b>Other Organizations</b></p> <ul style="list-style-type: none"> <li>• Employee Misconduct Course According to PDPA, the Organization Must Be Responsible, How Can HR Help?</li> </ul> |

Remark: Training Program / Seminar of Dr. Wittaya Wanpen Deputy Managing Director Business Development and Strategy Office and Dr. North Techawathanawanna Deputy Managing Director Medical and Human Resources Department Chairman of the Medical Organization at Attachment 1 Details of Directors , Executives and Compan Secretary



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.

- **Performance Assessment of the Board of Directors, Sub-Committees and the Chief Executive Officer**

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:

- **Performance Assessment of the Board of Directors and Sub-Committees**

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 |



- The Board of Directors' performance assessment results are as follows:

| Result                                                             | Score (%) |       |       |       |
|--------------------------------------------------------------------|-----------|-------|-------|-------|
|                                                                    | 2021      | 2022  | 2023  | 2024  |
| Individual assessment of the Board of Directors (self-assessment)  | 96.32     | 98.10 | 97.95 | 98.42 |
| Individual assessment of the Board of Directors (assessing others) | 98.77     | 99.42 | 99.11 | 99.41 |
| Assessment of the Board of Directors (group assessment)            | 96.94     | 99.01 | 98.66 | 99.27 |



- Sub-Committees' performance assessment results are as follows:

| Result                                                                                                              | Score (%) |        |        |        |
|---------------------------------------------------------------------------------------------------------------------|-----------|--------|--------|--------|
|                                                                                                                     | 2021      | 2022   | 2023   | 2024   |
| Performance assessment of the Executive Committee (individual assessment)                                           | 94.44     | 96.30  | 96.30  | 97.22  |
| Performance assessment of the Executive Committee (group assessment)                                                | 95.00     | 97.22  | 96.39  | 97.14  |
| Performance assessment of the Audit Committee (individual assessment)                                               | 99.07     | 99.07  | 100.00 | 99.07  |
| Performance assessment of the Audit Committee (group assessment)                                                    | 100.00    | 100.00 | 100.00 | 100.00 |
| Performance assessment of the Nomination and Remuneration Committee (individual assessment)                         | 97.22     | 100.00 | 100.00 | 98.15  |
| Performance assessment of the Nomination and Remuneration Committee (group assessment)                              | 97.69     | 99.54  | 100.00 | 99.54  |
| Performance assessment of the Corporate Governance and Sustainability Development Committee (individual assessment) | 93.52     | 98.15  | 99.07  | 99.07  |
| Performance assessment of the Corporate Governance and Sustainability Development Committee (group assessment)      | 98.21     | 100.00 | 98.21  | 100.00 |

- **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:

- Vision and leadership in order to become a sustainability organization
- Appropriately set and plan corporate strategies
- Ensure the strategic plan is well executed in response to the mission
- Monitor, supervise and control operational performance to comply with the laws and corporate governance principles
- Efficiently plan and manage financial transactions
- Nurture good relationship with stakeholders, build corporate value and reputation in the eyes of outsiders, such as surrounding communities and the general public
- Encourage business operations with responsibility towards the society and the environment
- Manage and create good corporate culture as well as supports and take good care of employees
- 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 2024 are as follows

| Assessment                                            | Score (%) |      |      |      |
|-------------------------------------------------------|-----------|------|------|------|
|                                                       | 2021      | 2022 | 2023 | 2024 |
| Performance assessment of the Chief Executive Officer | 99        | 99   | 97   | 99   |

## 8.1.2 Individual Meeting Attendance and Remuneration of the Board of Directors

The Board of Directors' Meeting No. 5/2024 (Hybrid meeting) dated 7 August 2024 resolved to approve setting in advance the date, time, place, format of the Board of Directors' Meetings, holding the 2025 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 2025 and Silent Period Schedule

| No.    | Date             | Silent Period                 |
|--------|------------------|-------------------------------|
| 1/2025 | 21 January 2025  | -                             |
| 2/2025 | 18 February 2025 | 19 January - 19 February 2025 |
| AGM    | 25 April 2025    | -                             |
| 3/2025 | 25 April 2025    | -                             |
| 4/2025 | 15 May 2025      | 15 April - 16 May 2025        |
| 6/2025 | 14 August 2025   | 14 July - 15 August 2025      |
| 7/2025 | 11 November 2025 | 12 October - 12 November 2025 |

Note: Meeting schedule and method may be subject to change based on necessity and appropriateness.

### Non-Executive Directors' Meeting

| No.    | Date           |
|--------|----------------|
| 1/2025 | 14 August 2025 |

Note: 1. To be held after the Board of Directors' Meeting No. 5/2024

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 2027. 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 <sup>(1)</sup> | Nomination and Remuneration Committee Meeting | Corporate Governance and Sustainability Development Committee |
|---------|-----------------------------|----------------------------------------|-----------------------------------------------|---------------------------------------------------------------|
| 1/2568  | 24 January 2025             | 18 February 2025                       | 16 January 2025                               | 13 May 2025                                                   |
| 2/2568  | 13 February 2025            | 13 May 2025                            | 14 February 2025                              | 11 November 2025                                              |
| 3/2568  | 27 March 2025               | 14 August 2025                         |                                               |                                                               |
| 4/2568  | 17 April 2025               | 11 November 2025                       |                                               |                                                               |
| 5/2568  | 30 May 2025                 |                                        |                                               |                                                               |
| 6/2568  | 26 June 2025                |                                        |                                               |                                                               |
| 7/2568  | 17 July 2025                |                                        |                                               |                                                               |
| 8/2568  | 21 August 2025              |                                        |                                               |                                                               |
| 9/2568  | 18 September 2025           |                                        |                                               |                                                               |
| 10/2568 | 16 October 2025             |                                        |                                               |                                                               |
| 11/2568 | 20 November 2025            |                                        |                                               |                                                               |
| 12/2568 | 18 December 2025            |                                        |                                               |                                                               |

**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 2024

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 (time) |        |       |                                 |        |      |                                         |        |       |                                                             |        |      |                                                                                        |        |      |
|---------------------------------------------------------------------------------|--------------------------------------------------------------|--------|-------|---------------------------------|--------|------|-----------------------------------------|--------|-------|-------------------------------------------------------------|--------|------|----------------------------------------------------------------------------------------|--------|------|
|                                                                                 | Board of Directors<br>(6 meetings)*                          |        |       | Audit Committee<br>(4 meetings) |        |      | Executive<br>Committee<br>(12 meetings) |        |       | Nomination and<br>Remuneration<br>Committee<br>(2 meetings) |        |      | Corporate Governance<br>and Sustainability<br>Development<br>Committee<br>(2 meetings) |        |      |
|                                                                                 | At<br>PR9                                                    | Online | 100%  | At<br>PR9                       | Online | 100% | At<br>PR9                               | Online | 100%  | At<br>PR9                                                   | Online | 100% | At<br>PR9                                                                              | Online | 100% |
| 1. Mr. Bhanapote Damapong                                                       | 6/6                                                          | -      | 100   | -                               | -      | -    | -                                       | -      | -     | -                                                           | -      | -    | -                                                                                      | -      | -    |
| 2. Dr. Satian Pooprasert                                                        | 6/6                                                          | -      | 100   | -                               | -      | -    | 12/12                                   | -      | 100   | -                                                           | -      | -    | -                                                                                      | -      | -    |
| 3. Dr. Prasert Trairatvorakul <sup>(1)</sup>                                    | 5/6                                                          | -      | 83.33 | -                               | -      | -    | 11/12                                   | -      | 91.66 | -                                                           | -      | -    | -                                                                                      | -      | -    |
| 4. Dr. Viroon Mavichak                                                          | 6/6                                                          | -      | 100   | -                               | -      | -    | 10/12                                   | -      | 83.33 | -                                                           | -      | -    | -                                                                                      | -      | -    |
| 5. Mr. Attapol Sariddipuntawat                                                  | 6/6                                                          | -      | 100   | -                               | -      | -    | 12/12                                   | -      | 100   | -                                                           | -      | -    | -                                                                                      | -      | -    |
| 6. Ms. Vilasinee Puddhikarant                                                   | 4/4                                                          | 2/2    | 100   | -                               | -      | -    | -                                       | -      | -     | -                                                           | 2/2    | 100  | -                                                                                      | -      | -    |
| 7. Mr. Kanit Patsaman                                                           | 5/5                                                          | 1/1    | 100   | 4/4                             | -      | 100  | -                                       | -      | -     | -                                                           | -      | -    | 2/2                                                                                    | -      | 100  |
| 8. Emeritus professor Wg.Cdr. Dr. Sirintara Singhara na Ayudhaya <sup>(2)</sup> | 5/5                                                          | 1/1    | 100   | 4/4                             | -      | 100  | -                                       | -      | -     | 2/2                                                         | -      | 100  | -                                                                                      | -      | -    |
| 9. Mr. Piset Chiyasak <sup>(3)</sup>                                            | 6/6                                                          | -      | 100   | 3/3                             | 1/1    | 100  | -                                       | -      | -     | 2/2                                                         | -      | 100  | 2/2                                                                                    | -      | 100  |
| 10. Dr. Tanai Charinsarn <sup>(4)</sup>                                         | 3/3                                                          | 1/1    | 100   | -                               | -      | -    | 5/7                                     | 1/1    | 75.00 | -                                                           | -      | -    | 2/2                                                                                    | -      | 100  |
| 11. Mr. Songsak Premasuk                                                        | -                                                            | -      | -     | -                               | -      | -    | 11/11                                   | 1/1    | 100   | -                                                           | -      | -    | -                                                                                      | -      | -    |
| 12. Dr. Somchai Pinyopornpanich                                                 | -                                                            | -      | -     | -                               | -      | -    | 12/12                                   | -      | 100   | -                                                           | -      | -    | -                                                                                      | -      | -    |
|                                                                                 | -                                                            | -      | 98.33 | -                               | -      | 100  | -                                       | -      | 92.85 | -                                                           | -      | 100  | -                                                                                      | -      | 100  |

Notes: <sup>(1)</sup> Requested a leave of absence to run an important errand

<sup>(2)</sup> Emeritus professor Wg.Cdr. Dr. Sirintara Singhara na Ayudhaya was appointed at the Board of Directors' Meeting No. 2/2022 held via electronic means on 15 February 2022 as a member of the Nomination and Remuneration Committee to replace Emeritus professor Clinical Dr. Sarana Boonbaichaipruek, who resigned as Independent Director and Chairman of the Nomination and Remuneration Committee, effective 19 January 2022.

<sup>(3)</sup> Mr. Piset Chiyasak was appointed as Chairman of the Nomination and Remuneration Committee to replace Emeritus professor Clinical Dr. Sarana Boonbaichaipruek, who resigned as Independent Director and Chairman of the Nomination and Remuneration Committee, effective 19 January 2022

<sup>(4)</sup> 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.

- Meeting Attendance of the Board of Directors and Sub-Committees in 2022-2023

| 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 |      |
|                                                                  | 2022                                                  | 2023 | 2022            | 2023 | 2022                | 2023  | 2022                                  | 2023 | 2022                                                          | 2023 |
| 1. Mr. Bhanapot Damapong                                         | 7/7                                                   | 6/6  | -               | -    | -                   | -     | -                                     | -    | -                                                             | -    |
| 2. Dr. Satian Pooprasert                                         | 7/7                                                   | 6/6  | -               | -    | 12/12               | 12/12 | -                                     | -    | -                                                             | -    |
| 3. Dr. Prasert Trairatvorakul                                    | 7/7                                                   | 6/6  | -               | -    | 12/12               | 12/12 | -                                     | -    | 1/2                                                           | 2/2  |
| 4. Dr. Viroon Mavichak                                           | 6/7                                                   | 6/6  | -               | -    | 12/12               | 12/12 | -                                     | -    | -                                                             | -    |
| 5. Mr. Attapol Sariddipuntawat                                   | 7/7                                                   | 6/6  | -               | -    | 12/12               | 12/12 | -                                     | -    | -                                                             | -    |
| 6. Ms. Vilasinee Puddhikarant                                    | 7/7                                                   | 5/6  | -               | -    | -                   | -     | 5/5                                   | 2/2  | -                                                             | -    |
| 7. Mr. Kanit Patsaman                                            | 7/7                                                   | 6/6  | 4/4             | 4/4  | -                   | -     | -                                     | -    | 2/2                                                           | 2/2  |
| 8. Emeritus professor Wg.Cdr. Dr. Sirintara Singhara na Ayudhaya | 7/7                                                   | 5/6  | 4/4             | 3/4  | -                   | -     | 3/3                                   | 2/2  | -                                                             | -    |
| 9. Mr. Piset Chiyasak                                            | 7/7                                                   | 6/6  | 4/4             | 4/4  | -                   | -     | 5/5                                   | 2/2  | 2/2                                                           | 2/2  |
| 10. Dr. Tanai Charinsarn <sup>(1)</sup>                          | -                                                     | -    | -               | -    | 0/0                 | 0/0   | -                                     | -    | -                                                             | -    |
| 11. Mr. Songsak Premasuk                                         | -                                                     | -    | -               | -    | 12/12               | 12/12 | -                                     | -    | -                                                             | -    |
| 12. Dr. Somchai Pinyopornpanich                                  | -                                                     | -    | -               | -    | 12/12               | 12/12 | -                                     | -    | -                                                             | -    |

**Notes:** <sup>(1)</sup> 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.

In 2024, 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 98.33 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 2024, 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<br>or<br>situation-<br>based |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------|-------------------------------------------|
| 1. Acknowledgement of Sub-Committees' reports <ul style="list-style-type: none"> <li>• The Executive Committee</li> <li>• The Audit Committee, Report on the Results of Internal Control System Audit, Report on the Progress of Risk Management</li> <li>• Nomination and Remuneration Committee</li> <li>• Corporate Governance and Sustainability Development Committee</li> <li>• Non-executive Directors and report on the actions taken as recommended in the Management meetings</li> </ul> | ✓<br>✓<br>✓<br>✓ | ✓        |                                           |
| 2. Report on the shareholding of Directors and executives                                                                                                                                                                                                                                                                                                                                                                                                                                          | ✓                |          |                                           |
| 3. Acknowledgement and opinions on related party transactions                                                                                                                                                                                                                                                                                                                                                                                                                                      | ✓                |          |                                           |
| 4. Report on 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 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |          | ✓                                         |



- Matters for Consideration/ Approval/ Giving Opinions

| Matters for Consideration/ Approval/ Giving Opinions                                                                                                                                                                                             | Quarterly | Annually | Periodically<br>or<br>situation-<br>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. Application for renewal of certification of the Private Sector Anti-Corruption Coalition Project of Thailand, 1 <sup>st</sup> time                                                                                                           |           |          | ✓                                         |

Remark: Training Program / Seminar



| Matters for Consideration/ Approval/ Giving Opinions                                                              | Quarterly | Annually | Periodically or situation-based |
|-------------------------------------------------------------------------------------------------------------------|-----------|----------|---------------------------------|
| 18. Amendment of pricing policy in the section on credit limit determination for credit requesting counterparties |           |          | ✓                               |
| 19. To approve the annual review of the Company's risks                                                           |           | ✓        |                                 |
| 20. To approve Company's risk management framework in the next 3 years                                            |           | ✓        |                                 |
| 21. Interim Dividend Payment and Record Date Shareholders entitled to receive dividends in 2024                   |           |          | ✓                               |
| 22. Setting the date for the 2024 annual meeting of directors and shareholders                                    |           | ✓        |                                 |

**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.

#### • Other business

| Matters for Consideration/Approval/Giving Opinions                     | Quarterly | Annually | Periodically or situation-based |
|------------------------------------------------------------------------|-----------|----------|---------------------------------|
| 1. Discount authority (additional)                                     |           |          | ✓                               |
| 2. Measures to promote investment for community and social development |           |          | ✓                               |

In 2024, the Company held one non-executive directors' meeting in hybrid format on 7 August 2024. All the non-executive directors attended the meeting at the Company's Head Office, the meeting venue, representing 100 percent meeting attendance. The meeting considered the expanding investment in new forms to create a complete supply chain, as it was seen as beneficial to the management team for the development of the company's business operations and future operations.

#### Benefits

Planning to adapt to changes in the hospital business and developing organizational adjustments to align

with the situation, including future healthcare technologies and innovations. This aims to enhance efficiency and align the Company's operational direction.

#### 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 -2024

| Name of Non-Executive Directors                                              | Position                                                                                                                                                                                      | No. of meetings attended/<br>No. of meetings entitled to attend (time) |      |
|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|------|
|                                                                              |                                                                                                                                                                                               | 2018-2024                                                              | 2024 |
| 1. Mr. Bhanapot Damapong                                                     | Chairman of the Board of Directors<br>(Director who does not participate in the management of the Company)                                                                                    | 7/7                                                                    | 1/1  |
| 2. Mr. Attapol Sariddipuntawat                                               | Director/ Chairman of the Executive Committee (Director who does not participate in the management of the Company)                                                                            | 7/7                                                                    | 1/1  |
| 3. Ms. Vilasinee Puddhikarant                                                | Director/ Member of the Nomination and Remuneration Committee<br>(Director who does not participate in the management of the Company)                                                         | 6/7                                                                    | 1/1  |
| 4. Mr. Kanit Patsaman                                                        | Independent Director/ Chairman of the Audit Committee/ Member of the Corporate Governance and Sustainability Development Committee                                                            | 7/7                                                                    | 1/1  |
| 5. Emeritus professor Wg.Cdr.<br>Dr. Sirintara Singhara Na<br>Ayudhaya       | Independent Director/ Member of the Audit Committee/ Member of the Nomination and Remuneration Committee                                                                                      | 7/7                                                                    | 1/1  |
| 6. Mr. Piset Chiyasak                                                        | Independent Director/ Chairman of the Corporate Governance and Sustainability Development Committee/<br>Chairman of the Nomination and Remuneration Committee / Member of the Audit Committee | 7/7                                                                    | 1/1  |
| 7. Dr. Tanai Charinsarn*                                                     | Independent Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainability Development Committee                                                        | 1/1                                                                    | 1/1  |
| Meeting attendance of individual director and the entire Board of Directors. |                                                                                                                                                                                               | 97.96                                                                  | 100  |

**Note:** \* 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.



- **Remuneration Determination**

To ensure the process of determining remuneration and other benefits of the Board of Directors, subcommittees and the 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) 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.
- (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.

- (2) 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:

- (2.1) 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)

(2.2) Medical welfare in accordance with the welfare specified in the Company's regulations and employee manual

(2.3) 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.

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)

#### Remuneration of Directors and Sub-Committees in 2024

| Name of Directors and Sub-Committee Members | 2021<br>(Baht) | 2022<br>(Baht) | 2023<br>(Baht) | 2024<br>(Baht) |
|---------------------------------------------|----------------|----------------|----------------|----------------|
| 1. Mr. Bhanapot Damapong                    | 210,000        | 370,000        | 409,000        | 430,000        |
| 2. Dr. Satian Pooprasert                    | 140,000        | 140,000        | 126,000        | 144,000        |
| 3. Dr. Prasert Trairatvorakul               | 200,000        | 160,000        | 170,000        | 119,000        |
| 4. Dr. Viroon Mavichak                      | 100,000        | 120,000        | 126,000        | 144,000        |
| 5. Mr. Attapol Sariddipuntawat              | 324,000        | 409,000        | 453,000        | 491,000        |





| Name of Directors and Sub-Committee Members                         | 2021<br>(Baht)   | 2022<br>(Baht)   | 2023<br>(Baht)   | 2024<br>(Baht)   |
|---------------------------------------------------------------------|------------------|------------------|------------------|------------------|
| 6. Ms. Vilasinee Puddhikarant                                       | 200,000          | 310,250          | 244,000          | 308,000          |
| 7. Mr. Kanit Patsaman                                               | 320,000          | 425,000          | 474,000          | 510,000          |
| 8. Emeritus professor Wg.Cdr. Dr. Sarintara Singhara<br>na Ayudhaya | 200,000          | 350,250          | 308,000          | 405,000          |
| 9. Mr. Piset Chiyasak                                               | 310,000          | 535,000          | 513,000          | 554,000          |
| 10. Dr. Tanai Charinsarn                                            | -                | -                | -                | 348,000          |
| 11. Mr. Songsak Premsuk                                             | 120,000          | 190,250          | 288,000          | 268,000          |
| 12. Dr. Somchai Pinyopornpanich                                     | 120,000          | 190,250          | 288,000          | 268,000          |
| <b>Total</b>                                                        | <b>2,244,000</b> | <b>3,200,000</b> | <b>3,279,000</b> | <b>3,989,000</b> |

- **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.

### 8.1.3 Supervision of Subsidiaries and Associates

As of 31 December 2024, 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 Monitoring of the Execution of Corporate Governance Policy and Practice Guideline

#### 1) 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.

## 2) 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 disclosed a policy on the prevention of the use of internal information and confidentiality on the Company's website, [www.praram9.com](http://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.



## 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 (2021-2023) 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.pparam9.com](http://www.pparam9.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:

- Personal Data Protection Act B.E. 2562 (2019)
- Anti-fraud and corruption policy and practice guidelines
- Giving or receiving gifts or entertainment
- Prevention of conflicts of interest



- Insider trading
- Protection of the Company's confidential information
- Responsibility toward shareholders
- Treatment of executives and employees
- Sustainability Management

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.

## 2) Communication

The Company communicates with all employees through various channels, including: The internal computer network (Intranet), Announcements posted at key locations within the company, Employee group chats on LINE. Additionally, the information is made available to external parties via the company's website at [www.pparam9.com](http://www.pparam9.com) under the Investor Relations section.

## • 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 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, Bangkok,  
Huai Khwang, Bangkok 10310
- (2) By phone: 1270
- (3) The Company's Website, [www.praram9.com](http://www.praram9.com), under the Investor Relations Section, on the Whistleblowing Page.
- (4) The Company's Website, [www.praram9.com](http://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](http://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 2024, 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.





## 8.2 Report of the Board of Directors and Sub-Committees

### 8.2.1 Report of the Board of Directors

The company remains committed to continuously enhancing the quality of care and services provided to patients. To achieve this goal, the Company has established four key strategic pillars:

1. Global Standard - The Company aims to develop medical service standards equivalent to international benchmarks through continuous quality improvement and accreditation. This ensures the confidence and satisfaction of both domestic and international patients.
2. World-class Hospitality - The Company is dedicated to delivering an exceptional patient experience, from initial reception to post-treatment follow-up. The service approach integrates professionalism with attentiveness, ensuring warm, detailed, and compassionate care.
3. Efficiency with Collaboration - The Company focuses on optimizing operational efficiency through seamless teamwork across all departments. By leveraging Lean Process methodologies and modern management tools, the Company enhances service value and maximizes patient outcomes.
4. Digital Transformation - The Company is driving a full-scale transition towards digitalized operations and services, integrating data connectivity, advanced communication technologies, and AI-driven solutions to enhance efficiency and service delivery.

In 2024, the Company held six Board of Directors' meetings in a hybrid format, addressing key operational developments, including: Approval of business execution plans in alignment with the Company's strategic roadmap, quality improvement programs, and sustainable business development initiatives. Materiality assessment and validation, ensuring strategic priorities align with the Company's mission. Annual budget approval, with a strong emphasis on ESG principles (Environment, Social, and Governance), integrating comprehensive risk management across all operational areas. Prioritizing climate change mitigation efforts, implementing policies aligned with the Company's Net Zero commitment, and regularly tracking progress through quarterly performance reports from subcommittees and executive management. Revisions and updates to the Board of Directors' and subcommittees' charters to reflect evolving corporate governance standards. Establishing a Succession Plan to identify and develop future senior executives. Reviewing performance evaluation criteria for the Board of Directors, subcommittees, and the Chief Executive Officer (CEO). Corporate governance policy review, ensuring compliance with regulations and recommendations from the Stock Exchange of Thailand (SET). Pre-scheduling the 2025 Board of Directors and Shareholders' Meetings to enhance transparency and organizational efficiency. The following section provides detailed participation records of board members in these meetings.

| Name of Directors                            | No. of meetings attended/<br>no. of meetings entitled to attend (time) |
|----------------------------------------------|------------------------------------------------------------------------|
| 1. Mr. Bhanapot Damapong                     | 6/6                                                                    |
| 2. Dr. Satian Pooprasert                     | 6/6                                                                    |
| 3. Dr. Prasert Trairatvorakul <sup>(1)</sup> | 5/6                                                                    |
| 4. Dr. Viroon Mavichak                       | 6/6                                                                    |
| 5. Mr. Attapol Sariddipuntawat               | 6/6                                                                    |
| 6. Mrs. Vilasinee Puddhikarant               | 6/6                                                                    |
| 7. Mr. Kanit Patsaman                        | 6/6                                                                    |



| Name of Directors                                                 | No. of meetings attended/<br>no. of meetings entitled to attend (time) |
|-------------------------------------------------------------------|------------------------------------------------------------------------|
| 8. Emeritus professor Wg. Cdr. Dr. Sirintara Singhara Na Ayudhaya | 6/6                                                                    |
| 9. Mr. Piset Chiyasak                                             | 6/6                                                                    |
| 10. Dr. Tanai Charinsarn <sup>(2)</sup>                           | 4/4                                                                    |

Note: <sup>(1)</sup> Dr. Prasert Trairatvorakul resigned from the meeting at the 6/2024 Board Meeting  
<sup>(2)</sup> Dr. Tanai Charinsarn was appointed by the 2024 Annual General Meeting of Shareholders on 23 April 2024 to be an additional independent director.

In addition, the Company also convened one hybrid-format meeting exclusively for non-executive directors, without the presence of the management team. During this session, discussions focused on exploring new investment opportunities to establish a fully integrated healthcare supply chain. Key topics included:

Expanding into preventive healthcare services, promoting self-care before illness occurs. Strengthening partnerships with both public and private sectors and Exploring hospital expansion opportunities in strategic locations with high business potential.

Guided by the hospital’s Core Values—which emphasize collaboration, adaptability, and trust—the Company has achieved outstanding financial performance and earned prestigious industry accolades. These recognitions enhance the hospital’s reputation and reinforce its commitment to excellence. Key achievements include: Thailand’s Most Admired Company 2023-2024, Best Specialized ASIA Pacific 2024 - Thailand’s Top-Ranked Orthopedic Hospital, awarded by Newsweek, Inclusion in the SET100 Index, recognizing the Company as one of Thailand’s top publicly traded firms, Highly Commended Sustainability Awards - SET Awards 2024, with an improved ranking from the previous year, marking one of the most prestigious honors in Thailand’s capital market, SET

ESG Ratings: AAA, maintaining the highest ESG rating for the second consecutive year. Corporate Governance Assessment: "Excellent", ranking in the Top Quartile of listed companies.

The Board of Directors extends its heartfelt appreciation to the executives, employees, and all stakeholders for their dedication, expertise, and relentless efforts in driving the Company’s continued success. These achievements not only benefit the Company but also contribute positively to the broader healthcare and business ecosystem. The Board also expresses its gratitude to the shareholders, business partners, service recipients, and all stakeholders for their ongoing trust and confidence. Moving forward, the Board remains fully committed to supporting and reinforcing the Company’s long-term sustainability, ensuring continued growth and success in the years to come.

(Mr. Bhanapote Damapong)  
Chairman of the Board of Directors  
Praram 9 Hospital Public Company Limited  
21 January 2025



## 8.2.2 Report 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 committee members consisting of Emeritus professor Wg. Cdr. Dr. Sirintara Singhara Na Ayudhaya and Mr. Piset Chiyasak. In 2024, 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 which 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. Emeritus professor Wg. Cdr. Dr. Sirintara Singhara Na Ayudhaya | 4 / 4              | 1 / 1                                          | 1 / 1                     |
| 3. Mr. Pisek Chiyasak                                             | 4 / 4              | 1 / 1                                          | 1 / 1                     |

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.

(Mr. Kanit Patsaman)

Chairman of the Audit Committee  
Praram 9 Hospital Public Company Limited  
21 January 2025





### 8.2.3 Report of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee is appointed by the Board of Directors and comprises three members, all of whom meet the qualifications prescribed by applicable laws and relevant regulations. The committee is structured as follows: Two independent directors and One non-executive director. In 2024, the Nomination and Remuneration Committee convened a total of two hybrid-format meetings and carried out its duties in accordance with its charter, as well as other relevant responsibilities. A summary of its key activities as follows:

| Name of members of the Nomination and Remuneration Committee                              | Position                                             | No. of meetings attended/<br>No. of meetings entitled to attend (time) |
|-------------------------------------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------------------------|
| 1. Mr. Piset Chiyasak<br>Independent Director                                             | Chairman                                             | 2/2                                                                    |
| 2. Emeritus professor Wg. Cdr. Dr. Sirintara Singhara Na Ayudhaya<br>Independent Director | Members of the Nomination and Remuneration Committee | 2/2                                                                    |
| 3. Mrs. Vilasinee Puddhikarant<br>Non-Executive Director                                  | Members of the Nomination and Remuneration Committee | 2/2                                                                    |

- Monitored and followed up the implementation of the Succession Plan of senior executives, the Chief Executive Officer, Deputy Managing Directors and Assistant Managing Directors.
- Agreed to amend the Nomination and Remuneration Committee Charter, Section 6, regarding meetings, to be in line with the Company's regulations, by specifying that meeting notices must be sent to the Nomination and Remuneration Committee at least 3 days in advance, and meetings can be held via electronic media.
- Approve the criteria and performance evaluation of the Company's directors and subcommittees and present them to the Board of Directors for consideration and approval.
- Consider and approve the assessment results of the executive committee's performance and compensation for the year 2023 to be presented to the Board of Directors for consideration and approval, including considering the criteria for evaluating the performance and compensation of the executive committee for the next year.
- Recruit and nominate the directors who have left their positions by rotation to return to their positions as independent directors, directors, and subcommittees for another term, as well as nominate the Company's executive directors from outside who have left their positions by rotation to return to the Company's directors for another term. In addition, an additional director has been selected to support the increasing growth rate, promote operational efficiency, and provide both short-term and long-term returns. Dr. Tanai Charinsarn has been nominated as an independent director, executive director, and



director of corporate governance and sustainable business development. In selecting directors, the selection process considered appropriate qualifications that are complete according to relevant laws and regulations, without prohibited characteristics, with ethics, knowledge, and ability, with “very good” performance results, capable of creating benefits for the Company, and ready to devote time to perform duties to the fullest extent, and presented to the Board of Directors and/or the annual general meeting of shareholders for consideration and approval.

6. Consider, screen and propose the remuneration of the Board of Directors, the Executive Committee, the Audit Committee, the Nomination and Remuneration Committee, and the Corporate Governance and Sustainable Business Development Committee for the year 2024 in accordance with the Company's criteria and various appropriateness, as well as the duties,

responsibilities, continuous growth of the Company, challenging goals, and the addition of 1 new director, which is comparable to companies in the same industry and of a similar size, meeting plans, performance results, and bonuses for the Company's directors, excluding executive directors, and present them to the Board of Directors and/or the general meeting of shareholders for consideration and approval.

The Nomination and Remuneration Committee has performed its duties as assigned with care and prudence by taking into consideration economic situations and the Company's revenue growth with a commitment to creating value and acting in the best interests of shareholders and other stakeholders. The Nomination and Remuneration Committee has reported its performance results to the Board of Directors on a quarterly basis.

(Mr. Piset Chiyasak)

Chairman of the Nomination and  
Remuneration Committee  
Praram 9 Hospital Public Company Limited  
21 January 2025

## 8.2.4 Report of the Corporate Governance and Sustainability Development Committee

The Board of Directors of Praram 9 Hospital Public Company Limited has appointed a Corporate Governance and Sustainability Development Committee, or the “Corporate Governance Committee” to support and promote the proper implementation of internal and external organizational activities. The committee is tasked with ensuring ethics and compliance with international corporate governance standards and relevant requirements. Currently, the committee consists of three members, including 2 independent directors and 1 executive director. In the year 2024, the Corporate Governance Committee held a total of 2 meetings in a hybrid format and performed its duties as assigned in accordance with the details specified in the charter, summarizing as follows:

| Name of members of the Corporate Governance and Sustainability Development Committee | Position                                                                      | No. of meetings attended/<br>No. of meetings entitled to attend (time) |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------------------------------------------|
| 1. Mr. Piset Chiyasak<br>Independent Director                                        | Chairman of the Corporate Governance and Sustainability Development Committee | 2/2                                                                    |
| 2. Mr. Kanit Patsaman<br>Independent Director                                        | Member of the Corporate Governance and Sustainability Development Committee   | 2/2                                                                    |
| 3. Dr. Tanai Charinsarn*<br>Independent Director                                     | Member of the Corporate Governance and Sustainability Development Committee   | 2/2                                                                    |

**Note:** \* Dr. Tanai Charinsarn was appointed by the 2024 Annual General Meeting of Shareholders on 23 April 2024 to serve as an Independent Director and was appointed by the 2024 Board of Directors' Meeting No. 3/2024 on 23 April 2024 to become an additional member of the Executive Committee and a member of the Corporate Governance Committee in place of Dr. Prasert Trairatvorakul.

- Approval of the 2024 Corporate Sustainability Action Plan The Company has adopted an ESG-driven approach, encompassing environmental, social, corporate governance, and economic dimensions, along with human rights considerations, to ensure a balanced and sustainable healthcare environment. The committee has endorsed several key initiatives, including: Expanding the Smart Checkup project into a fully integrated Smart Hospital, Continuing the Happy Kidney and Happy Monk projects, Launching the ESG DNA program, a sustainability training series for employees, Implementing Climate Change Management initiatives, Providing additional recommendations on new strategies and implementation methods to establish clear and practical sustainability guidelines.
- Oversight and Monitoring of Compliance with Regulations and Best Practices. The committee ensures that the Company adheres to relevant regulations, best practices, and the United Nations Sustainable Development Goals (SDGs) while continuously monitoring sustainability action plans and performance indicators.



3. Approval of the Renewal Process for the Thai Private Sector Collective Action Against Corruption (CAC) Certification Prior to submission for final approval by the Board of Directors.
4. Promotion of Anti-Corruption Training for Employees. The committee has endorsed annual anti-corruption training conducted by external experts, including a mandatory post-training assessment, ensuring that employees meet the Company's compliance standards.
5. Expansion of the Anti-Corruption Network. The committee supports an initiative to invite customers, business partners, and stakeholders to join the Company's Anti-Corruption Collaboration Program, reinforcing ethical business practices.
6. Approval of the Company's Participation in the SET ESG Ratings Assessment and the SET Awards - Sustainability Excellence Category for 2024. The Company aims to maintain and improve its sustainability performance ranking.
7. Amendment of the Corporate Governance Committee Charter. The committee approved revisions to Section 5: Scope of Authority and Responsibilities, aligning with the Stock Exchange of Thailand's (SET) 2024 Sustainability Assessment Framework. This amendment clarifies the committee's role in overseeing climate-related risks and opportunities before submission to the Board of Directors for approval.
8. Discussions on FTSE Russell ESG Scores. The committee exchanged insights on the new sustainability assessment framework by the Stock Exchange of Thailand, which is expected to replace the current SET ESG Ratings methodology for listed companies.
9. Corporate Governance Policy Review. The committee reviewed and reinforced policies on corporate governance, transparency, and accountability, ensuring alignment with best practices. The committee will also monitor and promote adherence to corporate governance principles before submitting the policies for Board approval.
10. Scheduling of the 2025 Corporate Governance and Sustainable Business Development Committee Meetings. The committee has pre-scheduled meetings for the upcoming year to ensure structured oversight and strategic alignment.

To achieve the next milestone, the Corporate Governance and Sustainability Development Committee will continue to be committed to its intention and support the Company's business operations to ensure that its services continuously meet the needs of clients and related stakeholders for their best interest and that the Hospital sustainably earns trust. The Corporate Governance and Sustainable Business Development Committee remains committed to advancing sustainable development initiatives at PR9, ensuring continued trust and recognition while reinforcing the hospital's long-term sustainability and growth.

(Mr. Piset Chiyasak)

Chairman of the Corporate Governance and  
Sustainability Development Committee  
Praram 9 Hospital Public Company Limited

21 January 2025

## 8.2.5 Report of the Executive Committee

In 2024, Praram 9 Hospital Public Company Limited held 12 Executive Committee's Meetings and managed significant matters as follows:

|    | Name of Executive Committee Members | No. of meeting attended/<br>No. of meeting entitled to attend (time) |
|----|-------------------------------------|----------------------------------------------------------------------|
| 1. | Mr. Attapol Sariddipuntawat         | 12/12                                                                |
| 2. | Dr. Satian Pooprasert               | 12/12                                                                |
| 3. | Dr. Prasert Trairatvorakul          | 11/12                                                                |
| 4. | Dr. Viroon Mavichak                 | 10/12                                                                |
| 5. | Dr. Somchai Pinyopornpanich         | 12/12                                                                |
| 6. | Mr. Songsak Premasuk                | 12/12                                                                |
| 7. | Dr. Tanai Charinsarn*               | 6/8                                                                  |

**Note :** \* Dr. Tanai Charinsarn was appointed by the 2024 Annual General Meeting of Shareholders on 23 April 2024 to serve as an Independent Director and was appointed by the 2024 Board of Directors' Meeting No. 3/2024 on 23 April 2024 to become an additional member of the Executive Committee and a member of the Corporate Governance Committee in place of Dr. Prasert Trairatvorakul.

- Business Growth Strategy:** The hospital is committed to becoming a modern healthcare hub, offering the best and most cost-effective medical services, prevention, and healthcare solutions. This commitment is driven by four core strategic pillars: Global Standard, World-Class Hospitality, Efficiency with Collaboration, Digital Transformation. The hospital continues to upgrade its medical centers to meet world-class standards, particularly in its Kidney Transplant Institute, Cardiovascular Institute, and Orthopedic Center was ranked No. 1 in Thailand by Newsweek. And research study from the Kidney Transplant Institute was published in Nature, one of the world's most prestigious medical journals. The Cardiovascular Institute has successfully implemented complex minimally invasive heart valve replacement procedures (TAVI), requiring advanced medical technology and highly specialized teams. These developments have positioned Phyathai 9 Hospital as a leading medical institution capable of handling complex cases for both domestic and international patients.
- Facility Upgrades:** Renovation of International Center and Main Hall (1<sup>st</sup> floor, Building A) to accommodate increasing foreign patient demand. Expansion of Outpatient Services (2<sup>nd</sup> floor, Building A) to manage the growing patient volume. Ongoing design and planning for MRI facilities (1<sup>st</sup> floor), 12<sup>th</sup> and 14<sup>th</sup> floors of Building A, and 16<sup>th</sup> floor of Building B. Plans to construct staff and nurse accommodation to support the hospital's future expansion.
- Digital Strategy:** Advancing towards a fully digital hospital, enhancing patient services through a patient-centric approach. Enhancing service efficiency before, during, and after hospital visits through the Smart Hospital Project. Achieving international recognition with the





"Digital Transformation Initiative of the Year" award at the Healthcare Asia Awards 2024 in Singapore, a prestigious event recognizing excellence in the Asian healthcare industry.

4. Brand Recognition : Ranked 3<sup>rd</sup> among Thailand's most trusted private hospitals (Thailand's Most Admired Company 2023-2024) by BrandAge magazine. Ranked 9<sup>th</sup> among all hospitals in Thailand, including public and private hospitals. Received the "Creativity and Innovation Award" at the Muang Thai Life Assurance Hospital Awards, recognizing continuous innovation in patient care for medium-sized hospitals. Continuous facility enhancements to create a modern, comfortable, and aesthetically pleasing environment, enhancing patient satisfaction and positive word-of-mouth recommendations.

5. Social Contributions

- Donated a mobile mammography unit worth THB 18 million to Tha Wung Hospital, Lopburi Province, for breast cancer screening and early detection.
- Received an honorary plaque for emergency assistance in facilitating the emergency landing of Singapore Airlines Flight SQ321 at Suvarnabhumi Airport, following severe turbulence.
- Launched the "Dispose E-Waste Properly for a Better Environment" campaign, raising awareness about proper disposal of electronic waste, which contains hazardous heavy metals that can harm the environment and public health.

6. Recognition as a Leading Listed Company on the Stock Exchange of Thailand (SET)

The hospital achieved top-tier performance across four key governance and sustainability assessments:

- 5-Star CGR Rating 2024 - Thai Institute of Directors (IOD).
- AAA ESG Rating 2024 - SET's highest sustainability rating in the Service sector.
- SET Awards 2024: Sustainability Excellence - Highly Commended Sustainability Award.
- 5-Star AGM Checklist 2024 - Thai Investors Association (TIA).

7. Sustainability and Transparency Recognition. Received the Sustainability Disclosure Recognition 2024, an award for outstanding sustainability reporting, reflecting the hospital's commitment to transparency, sustainable business growth, and stakeholder engagement. Recognized for its balanced sustainability strategy, integrating environmental, social, and corporate governance (ESG) principles, following the Sustainable Development Framework by the Thaipat Institute.

In 2025, the hospital will focus on expanding its medical excellence in: Neurology and Neurosurgery, Minimally Invasive Surgery, Diabetic Wound Care. To support this, Phyathai 9 Hospital is recruiting top-tier specialists and investing in state-of-the-art medical equipment, ensuring superior treatment outcomes and enhanced patient satisfaction. These initiatives will contribute to sustainable growth and further reinforce the hospital's reputation as a leader in world-class healthcare services.

(Mr. Attapol Sariddipuntawat)

Chairman of the Executive Committee  
Praram 9 Hospital Public Company Limited  
21 January 2025



## 9. Internal Control and Connected Transactions

### 9.1 Internal Control

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.

According to the assessment of the sufficiency of the Company's internal control system, covering the aforementioned five components and being reviewed by the Audit Committee, 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.

### 9.1.2 Internal Audit Unit

The Company has set up the Internal Audit Unit and outsourced an internal auditor from Accounting Revolution Company Limited with Mrs. Sasivimon Suksai, Managing Director, as Head of Internal Audit. Additional information is shown on the Attachment for details of Directors, Executive, Controlling Persons and Company Secretary.

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.



## 9.2 Interstate Items

### 9.2.1 Information on transactions between each other and persons who may have conflicts.

#### 1) Persons who may have conflicts.

Persons or juristic persons who may have conflicts with the Company for the fiscal period ended 31 December 2024 and 2023 are as follows:

| The name of the person or juristic person with whom the conflict may be | Nature of Business                                                                                                  | Relationship with the Company                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SC Asset Corporation Public Company Limited                             | Real Estate & Construction / Real Estate Development                                                                | <ul style="list-style-type: none"> <li>The Company's major shareholder, Ms. Pojman Damapong, is the direct majority shareholder of 48.68% of the Company.</li> <li>There are directors with the Company, namely Mr. Attapol Saritpantawat and Mrs. Vilasini Puttikaran.</li> <li>The Company's Executive Director is a director. Mr. Songsak Premasuk</li> </ul> |
| OAI Consultant & Management Co., Ltd.                                   | Hotel Business                                                                                                      | <ul style="list-style-type: none"> <li>Mr. Panthongthain Shinawatra / Ms. Pintongtha Shinawatra Kunnakornwong / and Ms. Pojman Damapong are the major shareholders with a total of approximately 60.39%.</li> </ul>                                                                                                                                              |
| SC Able Company Limited                                                 | Real estate leasing and processing                                                                                  | <ul style="list-style-type: none"> <li>Mr. Panthongthain Shinawatra / Ms. Pinthongtha Shinawatra Kunnakornwong / Ms. Patongtarn Shinawatra and Ms. Pojman Damapong are indirect major shareholders totaling 60.39%.</li> <li>There are joint directors, Mr. Attapol Saritpantawat.</li> </ul>                                                                    |
| Scope Co., Ltd.                                                         | Engaged in trading and service business, including real estate management services. Allocate land for condominiums. | <ul style="list-style-type: none"> <li>Mr. Panthongthain Shinawatra / Ms. Pintongtha Shinawatra Kunnakornwong / Ms. Patongtarn Shinawatra and Ms. Pojman Damapong are the major shareholders with a total of 54.35%.</li> <li>There are joint directors, Mr. Attapol Saritpantawat.</li> </ul>                                                                   |
| V.Land Property Co., Ltd.                                               | Sale of residential, rental and real estate operations<br>Real Estate Agents & Brokers                              | <ul style="list-style-type: none"> <li>Mr. Panthongthain Shinawatra / Ms. Pintongtha Shinawatra Kunnakornwong / Ms. Patongtarn Shinawatra and Ms. Pojman Damapong are the major shareholders with a total of 60.39%.</li> <li>There are joint directors, Mr. Attapol Saritpantawat.</li> </ul>                                                                   |





| The name of the person or juristic person with whom the conflict may be | Nature of Business                                                        | Relationship with the Company                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Solid Company Asset Co., Ltd.                                           | Hotel & Restaurant Business                                               | There are directors. 2 people, namely Ms. Pinthongtha Shinawatra Kunnakornwong and Mr. Udomsak Ngoosiri, with 2 shareholders.<br>1. OAI Consultant & Management Co., Ltd. 99.99%<br>2. Mr. Udomsak Ngo Siri 0.01%                                                                                                                                                                                                                                                             |
| 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 :<br>1. Ms. Pojman Damapong 10%<br>2. Ms. Pinthongtha Shinawatra Kunnakornwong 30%<br>3. Ms. Patongtarn Shinawatra 30%<br>4. Mr. Panthongthain Shinawatra 30%                                                                                                                                                            |
| 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 :<br>1. Dr. Thaksin Shinawatra 0.01%<br>2. Ms. Pojman Damapong 0.01%<br>3. Ms. Pinthongtha Shinawatra Kunnakornwong 2.5%<br>4. Miss Patongtarn Shinawatra 2.49%<br>5. P.T. Co., Ltd. Corporation 22.22%<br>6. Mrs. Kanchanapa Honglei 0.01%<br>7. OAI Management Co., Ltd. 50.55%<br>8. SC Office Plaza Co., Ltd. 22.22% |
| 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 :<br>1. Mr. Panthongthain Shinawatra 30%<br>2. Ms. Pinthongtha Shinawatra Kunnakornwong 30%<br>3. Ms. Patongtarn Shinawatra 30%<br>4. Ms. Pojman Damapong 10%                                                                                                                                                            |
| Bridge Group (Thailand) Co., Ltd.                                       | Trading-consignment and provision of information on real estate services. | <ul style="list-style-type: none"> <li>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%.</li> <li>There are joint directors, Mr. Attapol Saritpantawat.</li> </ul>                                                                                                                                                               |
| Thaicom Foundation                                                      | -                                                                         | <ul style="list-style-type: none"> <li>Family, major shareholders of the Company are the founders.</li> <li>The joint directors are Mr. Bannapoj Damapong, Mr. Songsak Premasuk</li> </ul>                                                                                                                                                                                                                                                                                    |



| The name of the person or juristic person with whom the conflict may be | Nature of Business                                                    | Relationship with the Company                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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.                                                                                                                                                                                 |
| SC Expedition Co., Ltd. changed its name to SCX Corporation Co., Ltd.   | It operates a hotel business and covers other real estate businesses. | <ul style="list-style-type: none"> <li>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%.</li> <li>There are joint directors, Mr. Attapol Saritpantawat.</li> </ul> |
| Solid Company Asset Co., Ltd.                                           | Hotel & Restaurant Business                                           | <p>There are directors. 2 people, namely Ms. Pinthongtha Shinawatra Kunnakornwong and Mr. Udomsak Ngoosiri, with 2 shareholders.</p> <ol style="list-style-type: none"> <li>OAI Consultant &amp; Management Co., Ltd. 99.99%</li> <li>Mr. Udomsak Ngo Siri 0.01%</li> </ol>                                    |
| Voice TV Co., Ltd.                                                      | Produce programs for general broadcasts                               | <ul style="list-style-type: none"> <li>The Company's director, Mr. Bannapoj Damapong, is the major shareholder with a direct shareholding of 99.99%.</li> </ul>                                                                                                                                                |
| Ms. Pojman Damapong ("Major Shareholder")                               | -                                                                     | <ul style="list-style-type: none"> <li>48.64% direct majority shareholder in the Company.</li> </ul>                                                                                                                                                                                                           |
| Mr. Bannapoj Damapong                                                   | -                                                                     | <ul style="list-style-type: none"> <li>Chairman of the Board of Directors</li> </ul>                                                                                                                                                                                                                           |
| Dr. Sathian Phuprasert                                                  | -                                                                     | <ul style="list-style-type: none"> <li>Doctor who holds the position of Vice Chairman of the Board of Directors, Executive Director and Director of the Company</li> </ul>                                                                                                                                     |
| Dr. Prasert Triratwarakul                                               | -                                                                     | <ul style="list-style-type: none"> <li>Doctor who holds the position of Director of the Company, Executive Director Member of the Corporate Governance and Sustainable Business Development Committee and Deputy Director of the Company</li> </ul>                                                            |
| Dr. Wirulah Mawijak                                                     | -                                                                     | <ul style="list-style-type: none"> <li>Doctor who holds the position of Director of the Company, Executive Director and Deputy Director of the Company</li> </ul>                                                                                                                                              |
| Dr. Mongkol Tanjapatkul                                                 | -                                                                     | <ul style="list-style-type: none"> <li>Doctors who serve as consultants in advising the Company on projects</li> </ul>                                                                                                                                                                                         |
| Prof. (Honors) Female Lt. Col. Sirindhara Singhara Na Ayutthaya         | -                                                                     | <ul style="list-style-type: none"> <li>Doctor who holds the position of Independent Director and Audit Committee of the Company</li> </ul>                                                                                                                                                                     |
| Dr. Sathaporn Phuprasert                                                | -                                                                     | <ul style="list-style-type: none"> <li>Doctors who serve as consultants in advising the Company on projects</li> <li>and the younger brother of Dr. Sathian Phuprasert.</li> </ul>                                                                                                                             |
| Mrs. Chutima Triratwarakul                                              | -                                                                     | <ul style="list-style-type: none"> <li>Spouse 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.</li> </ul>                                                                                               |



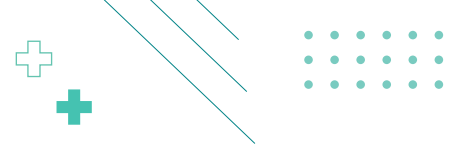
| The name of the person or juristic person with whom the conflict may be | Nature of Business | Relationship with the Company                                                                                                                                                                                                           |
|-------------------------------------------------------------------------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Dr. Thitiwat Sriprasat                                                  | -                  | <ul style="list-style-type: none"> <li>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.</li> </ul>        |
| Female Doctor Porn Triratwarakul                                        | -                  | <ul style="list-style-type: none"> <li>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.</li> </ul>                  |
| Dr. Pisit Jiyasak                                                       | -                  | <ul style="list-style-type: none"> <li>Brothers and sisters of Mr. Special Jiyasak, who is an independent director and an audit committee member of the company.</li> </ul>                                                             |
| Female Doctor Pakini Phu Prasert                                        | -                  | <ul style="list-style-type: none"> <li>The daughter of Dr. Sathian Phuprasert, who is a doctor who holds the position of Vice Chairman of the Board of Directors, Executive Director and Director of the Company.</li> </ul>            |
| Mr. Attapol Saritpantawat                                               | -                  | <ul style="list-style-type: none"> <li>Director and Chairman of the Executive Committee of the Company</li> </ul>                                                                                                                       |
| Mr. Kanit Pathsamarn                                                    | -                  | <ul style="list-style-type: none"> <li>Independent Director Chairman of the Audit Committee and Member of the Corporate Governance and Sustainable Business Development Committee of the Company</li> </ul>                             |
| Special Officer Jiyasak                                                 | -                  | <ul style="list-style-type: none"> <li>Independent Director, Audit Committee, Nomination and Remuneration Committee, and Chairman of the Corporate Governance and Sustainable Business Development Committee of the Company.</li> </ul> |
| Dr. Thanai Charinsan <sup>(1)</sup>                                     | -                  | <ul style="list-style-type: none"> <li>Independent Director Member of the Corporate Governance and Sustainable Business Development Committee of the Company and Executive Director of the Company</li> </ul>                           |
| Mrs. Vilasini Puttikaran                                                | -                  | <ul style="list-style-type: none"> <li>Director and Member of the Nomination and Remuneration Committee of the Company</li> </ul>                                                                                                       |
| Dr. Somchai Piñopornphan                                                | -                  | <ul style="list-style-type: none"> <li>Executive Director</li> </ul>                                                                                                                                                                    |
| Mr. Songsak Premsuk                                                     | -                  | <ul style="list-style-type: none"> <li>Executive Director</li> </ul>                                                                                                                                                                    |
| Ms. Kamaporn Tampipit <sup>(2)</sup>                                    | -                  | <ul style="list-style-type: none"> <li>Executive Vice President of Accounting and Finance</li> </ul>                                                                                                                                    |

**Note:**

<sup>1)</sup> Dr. Thanai Charinsan Appointed 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 to become an additional member of the Executive Committee and a member of the Corporate Governance and Sustainable Business Development Committee.

<sup>2)</sup> Ms. Kamaporn Tampipit Started to take office, Deputy Director of Accounting and Finance On 1 March 2024

<sup>3)</sup> Mr. Charoen Nathamsuk was appointed as an executive, Deputy Executive Director from 27 September 2019 to 1 January 2024



## 2) Inter-Transaction

The Company's transactions with individuals or juristic persons that may have conflicts for the fiscal period ended 31 December 2023 and 2022 are as follows:

| Individual/<br>Juristic Person<br>that may be<br>conflicting | Characteristics of<br>interstate items                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Item Value<br>(Million Baht) |              | Necessity and reasonableness<br>of the list                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Year<br>2024                 | Year<br>2023 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| SC Assets<br>(and other<br>organizations)                    | <p>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:</p> <ol style="list-style-type: none"> <li>1. OAI Consultant Tent &amp; Management Co., Ltd.</li> <li>2. SC Able Company Limited</li> <li>3. Scope Co., Ltd.</li> <li>4. V.Land Property Co., Ltd.</li> <li>5. Solid Company Asset Co., Ltd.</li> <li>6. OAI Management Co., Ltd.</li> <li>7. OAI Leasing Company Limited</li> <li>8. B.B.D. Development Co., Ltd.</li> <li>9. Bridge Group (Thailand) Co., Ltd.</li> <li>10. Thaicom Foundation</li> <li>11. B.B.D. Property Co., Ltd.</li> <li>12. SC Expedition Co., Ltd.</li> </ol> <p>The organization will pay the medical expenses to the company on behalf of the employees of each organization.</p> <p><u>Net Medical Expense Income</u> 4.13 3.75</p> <p><u>Outstanding trade receivables at the end of the period</u> 0.62 0.47</p> |                              |              | <p>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.</p> <p><b>Opinion of the Audit Committee</b></p> <p>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.</p> |



| Individual/<br>Juristic Person<br>that may be<br>conflicting | Characteristics of<br>interstate items                                                                                                       | Item Value<br>(Million Baht) |              | Necessity and reasonableness<br>of the list                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              |                                                                                                                                              | Year<br>2024                 | Year<br>2023 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Solic Assets                                                 | The Company has entered into a lease agreement for space and services. On the 2 <sup>nd</sup> floor of Building B to open Yang Chinese Café. |                              |              | As of 1 August 2024, the Company has entered into a space lease agreement with Solic Asset Co., Ltd. for a period of 1 years from 1 August 2024 to 31 July 2025 to operate the distribution business. Food & Drink                                                                                                                                                                                                                                                             |
|                                                              | The model of serving Hong Kong-style Chinese cuisine is to accommodate customers who come to use the service in Rama 9 Hospital.             |                              |              | <b>Opinion of the Audit Committee</b><br>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. |
|                                                              | <u>Space rental income</u>                                                                                                                   | 0.69                         | 1.06         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                              | <u>Service Fee Revenue</u>                                                                                                                   | 1.41                         | 1.58         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                              | <u>Rental income/service fee accrued at the end of the period</u>                                                                            | 0.13                         | 0.13         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                              | <u>Other non-current assets</u>                                                                                                              | 0.20                         | 0.20         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                              | <u>Food coupons for health check-ups and doctor's meals expenditure</u>                                                                      | 3.19                         | 0.49         | The company has entered into a contract to provide discounts on food and beverage coupons for health check-ups.                                                                                                                                                                                                                                                                                                                                                                |
|                                                              | <u>Accrued expenses at the end of the period</u>                                                                                             | 0.88                         | 0.16         | <b>Opinion of the Audit Committee</b><br>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.                                                                                                                                                                                                                                                                    |





| Individual/<br>Juristic Person<br>that may be<br>conflicting | Characteristics of<br>interstate items                                                                                                                                                                                                                                          | Item Value<br>(Million Baht) |              | Necessity and reasonableness<br>of the list                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              |                                                                                                                                                                                                                                                                                 | Year<br>2024                 | Year<br>2023 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                              | Commodity trading and food costs<br><u>expenditure</u><br><u>Accrued expenses at the end of the period</u>                                                                                                                                                                      | 0.02<br>-                    | 0.01<br>-    | The company purchased food and snacks for the medical team for health check-ups and for the management meeting.<br><br><b>Opinion of the Audit Committee</b><br>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                                                     | 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.<br><br><u>Net Medical Expense Income</u><br><u>Outstanding trade receivables at the end of the period</u> | 0.03<br>0.004                | 0.15<br>0.07 | 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.<br><br><b>Opinion of the Audit Committee</b><br>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. |



| Individual/<br>Juristic Person<br>that may be<br>conflicting | Characteristics of<br>interstate items                                                                                                                                                                                                                                                                   | Item Value<br>(Million Baht) |              | Necessity and reasonableness<br>of the list                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              |                                                                                                                                                                                                                                                                                                          | Year<br>2024                 | Year<br>2023 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Ms. Pojman<br>Damapong<br>("Major<br>Shareholder")           | 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. |                              |              | 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. |
|                                                              | Transactions in which the major shareholders pay medical expenses to the Company on behalf of the recipients of such services.                                                                                                                                                                           |                              |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                              | <u>Medical expenses</u>                                                                                                                                                                                                                                                                                  | 4.0                          | 1.98         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                              | <u>Medical Expense Discount</u>                                                                                                                                                                                                                                                                          | 0.42                         | 0.22         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                              | <u>Net Medical Expense Income</u>                                                                                                                                                                                                                                                                        | 3.58                         | 1.75         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                              | <u>Outstanding trade receivables at the end of the period</u>                                                                                                                                                                                                                                            | 0.53                         | 0.25         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |



| Individual/<br>Juristic Person<br>that may be<br>conflicting | Characteristics of<br>interstate items                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Item Value<br>(Million Baht) |              | Necessity and reasonableness<br>of the list                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Year<br>2024                 | Year<br>2023 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                              | <p>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.</p> <p><u>Purchase of fixed assets</u></p> | -                            | 100.0        | <p><b>Opinion of the Audit Committee</b></p> <p>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.</p> <p>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.</p> |



| Individual/<br>Juristic Person<br>that may be<br>conflicting | Characteristics of<br>interstate items                                                                                                                                                                                                                                                                                                                       | Item Value<br>(Million Baht) |              | Necessity and reasonableness<br>of the list                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              |                                                                                                                                                                                                                                                                                                                                                              | Year<br>2024                 | Year<br>2023 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                              |                                                                                                                                                                                                                                                                                                                                                              |                              |              | <p><b>Opinion of the Audit Committee</b></p> <p>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.</p>                                                                                      |
| Mr. Bunnapaj Damapong                                        | <p>The Company provides medical services to a group of individuals under a medical service contract between the Company and Mr. Bannapoj Damapong (the contract covers Mr. Bannapoj Damapong and persons under contract)</p> <p>The program in which Mr. Bannapoj Damapong paid the medical expenses to the company on behalf of the service recipients.</p> |                              |              | <p>As of 1 April 2018, the Company has entered into a medical service contract with Mr. Bannapoj 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.</p> |
|                                                              | <u>Medical expenses</u>                                                                                                                                                                                                                                                                                                                                      | 0.45                         | 0.44         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                              | <u>Medical Expense Discount</u>                                                                                                                                                                                                                                                                                                                              | 0.05                         | 0.05         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                              | <u>Net Medical Expense Income</u>                                                                                                                                                                                                                                                                                                                            | 0.41                         | 0.39         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                              | <u>Outstanding trade receivables at the end of the period</u>                                                                                                                                                                                                                                                                                                | 0.01                         | 0.05         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |



| Individual/<br>Juristic Person<br>that may be<br>conflicting | Characteristics of<br>interstate items                                                                                                                                                                                                                                                                                                                       | Item Value<br>(Million Baht) |              | Necessity and reasonableness<br>of the list                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              |                                                                                                                                                                                                                                                                                                                                                              | Year<br>2024                 | Year<br>2023 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                              |                                                                                                                                                                                                                                                                                                                                                              |                              |              | <p><b>Opinion of the Audit Committee</b></p> <p>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. Bannapoj Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.</p>                                                                                                                                                                                                                                                                            |
| Ms. Paetongtarn<br>Shinawatra                                | <p>The Company provides medical services to a group of individuals under a medical service contract between the Company and Mr. Bannapoj Damapong (the contract covers Mr. Bannapoj Damapong and persons under contract)</p> <p>The program in which Mr. Bannapoj Damapong paid the medical expenses to the company on behalf of the service recipients.</p> |                              |              | <p>As of 22 May 2020, the Company has entered into a medical service contract with Ms. Paetongtarn 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.</p> |
|                                                              | <u>Medical expenses</u>                                                                                                                                                                                                                                                                                                                                      | 1.21                         | 1.19         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                              | <u>Medical Expense Discount</u>                                                                                                                                                                                                                                                                                                                              | 0.09                         | 0.18         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                              | <u>Net Medical Expense Income</u>                                                                                                                                                                                                                                                                                                                            | 1.12                         | 1.01         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                              | <u>Outstanding trade receivables at the end of the period</u>                                                                                                                                                                                                                                                                                                | 0.09                         | 0.09         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |





| Individual/<br>Juristic Person<br>that may be<br>conflicting | Characteristics of<br>interstate items                                                                                                                                                                                                                                                                                              | Item Value<br>(Million Baht) |                          | Necessity and reasonableness<br>of the list                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              |                                                                                                                                                                                                                                                                                                                                     | Year<br>2024                 | Year<br>2023             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                              |                                                                                                                                                                                                                                                                                                                                     |                              |                          | <p><b>Opinion of the Audit Committee</b></p> <p>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. Bannapoj Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.</p>                                                                                                                                                                                                                                                                                                                                  |
| Medical Group <sup>(1)</sup>                                 | <p>The Company pays compensation in the form of doctor's fees to doctors who have been examined in the hospital.</p> <p>Under the Memorandum of Agreement on the Use of the Clinic for Dental Practice, 11 people</p> <p><u>Doctor's Fee Cost</u></p> <p><u>The amount of outstanding medical fees at the end of the period</u></p> | <p>32.28</p> <p>4.09</p>     | <p>34.37</p> <p>3.63</p> | <p>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.</p> <p><b>Opinion of the Audit Committee</b></p> <p>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.</p> |

<sup>(1)</sup> Doctors who are juristic persons who may have conflicts with each other for the fiscal period ended December 31, 2024 : Dr. Sathian Phuprasert, Dr. Prasert Triratwarakul, Dr. Wirulah Mawijakkan; Dr. Mongkol Tanjapatkul Prof. (Honors) Female Lt. Col. Sirindhara Singhara Na Ayutthaya, Dr. Sathaporn Phuprasert, Dr. Chutima Triratwarakul, Dr. Thitiwat Sriprasat Dr. Triratwarakul, Dr. Pisit Jiyasak, Dr. Pakini Phuprasert And for the fiscal period ending December 31, 2023, namely Dr. Sathian Phuprasert, Dr. Mongkol Tanjapatkul. Dr. Wirulah Mawijak Dr. Prasert Triratwarakul, Professor, Female Doctor Sirindhara Singhara Na Ayutthaya, Dr. Sathaporn Phuprasert, Female Dentist Chutima Triratwarakul Dr. Triratwarakul, Dr. Thitiwat Sriprasat Dr. Pisit Jiyasak and Dr. Pakini Phuprasert



| Individual/<br>Juristic Person<br>that may be<br>conflicting | Characteristics of<br>interstate items                                                                    | Item Value<br>(Million Baht) |              | Necessity and reasonableness<br>of the list                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                              |                                                                                                           | Year<br>2024                 | Year<br>2023 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Dr. Sathaporn<br>Phu Prasert                                 | The Company pays monthly remuneration to the Company's external consultants.<br><br><u>Consultant Fee</u> | 0.36                         | 0.44         | <p>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.</p> <p><b>Opinion of the Audit Committee</b><br/>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.</p> |

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.

## 9.2.2 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



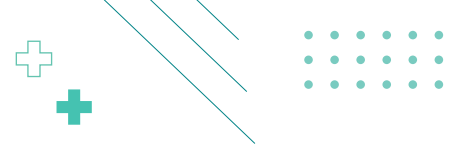
operations and are primarily for the benefit of the Company and its shareholders.

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.

### 9.2.3 Policies or trends in future transactions and compliance with the obligations given by the Company in the prospectus.

#### 9.2.3.1 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:

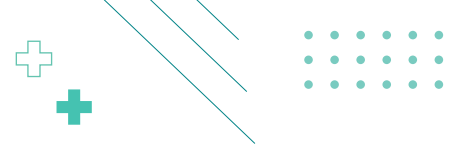
#### (1) Transactions that are commercial agreements with general terms of trade.

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.

### 9.2.3.2 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.



# 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 annual 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 2024 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 2024, 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 2024, 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: 18 February 2025



## Praram 9 Hospital Public Company Limited

### Statement of financial position

As at 31 December 2024

|                                    |      | (Unit: Baht)         |                      |
|------------------------------------|------|----------------------|----------------------|
|                                    | Note | 2024                 | 2023                 |
| <b>Assets</b>                      |      |                      |                      |
| <b>Current assets</b>              |      |                      |                      |
| Cash and cash equivalents          | 7    | 394,823,977          | 1,750,909,385        |
| Trade and other receivables        | 8    | 342,668,805          | 290,051,489          |
| Medicines and supplies             | 9    | 56,870,520           | 48,181,905           |
| Other current financial assets     | 10   | 1,848,148,077        | 150,574,950          |
| Other current assets               |      | 15,019,306           | 11,774,331           |
| <b>Total current assets</b>        |      | <b>2,657,530,685</b> | <b>2,251,492,060</b> |
| <b>Non-current assets</b>          |      |                      |                      |
| Restricted bank deposits           | 11   | 4,126,400            | 4,126,400            |
| Other non-current financial assets | 10   | 377,520,862          | 250,000,000          |
| Property, plant and equipment      | 12   | 3,193,984,361        | 3,243,421,039        |
| Right-of-use assets                |      | 13,947,713           | 19,014,109           |
| Intangible assets                  | 13   | 79,754,280           | 80,312,088           |
| Deferred tax assets                | 17   | 58,317,673           | 58,230,483           |
| Other non-current assets           |      | 13,913,586           | 3,445,808            |
| <b>Total non-current assets</b>    |      | <b>3,741,564,875</b> | <b>3,658,549,927</b> |
| <b>Total assets</b>                |      | <b>6,399,095,560</b> | <b>5,910,041,987</b> |

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 2024**

(Unit: Baht)

|                                                   | Note | 2024                 | 2023                 |
|---------------------------------------------------|------|----------------------|----------------------|
| <b>Liabilities and shareholders' equity</b>       |      |                      |                      |
| <b>Current liabilities</b>                        |      |                      |                      |
| Trade and other payables                          | 14   | 647,213,002          | 521,521,771          |
| Current portion of lease liabilities              |      | 4,104,413            | 5,856,977            |
| Income tax payable                                |      | 46,092,460           | 63,061,081           |
| Other current liabilities                         |      | 60,330,063           | 41,536,847           |
| <b>Total current liabilities</b>                  |      | <b>757,739,938</b>   | <b>631,976,676</b>   |
| <b>Non-current liabilities</b>                    |      |                      |                      |
| Lease liabilities, net of current portion         |      | 692,612              | 3,027,890            |
| Provision for long-term employee benefits         | 15   | 199,052,442          | 192,725,812          |
| Other non-current liabilities                     |      | 3,070,974            | 2,622,748            |
| <b>Total non-current liabilities</b>              |      | <b>202,816,028</b>   | <b>198,376,450</b>   |
| <b>Total liabilities</b>                          |      | <b>960,555,966</b>   | <b>830,353,126</b>   |
| <b>Shareholders' equity</b>                       |      |                      |                      |
| 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                                    |      | 2,637,880,014        | 2,279,029,281        |
| <b>Total shareholders' equity</b>                 |      | <b>5,438,539,594</b> | <b>5,079,688,861</b> |
| <b>Total liabilities and shareholders' equity</b> |      | <b>6,399,095,560</b> | <b>5,910,041,987</b> |

The accompanying notes are an integral part of the financial statements.

Directors



**Praram 9 Hospital Public Company Limited**  
**Statement of comprehensive income**  
**For the year ended 31 December 2024**

|                                                                                                               |      | (Unit: Baht)         |                      |
|---------------------------------------------------------------------------------------------------------------|------|----------------------|----------------------|
|                                                                                                               | Note | 2024                 | 2023                 |
| <b>Profit or loss:</b>                                                                                        |      |                      |                      |
| <b>Revenues</b>                                                                                               |      |                      |                      |
| Revenues from hospital operations                                                                             |      | 4,635,381,148        | 4,201,969,862        |
| Rental income                                                                                                 |      | 13,648,827           | 13,985,021           |
| Other income                                                                                                  |      | 41,514,885           | 36,855,535           |
| <b>Total revenues</b>                                                                                         |      | <u>4,690,544,860</u> | <u>4,252,810,418</u> |
| <b>Expenses</b>                                                                                               |      |                      |                      |
| Cost of hospital operations                                                                                   |      | 3,045,438,422        | 2,820,033,056        |
| Selling expenses                                                                                              |      | 158,004,183          | 124,345,492          |
| Administrative expenses                                                                                       |      | 679,216,513          | 649,337,659          |
| <b>Total expenses</b>                                                                                         |      | <u>3,882,659,118</u> | <u>3,593,716,207</u> |
| <b>Operating profit</b>                                                                                       |      | 807,885,742          | 659,094,211          |
| Finance income                                                                                                |      | 54,616,786           | 30,168,608           |
| Finance cost                                                                                                  |      | (491,741)            | (636,852)            |
| <b>Profit before income tax expenses</b>                                                                      |      | 862,010,787          | 688,625,967          |
| Income tax expenses                                                                                           | 17   | (149,328,414)        | (130,766,114)        |
| <b>Profit for the year</b>                                                                                    |      | <u>712,682,373</u>   | <u>557,859,853</u>   |
| <b>Other comprehensive income:</b>                                                                            |      |                      |                      |
| <i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods:</i>             |      |                      |                      |
| Actuarial gain                                                                                                | 15   | -                    | 17,985,425           |
| Less: Income tax effect                                                                                       | 17   | -                    | (3,597,085)          |
| Other comprehensive income not to be reclassified to profit or loss in subsequent periods - net of income tax |      | -                    | 14,388,340           |
| <b>Other comprehensive income for the year</b>                                                                |      | <u>-</u>             | <u>14,388,340</u>    |
| <b>Total comprehensive income for the year</b>                                                                |      | <u>712,682,373</u>   | <u>572,248,193</u>   |
| <b>Basic earnings per share</b>                                                                               | 20   |                      |                      |
| Profit attributable to equity holders of the Company                                                          |      | <u>0.91</u>          | <u>0.71</u>          |
|                                                                                                               |      |                      | (Unit: Share)        |
| Weighted average number of ordinary shares                                                                    |      | <u>786,300,000</u>   | <u>786,300,000</u>   |

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 2024

|                                                                                                      | (Unit: Baht)         |                    |
|------------------------------------------------------------------------------------------------------|----------------------|--------------------|
|                                                                                                      | 2024                 | 2023               |
| <b>Cash flows from operating activities</b>                                                          |                      |                    |
| Profit before tax                                                                                    | 862,010,787          | 688,625,967        |
| Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities: |                      |                    |
| Depreciation and amortisation                                                                        | 306,364,522          | 298,919,613        |
| Impairment loss on financial assets                                                                  | 1,692,639            | 6,836,675          |
| Reversal of reduction of medicines and supplies to net realisable value                              | (895,843)            | (89,481)           |
| Loss on disposals and write-off of fixed assets                                                      | 6,762,207            | 7,911,904          |
| Reversal of impairment loss on non-financial assets                                                  | (760,298)            | (1,004,035)        |
| Gain on sales of debt instruments measured at fair value through profit or loss                      | (1,081,547)          | (2,083,403)        |
| Gain on fair value adjustments of equity and debt instruments at fair value through profit or loss   | (1,242,623)          | (8,908)            |
| Provision for long-term employee benefits                                                            | 18,223,048           | 29,659,574         |
| Finance income                                                                                       | (54,616,786)         | (30,168,608)       |
| Differences from reduction in lease payments                                                         | (17,572)             | (246,051)          |
| Finance cost                                                                                         | 491,741              | 636,852            |
| Profit from operating activities before changes in operating assets and liabilities                  | 1,136,930,275        | 998,990,099        |
| Operating assets (increase) decrease                                                                 |                      |                    |
| Trade and other receivables                                                                          | (32,370,320)         | (48,239,501)       |
| Medicine and supplies                                                                                | (7,792,772)          | 3,278,364          |
| Other current assets                                                                                 | (3,244,975)          | 269,141            |
| Other non-current assets                                                                             | (187,382)            | 14,599             |
| Operating liabilities increase (decrease)                                                            |                      |                    |
| Trade and other payables                                                                             | 108,159,803          | 2,984,571          |
| Other current liabilities                                                                            | 16,216,202           | 1,994,678          |
| Other non-current liabilities                                                                        | 448,226              | (155,440)          |
| Cash paid for long-term employee benefits                                                            | (11,896,418)         | (25,270,090)       |
| Cash flows from operating activities                                                                 | 1,206,262,639        | 933,866,421        |
| Cash paid for income tax                                                                             | (166,384,225)        | (129,794,929)      |
| <b>Net cash flows from operating activities</b>                                                      | <b>1,039,878,414</b> | <b>804,071,492</b> |

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 2024**

(Unit: Baht)

|                                                                             | 2024                   | 2023                 |
|-----------------------------------------------------------------------------|------------------------|----------------------|
| <b>Cash flows from investing activities</b>                                 |                        |                      |
| Decrease (increase) in fixed deposits at banks                              | (1,580,030,469)        | 991,783              |
| Acquisition of debt instruments                                             | (491,650,189)          | (350,991,783)        |
| Proceed from sales of equity and debt instruments                           | 248,910,839            | 253,542,076          |
| Acquisition of fixed assets                                                 | (165,205,834)          | (250,346,866)        |
| Cash paid for payable of fixed assets                                       | (58,167,483)           | (38,956,071)         |
| Cash paid for advance for purchase of fixed assets<br>and intangible assets | (11,637,946)           | (33,000)             |
| Acquisition of intangible assets                                            | (14,227,507)           | (17,732,636)         |
| Proceed from sales of fixed assets                                          | 1,107,380              | 958,477              |
| Interest received                                                           | 32,677,151             | 24,623,823           |
| <b>Net cash flows used in investing activities</b>                          | <b>(2,038,224,058)</b> | <b>(377,944,197)</b> |
| <b>Cash flows from financing activities</b>                                 |                        |                      |
| Payment of principal portion of lease liabilities                           | (6,485,138)            | (5,949,803)          |
| Dividend paid                                                               | (351,254,626)          | (234,327,453)        |
| <b>Net cash flows used in financing activities</b>                          | <b>(357,739,764)</b>   | <b>(240,277,256)</b> |
| <b>Net increase (decrease) in cash and cash equivalents</b>                 | <b>(1,356,085,408)</b> | <b>185,850,039</b>   |
| Cash and cash equivalents at beginning of year                              | 1,750,909,385          | 1,565,059,346        |
| <b>Cash and cash equivalents at end of year</b>                             | <b>394,823,977</b>     | <b>1,750,909,385</b> |
|                                                                             | -                      | -                    |

**Supplemental cash flows information:**

Non-cash items consist of:

|                                                                                                              |            |            |
|--------------------------------------------------------------------------------------------------------------|------------|------------|
| Acquisition of fixed assets for which cash has not been paid                                                 | 74,690,115 | 58,167,483 |
| Acquisition of intangible assets for which cash has not been paid                                            | 1,008,796  | -          |
| Increase in right-of-use assets and lease liabilities from<br>additional lease agreements                    | 1,905,555  | 6,543,785  |
| Disposal of fixed assets for which no cash has been received                                                 | -          | 176,132    |
| Transfer advance for purchase of fixed assets and<br>intangible assets to fixed assets and intangible assets | 1,357,550  | 1,334,507  |
| Dividend payable                                                                                             | 11,499,007 | 8,921,993  |

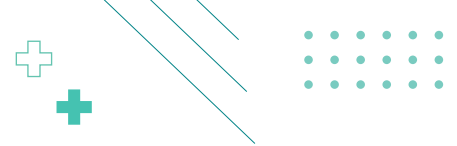
The accompanying notes are an integral part of the financial statements.



**Praram 9 Hospital Public Company Limited**  
**Statement of changes in shareholders' equity**  
**For the year ended 31 December 2024**

|                                         | (Unit: Baht)                        |               |                                     |                |                      |
|-----------------------------------------|-------------------------------------|---------------|-------------------------------------|----------------|----------------------|
|                                         | Retained earnings                   |               |                                     |                | Total                |
|                                         | Issued and paid-up<br>share capital | Share premium | Appropriated -<br>statutory reserve | Unappropriated | shareholders' equity |
| <b>Balance as at 1 January 2023</b>     | 786,300,000                         | 1,934,359,580 | 80,000,000                          | 1,934,749,189  | 4,735,408,769        |
| Profit for the year                     | -                                   | -             | -                                   | 557,859,853    | 557,859,853          |
| Other comprehensive income for the year | -                                   | -             | -                                   | 14,388,340     | 14,388,340           |
| Total comprehensive income for the year | -                                   | -             | -                                   | 572,248,193    | 572,248,193          |
| Dividend paid (Note 23)                 | -                                   | -             | -                                   | (227,968,101)  | (227,968,101)        |
| <b>Balance as at 31 December 2023</b>   | 786,300,000                         | 1,934,359,580 | 80,000,000                          | 2,279,029,281  | 5,079,688,861        |
| <b>Balance as at 1 January 2024</b>     | 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)        |
| <b>Balance as at 31 December 2024</b>   | 786,300,000                         | 1,934,359,580 | 80,000,000                          | 2,637,880,014  | 5,438,539,594        |

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 2024**

#### **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 2024. 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 standards that will become effective for fiscal years beginning on or after 1 January 2025**

The Federation of Accounting Professions issued a number of 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 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.

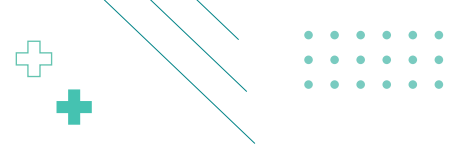
Depreciation and amortisation of right-of-use assets are calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

|                                  |   |               |
|----------------------------------|---|---------------|
| 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 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)       |
|----------------------------------------------|------|------|----------------------------|
|                                              | 2024 | 2023 | Pricing Policy             |
| <u>Transactions with related companies</u>   |      |      |                            |
| 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    | 2    | Contract price             |
| Purchase of goods                            | 3    | -    | Normal price               |
| <u>Transactions with related individuals</u> |      |      |                            |
| Medical service income                       | 13   | 9    | Normal price               |
| Medical service welfares and discounts       | (5)  | (5)  | At the rate of 15% to 100% |
| Medical service income - net                 | 8    | 4    |                            |
| Purchase of land                             | -    | 100  | Contract price             |

As at 31 December 2024 and 2023, the balances of the accounts between the Company, and those related parties are as follows:

|                                                               |       |       | (Unit: Thousand Baht) |
|---------------------------------------------------------------|-------|-------|-----------------------|
|                                                               | 2024  | 2023  |                       |
| <u>Trade and other receivables - related parties</u> (Note 8) |       |       |                       |
| Related individuals (director and shareholder)                | 663   | 437   |                       |
| Related companies (related by common directors)               | 753   | 602   |                       |
| Total trade and other receivables - related parties           | 1,416 | 1,039 |                       |
| <u>Other payable - related party</u> (Note 14)                |       |       |                       |
| Related company (related by common directors)                 | 886   | 165   |                       |
| Total other payable - related party                           | 886   | 165   |                       |





(Unit: Thousand Baht)

|                                               | 2024 | 2023 |
|-----------------------------------------------|------|------|
| <u>Retention - related party</u>              |      |      |
| Related company (related by common directors) | 203  | 203  |
| Total retention - related party               | 203  | 203  |

Directors and management's benefits

During the years ended 31 December 2024 and 2023, the Company had employee benefit expenses payable to its directors and management as below.

|                              | 2024   | 2023   |
|------------------------------|--------|--------|
| Short-term employee benefits | 66,515 | 68,694 |
| Post-employment benefits     | 1,354  | 883    |
| Total                        | 67,869 | 69,577 |

**7. Cash and cash equivalents**

|                                                                          | 2024    | 2023      |
|--------------------------------------------------------------------------|---------|-----------|
| Cash                                                                     | 1,890   | 3,810     |
| Savings and current deposits at banks                                    | 392,220 | 816,406   |
| Fixed deposits at banks with an original maturity of<br>3 months or less | 714     | 930,693   |
| Total cash and cash equivalents                                          | 394,824 | 1,750,909 |

As at 31 December 2024, bank deposits in saving accounts and fixed deposits carried interests between 0.15% and 1.60% per annum (2023: between 0.15% and 2.80% per annum).

**8. Trade and other receivables**

|                                                    | 2024  | 2023 |
|----------------------------------------------------|-------|------|
| <u>Trade accounts receivable - related parties</u> |       |      |
| Aged on the basis of due dates                     |       |      |
| Past due                                           |       |      |
| Up to 3 months                                     | 1,287 | 870  |
| 6 - 12 months                                      | -     | 40   |
| Total trade receivables - related parties          | 1,287 | 910  |



|                                                          | (Unit: Thousand Baht) |          |
|----------------------------------------------------------|-----------------------|----------|
|                                                          | 2024                  | 2023     |
| <u>Trade accounts receivable - unrelated parties</u>     |                       |          |
| Aged on the basis of due dates                           |                       |          |
| Past due                                                 |                       |          |
| Up to 3 months                                           | 288,443               | 236,162  |
| 3 - 6 months                                             | 22,267                | 27,160   |
| 6 - 12 months                                            | 2,391                 | 20,986   |
| Over 12 months                                           | 69,749                | 77,138   |
| Total                                                    | 382,850               | 361,446  |
| Less: Allowance for expected credit losses               | (79,160)              | (89,114) |
| Total trade accounts receivable - unrelated parties, net | 303,690               | 272,332  |
| Total trade accounts receivable - net                    | 304,977               | 273,242  |
| <u>Other receivables</u>                                 |                       |          |
| Other receivables                                        | 5,217                 | 5,301    |
| Interest receivables                                     | 30,197                | 8,258    |
| Accrued income - related parties                         | 129                   | 129      |
| Accrued income - unrelated parties                       | 2,149                 | 3,121    |
| Total other receivables                                  | 37,692                | 16,809   |
| Total trade and other receivables - net                  | 342,669               | 290,051  |

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) |         |
|--------------------------------------|-----------------------|---------|
|                                      | 2024                  | 2023    |
| Beginning balance                    | 89,114                | 85,051  |
| Provision for expected credit losses | 616                   | 9,395   |
| Amount written off                   | (10,570)              | (5,332) |
| Ending balance                       | 79,160                | 89,114  |

The significant decrease in allowance for expected credit losses of trade accounts receivable in 2024 of Baht 10 million (2023: Baht 4 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<br>realisable value |         | Medicine and<br>supplies - net |        |
|                  | 2024                  | 2023   | 2024                                   | 2023    | 2024                           | 2023   |
| Medicines        | 40,589                | 35,096 | (151)                                  | (1,068) | 40,438                         | 34,028 |
| Medical supplies | 12,145                | 10,816 | (27)                                   | (6)     | 12,118                         | 10,810 |
| Other supplies   | 4,315                 | 3,344  | -                                      | -       | 4,315                          | 3,344  |
| Total            | 57,049                | 49,256 | (178)                                  | (1,074) | 56,871                         | 48,182 |

## 10. Other financial assets

|                                                                      | (Unit: Thousand Baht) |         |
|----------------------------------------------------------------------|-----------------------|---------|
|                                                                      | 2024                  | 2023    |
| <u>Debt instruments at amortised cost</u>                            |                       |         |
| Fixed deposits at banks                                              | 1,680,475             | 100,445 |
| Corporate bond                                                       | 403,851               | 300,000 |
| Total debt instruments at amortised cost                             | 2,084,326             | 400,445 |
| <u>Financial assets at FVTPL</u>                                     |                       |         |
| Cost                                                                 |                       |         |
| Listed equity investment                                             | 302                   | 332     |
| Investment in debt instruments (unit trust in open-end mutual funds) | 140,000               | -       |
| Total - cost                                                         | 140,302               | 332     |
| Unrealised gain (loss) on changes in value of investment             | 1,041                 | (202)   |
| Fair value                                                           | 141,343               | 130     |
| Total other financial assets                                         | 2,225,669             | 400,575 |
| Current                                                              | 1,848,148             | 150,575 |
| Non-current                                                          | 377,521               | 250,000 |
|                                                                      | 2,225,669             | 400,575 |

As at 31 December 2024, the Company had fixed deposits which carried interests between 1.90% and 2.65% per annum (2023: between 0.85% and 2.48% 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     |
|----------------------------------------------------|---------|------------------|-------------------------------------------------------|--------------------------|------------------------------|------------------------------------------|----------------|--------------------------------------------------------|-----------|
| <b>Cost</b>                                        |         |                  |                                                       |                          |                              |                                          |                |                                                        |           |
| As at 1 January 2023                               | 533,615 | 28,561           | 1,848,552                                             | 1,242,635                | 967,273                      | 681,722                                  | 22,636         | 42,740                                                 | 5,367,734 |
| Additions                                          | 104,203 | 1,369            | 6,790                                                 | 18,880                   | 50,404                       | 23,695                                   | 3,996          | 99,177                                                 | 308,514   |
| Disposals/write-off                                | -       | -                | (8,376)                                               | (25,536)                 | (15,651)                     | (16,037)                                 | (1,478)        | -                                                      | (67,078)  |
| Transfer from advance for purchase of fixed assets | -       | -                | -                                                     | 287                      | -                            | -                                        | -              | 175                                                    | 462       |
| Transfer in (out)                                  | -       | -                | 13,633                                                | 16,974                   | -                            | 10,452                                   | -              | (41,059)                                               | -         |
| As at 31 December 2023                             | 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 |
| <b>Accumulated depreciation</b>                    |         |                  |                                                       |                          |                              |                                          |                |                                                        |           |
| As at 1 January 2023                               | -       | 18,259           | 530,949                                               | 626,089                  | 650,354                      | 304,436                                  | 12,669         | -                                                      | 2,142,756 |
| Depreciation for the year                          | -       | 1,315            | 38,338                                                | 94,636                   | 77,525                       | 61,998                                   | 1,849          | -                                                      | 275,661   |
| Depreciation on disposals/write-off                | -       | -                | (2,998)                                               | (24,263)                 | (15,153)                     | (14,139)                                 | (1,478)        | -                                                      | (58,031)  |
| As at 31 December 2023                             | -       | 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 |

(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     |
|-------------------------------------------------------------------------------------------------------------------------|---------|------------------|-------------------------------------------------------|--------------------------|------------------------------|------------------------------------------|----------------|--------------------------------------------------------|-----------|
| <b>Allowance for impairment loss</b>                                                                                    |         |                  |                                                       |                          |                              |                                          |                |                                                        |           |
| As at 1 January 2023                                                                                                    | -       | -                | 4,854                                                 | 437                      | -                            | 1,538                                    | -              | -                                                      | 6,829     |
| Increase during the year                                                                                                | -       | -                | (190)                                                 | (283)                    | -                            | (531)                                    | -              | -                                                      | (1,004)   |
| As at 31 December 2023                                                                                                  | -       | -                | 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     |
| <b>Net book value</b>                                                                                                   |         |                  |                                                       |                          |                              |                                          |                |                                                        |           |
| As at 31 December 2023                                                                                                  | 637,818 | 10,356           | 1,289,646                                             | 556,624                  | 289,300                      | 346,530                                  | 12,114         | 101,033                                                | 3,243,421 |
| 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 |
| <b>Depreciation for the year</b>                                                                                        |         |                  |                                                       |                          |                              |                                          |                |                                                        |           |
| 2023 (Baht 226 million included in cost of hospital operations, and the balance in selling and administrative expenses) |         |                  |                                                       |                          |                              |                                          |                |                                                        | 275,661   |
| 2024 (Baht 231 million included in cost of hospital operations, and the balance in selling and administrative expenses) |         |                  |                                                       |                          |                              |                                          |                |                                                        | 282,256   |

As at 31 December 2024, 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 1,219 million (2023: Baht 1,206 million).



### 13. Intangible assets

|                                                            | (Unit: Thousand Baht) |                                            |          |
|------------------------------------------------------------|-----------------------|--------------------------------------------|----------|
|                                                            | Computer<br>software  | Computer<br>software under<br>installation | Total    |
| <b>Cost</b>                                                |                       |                                            |          |
| As at 1 January 2023                                       | 244,639               | 6,416                                      | 251,055  |
| Additions                                                  | 10,792                | 6,941                                      | 17,733   |
| Transfer from advance for purchase of<br>intangible assets |                       |                                            |          |
| Transfer to property, plant and equipment                  | -                     | 873                                        | 873      |
| Transfer in (out)                                          | 10,454                | (10,454)                                   | -        |
| As at 31 December 2023                                     | 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<br>intangible assets | 605                   | 720                                        | 1,325    |
| As at 31 December 2024                                     | 212,402               | 8,523                                      | 220,925  |
| <b>Accumulated amortisation</b>                            |                       |                                            |          |
| As at 1 January 2023                                       | 152,784               | -                                          | 152,784  |
| Amortisation for the year                                  | 16,565                | -                                          | 16,565   |
| As at 31 December 2023                                     | 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  |
| <b>Allowance for impairment loss</b>                       |                       |                                            |          |
| As at 1 January 2023                                       | 20,000                | -                                          | 20,000   |
| As at 31 December 2023                                     | 20,000                | -                                          | 20,000   |
| Decrease during the year                                   | (20,000)              | -                                          | (20,000) |
| As at 31 December 2024                                     | -                     | -                                          | -        |
| <b>Net book value</b>                                      |                       |                                            |          |
| As at 31 December 2023                                     | 76,536                | 3,776                                      | 80,312   |
| As at 31 December 2024                                     | 71,231                | 8,523                                      | 79,754   |



## 14. Trade and other payables

|                                                                   | (Unit: Thousand Baht) |         |
|-------------------------------------------------------------------|-----------------------|---------|
|                                                                   | 2024                  | 2023    |
| Trade accounts payable                                            | 238,128               | 149,887 |
| Other payable - related party                                     | 886                   | 165     |
| Other payables - unrelated parties                                | 97,383                | 95,081  |
| Advance received for medicine                                     | -                     | 4,902   |
| Accounts payables - purchase of fixed assets and intangible asset | 75,699                | 58,167  |
| Accrued physician's fee                                           | 181,347               | 161,767 |
| Accrued expenses                                                  | 53,770                | 51,553  |
| Total trade and other payables                                    | 647,213               | 521,522 |

## 15. Provision for long-term employee benefits

Provision for long-term employee benefits was as follows.

|                                                                       | (Unit: Thousand Baht) |          |                                   |         |          |          |
|-----------------------------------------------------------------------|-----------------------|----------|-----------------------------------|---------|----------|----------|
|                                                                       | Defined benefit plans |          | Other long-term employee benefits |         | Total    |          |
|                                                                       | 2024                  | 2023     | 2024                              | 2023    | 2024     | 2023     |
| <b>Provision for long-term employee benefits at beginning of year</b> | 180,774               | 194,478  | 11,952                            | 11,844  | 192,726  | 206,322  |
| Included in profit or loss:                                           |                       |          |                                   |         |          |          |
| Current service cost                                                  | 11,152                | 14,420   | 1,042                             | 960     | 12,194   | 15,380   |
| Interest cost                                                         | 5,729                 | 2,964    | 300                               | 260     | 6,029    | 3,224    |
| Actuarial (gain) loss arising from                                    |                       |          |                                   |         |          |          |
| - Demographic assumptions changes                                     | -                     | -        | -                                 | (455)   | -        | (455)    |
| - Financial assumptions changes                                       | -                     | -        | -                                 | 1,296   | -        | 1,296    |
| - Experience adjustments                                              | -                     | -        | -                                 | 70      | -        | 70       |
| Included in other comprehensive income:                               |                       |          |                                   |         |          |          |
| Actuarial (gain) loss arising from                                    |                       |          |                                   |         |          |          |
| - Demographic assumptions changes                                     | -                     | (3,014)  | -                                 | -       | -        | (3,014)  |
| - Financial assumptions changes                                       | -                     | (27,073) | -                                 | -       | -        | (27,073) |
| - Experience adjustments                                              | -                     | 12,102   | -                                 | -       | -        | 12,102   |
| Benefits paid during the year                                         | (9,981)               | (13,103) | (1,916)                           | (2,023) | (11,897) | (15,126) |
| <b>Provision for long-term employee benefits at end of year</b>       | 187,674               | 180,774  | 11,378                            | 11,952  | 199,052  | 192,726  |



The Company expect to pay Baht 27 million of long-term employee benefits during the next year (2023: Baht 12 million).

As at 31 December 2024, the weighted average duration of the liabilities for long-term employee benefit is 5 - 18 years (2023: 5 - 18 years).

Significant actuarial assumptions are summarised below:

|                             | 2024          | 2023          |
|-----------------------------|---------------|---------------|
|                             | (% per annum) | (% per annum) |
| Discount rate               | 2.4 - 4.3     | 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 2024 and 2023 are summarised below:

|                             |                       | (Unit: Thousand Baht) |          |          |          |
|-----------------------------|-----------------------|-----------------------|----------|----------|----------|
|                             |                       | 2024                  |          | 2023     |          |
|                             | % of change per annum | Increase              | Decrease | Increase | Decrease |
| Discount rate               | 1                     | (16,165)              | 18,930   | (15,914) | 18,607   |
| Future salary increase rate | 1                     | 19,096                | (16,522) | 16,843   | (14,647) |
| Staff turnover rate         | 20                    | (10,738)              | 12,708   | (9,185)  | 10,781   |
| Gold price change rate      | 20                    | 2,245                 | (2,245)  | 2,360    | (2,360)  |
| Medical fees increase rate  | 1                     | 412                   | (517)    | 396      | (496)    |

## 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 2024 and 2023 are made up as follows:

|                                                               | (Unit: Thousand Baht) |                |
|---------------------------------------------------------------|-----------------------|----------------|
|                                                               | 2024                  | 2023           |
| <b>Current income tax:</b>                                    |                       |                |
| Current income tax charge                                     | 149,415               | 132,478        |
| <b>Deferred tax:</b>                                          |                       |                |
| Relating to origination and reversal of temporary differences | (87)                  | (1,712)        |
| <b>Income tax expenses reported in profit or loss</b>         | <b>149,328</b>        | <b>130,766</b> |

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2024 and 2023 are as follows:

|                                 | (Unit: Thousand Baht) |         |
|---------------------------------|-----------------------|---------|
|                                 | 2024                  | 2023    |
| Deferred tax on actuarial gains | -                     | (3,597) |
| Total                           | -                     | (3,597) |

The reconciliation between accounting profit and income tax expense is shown below.

|                                                            | (Unit: Thousand Baht) |                |
|------------------------------------------------------------|-----------------------|----------------|
|                                                            | 2024                  | 2023           |
| Accounting profit before tax                               | 862,011               | 688,626        |
| Applicable tax rate                                        | 20%                   | 20%            |
| Accounting profit before tax multiplied by income tax rate | 172,402               | 137,725        |
| Effects of:                                                |                       |                |
| Promotional privileges (Note 18)                           | (18,000)              | -              |
| Non-deductible expenses                                    | 2,228                 | 459            |
| Additional expense deductions allowed                      | (7,302)               | (7,418)        |
| Total                                                      | (23,074)              | (6,959)        |
| <b>Income tax expenses reported in profit or loss</b>      | <b>149,328</b>        | <b>130,766</b> |



The components of deferred tax assets and deferred tax liabilities are as follows:

|                                                             | (Unit: Thousand Baht)           |               |
|-------------------------------------------------------------|---------------------------------|---------------|
|                                                             | Statement of financial position |               |
|                                                             | 2024                            | 2023          |
| <b>Deferred tax assets</b>                                  |                                 |               |
| Allowance for expected credit losses                        | 15,832                          | 17,822        |
| Allowance for diminution in value of medicines and supplies | 36                              | 215           |
| Allowance for asset impairment                              | 1,013                           | 1,165         |
| Allowance for intangible asset impairment                   | -                               | 3             |
| Provision for long-term employee benefits                   | 39,810                          | 38,545        |
| Unrealised fair value loss on investments                   | -                               | 40            |
| Deferred revenue - Customer loyalty program                 | 1,714                           | 347           |
| Lease                                                       | 122                             | 93            |
| Total                                                       | 58,527                          | 58,230        |
| <b>Deferred tax liabilities</b>                             |                                 |               |
| Unrealised fair value gain on investments                   | 209                             | -             |
| Total                                                       | 209                             | -             |
| <b>Deferred tax assets - net</b>                            | <b>58,318</b>                   | <b>58,230</b> |

## 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).
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 2024 and 2023, divided between promoted and non-promoted operations, are summarised below.

| (Unit: Thousand Baht) |                     |      |                         |           |           |           |
|-----------------------|---------------------|------|-------------------------|-----------|-----------|-----------|
|                       | Promoted operations |      | Non-promoted operations |           | Total     |           |
|                       | 2024                | 2023 | 2024                    | 2023      | 2024      | 2023      |
| Revenue from          |                     |      |                         |           |           |           |
| hospital operations   | 1,665,035           | -    | 2,970,346               | 4,201,970 | 4,635,381 | 4,201,970 |
| Other income          | -                   | -    | 55,164                  | 50,840    | 55,164    | 50,840    |
| Total revenues        | 1,665,035           | -    | 3,025,510               | 4,252,810 | 4,690,545 | 4,252,810 |

## 19. Expenses by nature

Significant expenses classified by nature are as follows:

| (Unit: Thousand Baht)                       |           |           |
|---------------------------------------------|-----------|-----------|
|                                             | 2024      | 2023      |
| Salaries, wages and other employee benefits | 1,109,880 | 1,035,612 |
| Depreciation and amortisation expenses      | 306,365   | 298,920   |
| Physicians' fees                            | 1,071,922 | 972,914   |
| Medicines and supplies used                 | 569,805   | 525,942   |

## 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 2024 and 2023, 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 2024 amounting to approximately Baht 15 million (2023: Baht 13 million) were recognised as expenses.

## 23. Dividends

| Dividends                  | Approved by                                                    | Total dividends<br>(Thousand Baht) | Dividend<br>per share (Baht) |
|----------------------------|----------------------------------------------------------------|------------------------------------|------------------------------|
| Final dividends for 2022   | Annual General Meeting of the<br>shareholders on 21 April 2023 | 227,968                            | 0.29                         |
| Total dividends for 2023   |                                                                | 227,968                            | 0.29                         |
| Final dividends for 2023   | Annual General Meeting of the<br>shareholders on 23 April 2024 | 235,887                            | 0.30                         |
| Interim dividends for 2024 | Board of Directors' meeting on<br>8 November 2024              | 117,945                            | 0.15                         |
| Total dividends for 2024   |                                                                | 353,832                            | 0.45                         |

## 24. Commitments and contingent liabilities

### 24.1 Capital commitments

As at 31 December 2024 and 2023, the Company had capital commitments as follows.

|                                                             | (Unit: Million Baht) |      |
|-------------------------------------------------------------|----------------------|------|
|                                                             | 2024                 | 2023 |
| Improvement, construction of buildings and building systems | 87                   | 62   |
| Acquisition of tools and equipment                          | 3                    | 21   |
| Acquisition of computer software                            | 51                   | 13   |
| Total capital commitments                                   | 141                  | 96   |

### 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 139 million to be paid between the years 2025 and 2029 (2023: Baht 173 million to be paid between the years 2024 and 2027).



### 24.3 Guarantees

As at 31 December 2024, there were outstanding bank guarantees of approximately Baht 4 million (2023: 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 2024 and 2023, the Company had the assets that were measured at fair value as follow:

| (Unit: Thousand Baht)               |         |         |         |
|-------------------------------------|---------|---------|---------|
| As at 31 December 2024              |         |         |         |
|                                     | Level 1 | Level 2 | Total   |
| <b>Asset measured at fair value</b> |         |         |         |
| Financial asset measured at FVTPL   |         |         |         |
| - Equity investments                | 117     | -       | 117     |
| - Debt investments                  | -       | 141,226 | 141,226 |

| (Unit: Thousand Baht)               |         |         |       |
|-------------------------------------|---------|---------|-------|
| As at 31 December 2023              |         |         |       |
|                                     | Level 1 | Level 2 | Total |
| <b>Asset measured at fair value</b> |         |         |       |
| Financial asset measured at FVTPL   |         |         |       |
| - Equity investments                | 130     | -       | 130   |

## 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 2024, approximately 79% of the Company's debt will mature in less than one year based on the carrying value of borrowings reflected in the financial statements (2023: 76%). 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 2024, the Company's debt-to-equity ratio was 0.18:1 (2023: 0.16:1).

## **28. Subsequent event after reporting date**

On 18 February 2025, a meeting of the Company's Board of Directors passed a resolution to propose the dividend payment, in respect of 2024 profit of Baht 0.40 per share, or a total of Baht 314.52 million. The Company already paid the interim dividend at the rate of Baht 0.15 per share in December 2024. The remaining dividend is Baht 0.25 per share or a total of Baht 196.58 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 18 February 2025.

# Attachment 1

Details of Directors, Executives,  
the Person Taking the Highest  
Responsibility in Accounting  
and Finance, the Person Supervising  
Accounting and Company Secretary

# Directors

## MR. BHANAPOT DAMAPONG

Chairman of the Board of Directors

Age: 76 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
- 2011 - 2023 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: 72 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 :

- High-level executive development program Cambridge - Thammasat Class 1

### Internal training:

- 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 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 executive:

- 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: 76 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:

- 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  
Rama 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 executive:

- 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: 74 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:

Thai Institute of Directors (IOD)

- Director Accreditation Program (DAP)  
Class 145/2018 (IOD)

### Internal training:

- 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  
Rama 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: 59 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 (IOD)

The Dharminti Public Company Limited

- Course, important effects there and the accountant must be aware of changing NPAs standards

### Current Position:

Other Listed Company

- 2023 - Present Director  
XW BP2 Company Limited
- 2023 - Present Director  
XW BP1 Company Limited
- 2023 - Present Director  
SC Asset Six Company Limited
- 2017 - Present Director / Chief Corporate Officer  
SC Asset Corporation Public Company Limited

Other companies or organizations

- 2020 - Present Director  
SC Asset Three Company Limited
- 2019 - Present Director  
SC Expedition Company Limited
- 2019 - Present Director  
Bridge Group (Thailand) Company Limited
- 2018 - Present Director  
SC NNR1 Company Limited

- 2018 - Present Director  
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 - None -
- 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: 69 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)

- Hot Issue for Directors : Climate Governance 4/2023
- Advanced Audit Committee Program (AACP)  
Class 29/2018 (IOD)
- Boards 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 (SET)

EY Office Company Limited

- Decorating financial statements in order to make adjustments corruption in the Thai stock market and sustainability under a declining economy

Others

- 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 Director  
Independent Director

Member of the Audit Committee  
Member of the Nomination and  
Remuneration Committee  
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 -

**EMERITUS PROFESSOR. WG. CDR.  
DR. SIRINTARA SINGHARA NA AYUDHAYA**

Independent Director  
Member of the Audit Committee  
Member of the Nomination and  
Remuneration Committee  
Age: 64 years



**Appointment Date:**

28 March 2018

**Highest Academic Qualifications:**

- Advanced Certificate Course in Good Governance for Medical Executives, Class 6, the Medical Council of Thailand
- Diplomate in Diagnostic Neuroimaging, the Medical Council of Thailand
- Diplomate in Interventional Neuroradiology, the Medical Council of Thailand
- Certificate in Interventional Neuroradiology : Bicetre Hospital, Paris-Sud University, France
- Professional Medical Diploma, General Radiology, the Medical Council of Thailand
- Higher Graduate Diploma in Clinical Medical Sciences, Division of Radiology, Graduate Studies, Mahidol University
- Doctor of Medicine (M.D.) (first class honors) Faculty of Medicine Siriraj Hospital, Mahidol University
- Bachelor of Science, Faculty of Medicine Siriraj Hospital, Mahidol University

**Training:**

Thai Institute of Directors (IOD)

- Director's Briefing 2/2024 Leading with Urgency: Climate Action for Boards
- Course on prevention and suppression of inappropriate behavior of listed companies
- Board Nomination and Compensation Program (BNCP) Class 13/2022
- Director Accreditation Program (DAP) Class 151/2018 (IOD)

- Directors Certification Program (DCP) Class 268/2018 (IOD)

The Stock Exchange of Thailand (SET)

- Online seminar with the Audit Committees of Listed Companies

The Securities and Exchange Commission of Thailand (SEC)

- Online business together with the Audit Committee of registered company

Others

- Advanced Certificate Course in Good Governance for Medical Executives, Class 6, King Prajadhipok's Institute and the Medical Council of Thailand

**Current Position:**

Listed Company

- None -

Other companies or organizations

Government Service (important position)

- 2023 - Present Emeritus professor Mahidol University
- 2021 - Present Professor level 11 Mahidol University

Other positions and activities

Management

- 2023 - Present Special Instructor Radiology Department, Ramathibodi Hospital
- 2023 - Present Advisor to the Dean. International Relations and Research Cooperation Department, Faculty of Medicine, Ramathibodi Hospital, Mahidol University



- 2008 – Present Sub-committee Chairman  
Radiology Department Faculty of  
Medicine, Ramathibodi Hospital,  
Mahidol University

#### National-Level Position

- 2019 – Present Honorary President  
Interventional Neuroradiology  
Training and knowledge Test

#### Special Duties

- 2019 – Present Special Instructor  
Evaluate academic work  
Academic Ethics and Conduct
- 2005 – Present Sub-committee Member  
Training and knowledge test in  
Interventional Neuroradiology in  
accordance with the Notification  
No. 99/2552 of the Medical  
Council of Thailand

#### International-Level Position

- 2024 – Present Honorable Foreign Visiting  
Post Graduate Medical Institute;  
Lahore; Pakistan
- 2023 – 2026 Honorary President  
XXII Symposium Neuroradiologicum  
under WFNRS
- 2009 – Present The Honor of Visiting Professor  
The University of Medicine and  
Pharmacy at Ho Chi Minh City,  
Vietnam
- 2009 – Present Co-director  
Pierre LAjuanias Neurovascular  
Educational course in Thailand  
(PLANET)
- 2005 – Present Visiting Lecturer  
Chao-Ray Hospital and HCMC  
University Hospital, Vietnam
- 2005 – Present Co-director  
Pedagogic committee of Joint  
Program of Diploma or Master of  
Science in Neurovascular Diseases  
(International Program)

#### **Experience:**

##### **Government Service (Important positions only)**

- 2014 – 2024 Professor  
Department of Radiology, Faculty  
of Medicine, Ramathibodi Hospital
- 2004 – 2014 Associate Professor  
Department of Radiology, Faculty  
of Medicine, Ramathibodi Hospital
- 1996 – 2014 Associate Professor  
Department of Radiology, Faculty  
of Medicine, Ramathibodi Hospital
- 1 DEC 1993 Transferred to serve as a teacher  
Radiologist/ Wing Commander  
Department of Radiology, Faculty  
of Medicine, Ramathibodi Hospital
- 1984 – 1993 Directorate of Medical Services of  
Royal Thai Air Force, Ministry of  
Defense

##### **Other positions and activities**

#### Management

- 2022 Consultant  
Diagnostic Radiology and  
Intervention Radiology Bhattara  
Maha Raja Memorial Medical  
Centre, Chulabhorn Hospital
- 2020 Acting Director  
Neurointerventional Radiology  
Center, Bumrungrad International  
Hospital
- 2012 – 2023 Deputy Dean  
International Relations Department  
Faculty of Medicine Ramathibodi  
Hospital, Mahidol University
- 2012 – 2023 Risk Management Committee  
Faculty of Medicine Ramathibodi  
Hospital Mahidol University
- 2012 Deputy Director  
Ramathibodi Hospital
- 2011 Assistant Director  
HRH Princess Maha Chakri Sirindhorn  
Medical Center, Radiology  
Clinical Department





- 2011 - 2013 Program Head  
Neurointerventional Radiology  
Program, Department of Radiology,  
Faculty of Medicine, Ramathibodi  
Hospital, Mahidol University
- 2011 - 2013 Vice President  
The Royal College of Radiologists  
of Thailand and Vice Chairman of  
the Radiological Society of Thailand
- 2007 - 2011 Department Head  
Department of Radiology, Faculty  
of Medicine, Ramathibodi Hospital
- 2001 - 2007 Department Deputy Head  
Department of Radiology, Faculty  
of Medicine, Ramathibodi Hospital,  
Mahidol University
- 1999 - 2000 Unit Head  
Diagnostic Radiology Unit,  
Department of Radiology, Faculty  
of Medicine, Ramathibodi Hospital,  
Mahidol University

#### National Positions

- 2015 - 2017 President  
The Association of Thai  
Interventional Neuroradiology (ATIN)
- 2011 - 2023 Consultant  
The Thai Society of Vascular &  
Interventional Radiology
- 2011 Honorary Director  
The National Environment Board  
(Public Health and Health care)
- 2009 - 2011 President for Academic Affairs  
The Association of Thai  
Interventional Neuroradiology (ATIN)
- 2009 - 2011 Member of the Executive  
Committee and President of  
Academic Affairs  
The Royal College of Radiologists  
of Thailand
- 2003 - 2005 Member of the Executive Committee  
The Royal College of Radiologists  
of Thailand

#### Special Duties

- 2021 - 2023 Member Committee  
Enterprise Risk Management
- 2022 Sub-committee member  
Prince Mahidol Award Foundation  
Year 2025
- 2019 - 2023 Qualified Person  
Evaluate academic performance,  
ethics and academic code of  
conduct
- 2005 - 2017 Training and knowledge Test  
Sub-committee in accordance  
with the Notification No. 99/2552  
of the Medical Council of Thailand
- 2005 - 2015 Member of Sub-committee  
General Radiology training and  
knowledge test in accordance  
with the Notification No. 93/2552  
of the Medical Council of Thailand
- 1999 - 2017 Member of Sub-committee  
Diagnostic Neuroimaging training  
and knowledge test in accordance  
with the Notification No. 98/2552  
of the Medical Council of Thailand

#### International-Level Position

- 2020 Honorary Member  
World Federation of Therapeutic  
and Interventional Neuroradiology  
(WFITN)
- 2015 - 2017 Past President  
World Federation of Therapeutic  
and Interventional Neuroradiology  
(WFITN)
- 2016 L'Ore'al-UNESCO for Women  
Science International Awards  
(life science) Year 2016 Candidacy  
from Mahidol University, Thailand
- 2558 - 2560 President  
World Federation of Therapeutic  
and Interventional Neuroradiology  
(WFITN)
- 2556 - 2558 Vice President (Elected)  
World Federation of Therapeutic  
and Interventional Neuroradiology  
(WFITN)



- 2011 – 2013 Member-At-Large  
World Federation of Therapeutic and Interventional Neuroradiology (WFITN)
- 2010 – 2012 President  
Asian-Australasian Federation of Interventional and Therapeutic Neuroradiology (AAFINT)
- 2009 – 2011 Secretary General  
World Federation of Therapeutic and Interventional Neuroradiology (WFITN)
- 2006 – 2008 General secretary  
Asian-Australasian Federation of Interventional and Therapeutic Neuroradiology (AAFINT)

- 2004 – 2006 Visiting lecturer  
KL University Hospital, KL, Malaysia
- Has served as a speaker at more than 100 international conferences.
- Has presented research work at more than 120 international conferences.

#### Shareholding percentage:

- Director 100,000 Shares (0.013%)
- Spouse - None -
- Minor child - None -

#### Conflict of Interest:

- None -

#### Family Relationship with the executive:

- None -

#### Illegal record in the past 10 years:

- None -

---

#### \*Rewards

1. Outstanding Alumni Award 2024 from the Queen's Alumni Association under Royal Patronage, Outstanding Alumni Category who have been honored by national or international organizations or agencies.
2. Appointed as Honorary Professor, Mahidol University
3. Outstanding Alumni Award in Academic/Research Category for the year 2023 from the Association of Alumni of Graduate Studies Mahidol University
4. The Most Exalted Order of the White Elephant year 2023
5. In recognition and appreciation of your mentorship for Prince Mahidol Award Youth Program (PMAYP) 2022
6. Outstanding behavior in terms of morality and ethics for the year 2020 from the Medical Council
7. The Honorary Fellowship of The Neurological Society of Thailand since 2020
8. Awarded "Persons who have brought reputation to the Faculty of Medicine, Ramathibodi Hospital, Mahidol University" in 2010 and 2011.
9. Outstanding Alumni Award 2018" in the category of Academic Excellence granted by Siriraj Medical Alumni Association.
10. "Chvalier dans L'Ordre des Palmes Academique" decoration from France for International Education in Science
11. Certificate of excellent scientific poster presentation "Excellent Paper" entitled "Malignant cranial dural Arteriovenous fistula with symptom aggravated by spontaneous venous thrombosis.
12. Certificate of excellent scientific poster presentation "Excellent Paper" entitled "Other location(S) of arteriovenous fistulae that symptoms mimic cavernous dural shunt."
13. Appointed by the University of Medicine & Pharmacy at Ho Chi Minh City as a Visiting Professor due to the
14. "Outstanding Alumni Award 2014" in the category of the alumni who achieved career success in government and private agencies granted by Rajini Alumni Association.
15. "Outstanding Women in the International Arena/ Network Award", in the category of State Personnel granted by the Department of Women's Affairs and Family Development, Ministry of Social Development and Human Security on the International Women's Day 2020.
16. Reputable Leadership Personnel Award for the Faculty of Medicine Ramathibodi Hospital Mahidol University, year 2010 and 2011
17. "The Neurological Society of Thailand" 17<sup>th</sup> Athasit Oration on Intracranial Aneurysmal Vasculopathies: Update Concepts for (Endovascular) Management
18. "Honorary President" by the World Federation of Neuroradiological Societies (WFNRXXII)
19. "The Neurological Society of Thailand" THE RECOGNITION OF THE FELLOWSHIP OF THE NEUROLOGICAL SOCIETY OF THAILAND

## MR. KANIT PATSAMAN

Independent Director  
Chairman of the Audit Committee  
Member of the Corporate Governance and  
Sustainable Development Committee  
Age: 63 years



### Appointment Date:

28 March 2018

### Highest Academic Qualifications:

- Master of Business Administration, National Institute of Development Administration
- Bachelor of Economics, Ramkhamhaeng University

### External Training:

Thai Institute of Directors (IOD)

- Empowering Boards: Enhancing Governance, Standards, and Financial Insights Class 3/2567
- 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 (IOD)

The Stock Exchange of Thailand (SET)

- Capital Market Research Forum 2/2023
- 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

King Prajadhipok's Institute

- Supervision Business activities for directors and senior management of State enterprises and public organizations, Class 11 (PDI 11)

### Position 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

- 2016 - Present Consultant  
P&T Consulting Company Limited



### Work 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
- 2013 – 2014 Director  
Bank for Agriculture and Agricultural Cooperatives
- 2012 – 2014 Director  
National Housing Authority

### 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. 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: 60 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, U.S.A
- Bachelor of Laws in Jurisprudence Thammasat University

### External Training:

Thai Institute of Directors (IOD)

- 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 (RCL) Class 2/2015
- Digital Transformation

The Securities and Exchange Commission (SEC)

- Online seminar with the Audit Committees of Listed Companies

The Stock Exchange of Thailand (SET)

- Insight in SET AC Focus
- Seminar on Business Driving for Sustainability 2020 by specialist and executives from Sustainable Business Development Department, the Securities and Exchange Commission

### Others

- 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

- 2017 - Present Legal Advisor  
Music Copyright (Thailand)  
Company Limited
- 2015 - Present Director  
Inter Law Biz Company Limited

#### Work 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 CHARINSAM

Independent Director

Member of the Executive Committee

Member of the Corporate Governance and Sustainability Development Committee

Age: 52 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

### External Training:

Thai Institute of Directors (IOD)

- 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 (AAP) Class 32/2019
- Director Certification Program (DCP) Class 98/2551
- Chartered Director Class (CDC) 3/2008
- Director Accreditation Program (DAP) Class 16/2004

Thai Institute of Directors

- Senior Executive Course (SES) Class 30, Capital Market Academy

### 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
- 2022 - Present Independent Director  
Member of Nomination and Remuneration Committee  
Thantawan Industry Public Company Limited
- 2020 - Present 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
- 22016 – Present     Directors  
                                         MPT Solution Company Limited

#### Work Experience:

- 2019 – 2025     Independent Director  
                                         Member of the Audit Committee  
                                         Ready Planet Public Company  
                                         Limited
- 2010 – 2011     Instructor  
                                         Chulalongkorn University
- 2000 – 2001     Consultant  
                                         IMB Thailand Company Limited
- 1999 – 2000     Consultant  
                                         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 -



## Praram 9 Hospital Public Company Limited 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, O, N), 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, 24, 25, 26(C)  |
| Mrs. Vilasinee Puddhikarant                       | C/L       | 5(D)(H)(N), 13(D)(J)(L), 23(C)                    |
| Mr. Kanit Patsaman                                | C/D/I/N   | 20(R), 22(D)(I)(L)                                |
| Prof. Wg. Cdr. Dr. Sirintara Singhara Na Ayudhaya | C/D/J/L   | -                                                 |
| Mr. Piset Chiyasak                                | C/D/J/K/M | 14(A)(D)(I), 15(C), 21(R)                         |
| Dr. Tanai Charinsarn                              | C/D/H/N   | 5(D)(H)(P), 27(D)(L), 28(D)(L), 29, 30, 31, 32(C) |
| 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         | -                                                 |

|   |                                                                               |    |                                                |    |                                            |
|---|-------------------------------------------------------------------------------|----|------------------------------------------------|----|--------------------------------------------|
| A | Chairman of the Board of Directors                                            | 1  | Pioneer Motor Public Company Limited.          | 20 | P&T Consulting Company Limited.            |
| B | Vice Chairman                                                                 | 2  | Major Cineplex Group Public Company Limited.   | 21 | Music Copyright (Thailand) Ltd.            |
| C | Director                                                                      | 3  | Rely (Thailand) Company Limited.               | 22 | Aurora Design Company Limited.             |
| D | Independent Director                                                          | 4  | CPT Company Limited.                           | 23 | SCB Tech X Company Limited.                |
| E | Authorized Director                                                           | 5  | SC Asset Corporation Public Company Limited.   | 24 | XW BP2 Company Limited.                    |
| F | Chief Executive Officer                                                       | 6  | V. Land Property Company Limited.              | 25 | XW BP1 Company Limited.                    |
| G | Chairman of the Executive Committee                                           | 7  | Upcountry Land Company Limited.                | 26 | SC Asset Six Company Limited.              |
| H | Executive Director                                                            | 8  | SC Able Company Limited.                       | 27 | Thantawan Industry Public Company Limited. |
| I | Chairman of the Audit Committee                                               | 9  | SCOPE Company Limited.                         | 28 | JD Food Public Company Limited.            |
| J | Member of the Audit Committee                                                 | 10 | SCOPE TOWER Company Limited.                   | 29 | IGNIFIER Company Limited.                  |
| K | Chairman of the Nomination and Remuneration Committee                         | 11 | SC NNR1 Company Limited.                       | 30 | Entrepreneurship Plus Company Limited.     |
| L | Member of the Nomination and Remuneration Committee                           | 12 | Bridge Group (Thailand) Company Limited.       | 31 | TNI and Associates Company Limited.        |
| M | Chairman of the Corporate Governance and Sustainability Development Committee | 13 | Forth Corporation Public Company Limited.      | 32 | MTP Solution Company Limited.              |
| N | Member of the Corporate Governance and Sustainability Development Committee   | 14 | Panelesmatic Solutions Public Company Limited. |    |                                            |
| O | Chairman of the Risk Management Committee                                     | 15 | Inter Law Biz Company Limited.                 |    |                                            |
| P | Member of the Risk Management Committee                                       | 16 | Mahanakorn Maesod Vejchakarn Company Limited.  |    |                                            |
| Q | Executives                                                                    | 17 | Thaicom Foundation.                            |    |                                            |
| R | Advisor                                                                       | 18 | SC Expedition Company Limited.                 |    |                                            |
|   |                                                                               | 19 | SC Asset Three Company Limited.                |    |                                            |



# Executive Committee

## DR. SOMCHAI PINYOPORNPANICH

Member of the Executive Committee

Age: 73 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:

- Director 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: 65 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  
Office of Knowledge Management  
and Development, Office of the  
Prime Minister (OKMD)

### 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 -



## MISS KAMAPORN TUMPIPIT

Chief Financial Officer and Executive  
(The highest responsible person in  
Accounting and Finance)

Age: 44 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)

- 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)

- e-Learning: CFO's Orientation for New IPOs
- 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)

Thai Listed Companies Association (TLCA)

- 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)





Other Institutes

- Net Zero Target Setting According to TGO Guidelines, Class 2 (Online)
- Setting Targets for Net Zero Greenhouse Gas (GHG) Emissions

Internal training:

- 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  
Director of Accounting  
BDMS Silver Company Limited

- 2018 - 2019      Assistant Director of Accounting  
Energy Absolute Public Company Limited
- 2017 - 2018      Financial Controller  
One Bangkok Holdings Company Limited
- 2011 - 2017      Accounting and Finance Manager  
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: 49 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)

- Successful Formulation & Execution the Strategy (SFE) Year 2008

Other Institutes

- 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.
- 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:

- 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
- 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: 52 years

### Appointed Date:

18 February 2025

### Highest Academic Qualifications:

- Master of Business Administration, Chulalongkorn University
- Master of Science, Chulalongkorn University
- Fellowship in Nephrology, Chulalongkorn University
- Diploma in Internal Medicine, Chulalongkorn University
- Doctor of Medicine (M.D.), Chulalongkorn University

### External Training:

- Certificate in Medical Governance for Senior Executives, King Prajadhipok's Institute and the Medical Council of Thailand

### Positions held in other companies:

Listed Company

- None -

Other companies or organizations

- None -

### Work Experience:

- 2020-2025 Assistant Director of Medical Affairs and Human Resources, Praram 9 Hospital Public Company Limited
- 2005-2007 Medical Lecturer, Division of Nephrology, King Chulalongkorn Memorial Hospital

### Shareholding percentage:

- Executive 26,000 Shares
- Spouse - None -
- Minor child - None -

### Conflict of Interest:

- None -

### Family Relationship with the executive:

- None -

### Illegal record in the past 10 years:

- None -



## MISS SUREE APICHAYAPHORN

Profile of the person supervising accounting

Deputy Division Manager

Age: 58 years

### Appointed Date:

1 March 2022

### Highest Academic Qualifications:

- Master of Business Administration (Finance and Banking), Ramkhamhaeng University

### External Training:

The Stock Exchange of Thailand (SET)

- Course on Improving the Material Transactions (MT) and Related Party Transactions (RPT) Criteria of Listed Companies

Others

- Basic Finance Course - CPD Tutor Co., Ltd.
- VAT Essentials Course - The Revenue Department
- Withholding Tax Compliance Course - The Revenue Department

### Internal training:

- Fundamentals of RPA (UI Path)
- The World Transformed: The Mindset That Changed My Life
- Principles of Personal Data Protection (PDPA)
- Resource Management & Cost Control
- Employee Mental Health Management
- Communication for Collaboration and Win-Win Solutions
- Risk Management Training Program
- Safety Week 2024
- K2 Five Software Workshop

### Positions held in other companies:

Listed Company

- None -

Other companies or organizations

- None -

### 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: 55 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 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 2<sup>nd</sup> 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)

- 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
- Company Secretary Forum
- 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 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)

- 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:

- 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

#### Position 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 (0.001%)
- 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

-None-

# Attachment 3

## Details of the Head of Internal Audit and the Head of Compliance



## MRS. SASIVIMON SUKSAI

Head of Internal Audit

Age: 58 years

### Appointed Date:

11 March 2020

### Highest Academic Qualifications:

- Certified Public Accountant, Registration Number 3906
- Master of Business Administration (M.B.A.)  
Chulalongkorn University
- Bachelor of Faculty of Commerce and Accountancy,  
Thammasat University

### Training:

- Self-Study CPD Program - Financial Reporting  
Standards for Non-Publicly Accountable Entities  
(TFRS for NPAs), Session 13/2024
- TFRS Update 2024
- Introduction to IFRS S1 and IFRS S2
- Cybersecurity Requirements EP2
- The Role of Internal Auditors in ESG Reporting
- IA Strategy
- International Standards for Internal Auditing

### 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

### Percent of Shareholding:

- 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: 55 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 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 2<sup>nd</sup> 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)

- 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
- Company Secretary Forum
- 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 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)

- 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:

- 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

#### Position 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 (0.001%)
- 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.phraram9.com/en>

# Attachment 6

## Report of the Audit Committee

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 for the period 2024. |
| GRI 1 used                        | GRI 1: Foundation 2021                                                                                          |
| Applicable GRI Sector Standard(s) | Not applicable                                                                                                  |

| GRI STANDARD                    | DISCLOSURE                                                                       | LOCATION                                             | OMISSION               |                |                                                                             |
|---------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------|------------------------|----------------|-----------------------------------------------------------------------------|
|                                 |                                                                                  |                                                      | REQUIREMENT(S) OMITTED | REASON         | EXPLANATION                                                                 |
| General disclosures             |                                                                                  |                                                      |                        |                |                                                                             |
| GRI 2: General Disclosures 2021 | 2-1 Organizational details                                                       | 7 - 8,<br>178 - 179                                  |                        |                |                                                                             |
|                                 | 2-2 Entities included in the organization's sustainability reporting             | 43                                                   |                        |                |                                                                             |
|                                 | 2-3 Reporting period, frequency and contact point                                | 179, 193                                             |                        |                |                                                                             |
|                                 | 2-4 Restatements of information                                                  | See further details in the section about this report |                        |                |                                                                             |
|                                 | 2-5 External assurance                                                           | 4 - 5, 16 - 18, 201                                  |                        |                |                                                                             |
|                                 | 2-6 Activities, value chain and other business relationships                     | 58 - 63                                              |                        |                |                                                                             |
|                                 | 2-7 Employees                                                                    | 127 - 130<br>253                                     |                        |                |                                                                             |
|                                 | 2-8 Workers who are not employees                                                | See omission                                         | a, b, c                | Not applicable | This information is not disclosed due to its irrelevance to the PR9 context |
|                                 | 2-9 Governance structure and composition                                         | 234 - 253                                            |                        |                |                                                                             |
|                                 | 2-10 Nomination and selection of the highest governance body                     | 267 - 272                                            |                        |                |                                                                             |
|                                 | 2-11 Chair of the highest governance body                                        | 270                                                  |                        |                |                                                                             |
|                                 | 2-12 Role of the highest governance body in overseeing the management of impacts | 238 - 240                                            |                        |                |                                                                             |



| GRI STANDARD | DISCLOSURE                                                           | LOCATION               | OMISSION               |                             |                                                                             |
|--------------|----------------------------------------------------------------------|------------------------|------------------------|-----------------------------|-----------------------------------------------------------------------------|
|              |                                                                      |                        | REQUIREMENT(S) OMITTED | REASON                      | EXPLANATION                                                                 |
|              | 2-13 Delegation of responsibility for managing impacts               | 245 - 247              |                        |                             |                                                                             |
|              | 2-14 Role of the highest governance body in sustainability reporting | 63, 245 - 247          |                        |                             |                                                                             |
|              | 2-15 Conflicts of interest                                           | 312 - 331              |                        |                             |                                                                             |
|              | 2-16 Communication of critical concerns                              | 46 - 54, 136 - 138     |                        |                             |                                                                             |
|              | 2-17 Collective knowledge of the highest governance body             | 272 - 277              |                        |                             |                                                                             |
|              | 2-18 Evaluation of the performance of the highest governance body    | 277 - 280              |                        |                             |                                                                             |
|              | 2-19 Remuneration policies                                           | 250 - 253, 289 - 291   |                        |                             |                                                                             |
|              | 2-20 Process to determine remuneration                               | 250 - 253, 289 - 291   |                        |                             |                                                                             |
|              | 2-21 Annual total compensation ratio                                 | See omission           | a, b, c                | Confidentiality constraints | This information is not disclosed due to confidentiality constraints        |
|              | 2-22 Statement on sustainable development strategy                   | 3, 55 - 58             |                        |                             |                                                                             |
|              | 2-23 Policy commitments                                              | 55 - 58, 72, 111 - 116 |                        |                             |                                                                             |
|              | 2-24 Embedding policy commitments                                    | 55 - 66                |                        |                             |                                                                             |
|              | 2-25 Processes to remediate negative impacts                         | 297 - 300              |                        |                             |                                                                             |
|              | 2-26 Mechanisms for seeking advice and raising concerns              | 297 - 300              |                        |                             |                                                                             |
|              | 2-27 Compliance with laws and regulations                            | 179                    |                        |                             |                                                                             |
|              | 2-28 Membership associations                                         | 16 - 18, 73 - 74       |                        |                             |                                                                             |
|              | 2-29 Approach to stakeholder engagement                              | 60 - 63                |                        |                             |                                                                             |
|              | 2-30 Collective bargaining agreements                                | See omission           | a, b                   | Not applicable              | This information is not disclosed due to its irrelevance to the PR9 context |



| GRI STANDARD                                    | DISCLOSURE                                                                     | LOCATION                  | OMISSION               |        |             |
|-------------------------------------------------|--------------------------------------------------------------------------------|---------------------------|------------------------|--------|-------------|
|                                                 |                                                                                |                           | REQUIREMENT(S) OMITTED | REASON | EXPLANATION |
| Material topics                                 |                                                                                |                           |                        |        |             |
| GRI 3: Material Topics 2021                     | 3-1 Process to determine material topics                                       | 58 – 72                   |                        |        |             |
|                                                 | 3-2 List of material topics                                                    | 64 – 72                   |                        |        |             |
| 1. Business Ethics, Integrity and Transparency  |                                                                                |                           |                        |        |             |
| GRI 3: Material Topics 2021                     | 3-3 Management of material topics                                              | 55 – 58, 73, 294          |                        |        |             |
| 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 and Collaboration                 |                                                                                |                           |                        |        |             |
| GRI 3: Material Topics 2021                     | 3-3 Management of material topics                                              | 55 – 58, 80 – 85          |                        |        |             |
| 3. Supply Chain Management                      |                                                                                |                           |                        |        |             |
| GRI 3: Material Topics 2021                     | 3-3 Management of material topics                                              | 55 – 58, 74 – 75          |                        |        |             |
| GRI 308: Supplier Environmental Assessment 2016 | 308-1 New suppliers that were screened using environmental criteria            | 76                        |                        |        |             |
| GRI 414: Supplier Social Assessment 2016        | 414-1 New suppliers that were screened using social criteria                   | 76                        |                        |        |             |
| 4. Human Rights                                 |                                                                                |                           |                        |        |             |
| GRI 3: Material Topics 2021                     | 3-3 Management of material topics                                              | 55 – 58, 111 – 112        |                        |        |             |
| GRI 405: Diversity and Equal Opportunity 2016   | 405-1 Diversity of governance bodies and employees                             | 113, 127 – 130, 236 – 237 |                        |        |             |
| GRI 406: Non-discrimination 2016                | 406-1 Incidents of discrimination and corrective actions taken                 | 113 – 116                 |                        |        |             |
| GRI 410: Security Practices 2016                | 410-1 Security personnel trained in human rights policies or procedures        | 79                        |                        |        |             |





| GRI STANDARD                             | DISCLOSURE                                                                                               | LOCATION             | OMISSION               |        |             |
|------------------------------------------|----------------------------------------------------------------------------------------------------------|----------------------|------------------------|--------|-------------|
|                                          |                                                                                                          |                      | REQUIREMENT(S) OMITTED | REASON | EXPLANATION |
| 5. Improve Quality of Life and Community |                                                                                                          |                      |                        |        |             |
| GRI 3: Material Topics 2021              | 3-3 Management of material topics                                                                        | 55 - 58, 139         |                        |        |             |
| GRI 413: Local Communities 2016          | 413-1 Operations with local community engagement, impact assessments, and development programs           | 139 - 163            |                        |        |             |
| 6. Accountability for Service            |                                                                                                          |                      |                        |        |             |
| GRI 3: Material Topics 2021              | 3-3 Management of material topics                                                                        | 55 - 58, 131         |                        |        |             |
| GRI 416: Customer Health and Safety 2016 | 416-1 Assessment of the health and safety impacts of product and service categories                      | 131 - 135            |                        |        |             |
| GRI 418: Customer Privacy 2016           | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data       | 135 - 138            |                        |        |             |
| 7. Talent Attraction and Retention       |                                                                                                          |                      |                        |        |             |
| GRI 3: Material Topics 2021              | 3-3 Management of material topics                                                                        | 55 - 58, 117 - 118   |                        |        |             |
| GRI 401: Employment 2016                 | 401-1 New employee hires and employee turnover                                                           | 127 - 130            |                        |        |             |
|                                          | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | 125, 129 - 130       |                        |        |             |
| GRI 404: Training and Education 2016     | 404-1 Average hours of training per year per employee                                                    | 130                  |                        |        |             |
|                                          | 404-2 Programs for upgrading employee skills and transition assistance programs                          | 118 - 126, 254 - 262 |                        |        |             |
| 8. Climate Change                        |                                                                                                          |                      |                        |        |             |
| GRI 3: Material Topics 2021              | 3-3 Management of material topics                                                                        | 55 - 58, 86 - 89     |                        |        |             |
| GRI 305: Emissions 2016                  | 305-1 Direct (Scope 1) GHG emissions                                                                     | 90 - 94              |                        |        |             |
|                                          | 305-2 Energy indirect (Scope 2) GHG emissions                                                            | 90 - 94              |                        |        |             |
|                                          | 305-3 Other indirect (Scope 3) GHG emissions                                                             | 90 - 94              |                        |        |             |
|                                          | 305-4 GHG emissions intensity                                                                            | 90 - 94              |                        |        |             |
|                                          | 305-5 Reduction of GHG emissions                                                                         | 90 - 94              |                        |        |             |



| GRI STANDARD                      | DISCLOSURE                                                   | LOCATION                 | OMISSION                  |        |             |
|-----------------------------------|--------------------------------------------------------------|--------------------------|---------------------------|--------|-------------|
|                                   |                                                              |                          | REQUIREMENT(S)<br>OMITTED | REASON | EXPLANATION |
| 9. Energy Saving                  |                                                              |                          |                           |        |             |
| GRI 3: Material Topics 2021       | 3-3 Management of material topics                            | 55 - 58,<br>86 - 87, 94  |                           |        |             |
| GRI 302: Energy 2016              | 302-1 Energy consumption within the organization             | 94 - 97                  |                           |        |             |
|                                   | 302-3 Energy intensity                                       | 94 - 97                  |                           |        |             |
|                                   | 302-4 Reduction of energy consumption                        | 94 - 97                  |                           |        |             |
| 10. Water Saving Management       |                                                              |                          |                           |        |             |
| GRI 3: Material Topics 2021       | 3-3 Management of material topics                            | 55 - 58, 86 - 87,<br>98  |                           |        |             |
| GRI 303: Water and Effluents 2018 | 303-1 Interactions with water as a shared resource           | 99 - 101                 |                           |        |             |
|                                   | 303-2 Management of water discharge-related impacts          | 99 - 101                 |                           |        |             |
|                                   | 303-3 Water withdrawal                                       | 99 - 101                 |                           |        |             |
|                                   | 303-4 Water discharge                                        | 99 - 101                 |                           |        |             |
|                                   | 303-5 Water consumption                                      | 99 - 101                 |                           |        |             |
| 11. Waste Management              |                                                              |                          |                           |        |             |
| GRI 3: Material Topics 2021       | 3-3 Management of material topics                            | 55 - 58,<br>86 - 87, 104 |                           |        |             |
| GRI 306: Waste 2020               | 306-1 Waste generation and significant waste-related impacts | 108 - 110                |                           |        |             |
|                                   | 306-2 Management of significant waste-related impacts        | 104 - 107                |                           |        |             |
|                                   | 306-3 Waste generated                                        | 108 - 110                |                           |        |             |
|                                   | 306-4 Waste diverted from disposal                           | 108 - 110                |                           |        |             |
|                                   | 306-5 Waste directed to disposal                             | 108 - 110                |                           |        |             |

Certificate Number:  
TGO CFO FY25-03-319



องค์กร  
rganization

THAILAND GREENHOUSE GAS  
MANAGEMENT ORGANIZATION  
(Public Organization)



## CERTIFICATE

Awarded to

Praram9 Hospital

Company address verified: 99 Rama9 Road , Bang Kapi Subdistrict , Huai Khwang District ,  
Bangkok 10310

Thailand Greenhouse Gas Management Organization certifies that  
the quantity of Greenhouse Gas of the above organization has been verified  
by LRQA (THAILAND) LIMITED  
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: [01/01/2024 - 31/12/2024]

Total Greenhouse Gas Emission (Scope 1&2): 6,847 tonCO<sub>2</sub>e/year

|                               |                                 |
|-------------------------------|---------------------------------|
| Direct GHG emissions          | 484 tonCO <sub>2</sub> e/year   |
| Energy Indirect GHG emissions | 6,363 tonCO <sub>2</sub> e/year |
| Other Indirect GHG emissions  | 5,393 tonCO <sub>2</sub> e/year |

The agreed level of assurance is: Limited, at materiality of 5%

Registration Date: 24 February 2025

Mrs. Natarika Wayuparb Nitiphon

Acting Executive Director

Thailand Greenhouse Gas Management Organization (Public Organization)

“ ไม่ใช่แค่ ดูแลสุขภาพ  
แต่เรา...ดูแล **โลก** ด้วย ”



Praram 9  
Hospital

บริษัท โรงพยาบาลพระรามเก้า จำกัด (มหาชน) 99 ถนนพระราม 9 แขวงบางกะปิ เขตห้วยขวาง กรุงเทพฯ 10310  
Praram 9 Hospital Public Company Limited 99 Rama IX Rd., Bangkapi, Huai Khwang, Bangkok 10310  
Tel.: +66 (0) 2 202 9999 Fax: +66 (0) 2 202 9998 E-mail: info@praram9.com



[www.praram9.com](http://www.praram9.com)



1270



Praram 9 Hospital