



Annual Registration Statement / Annual Report

Form 56-1 One Report

(e-One Report)

PRARAM 9 HOSPITAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



Table of Contents

	Page
Part 1 Business Operations and Performance	
1. Group Structure and Operations	
1.1 Policy and business overview	1
1.2 Business Operations	9
1.3 Shareholding structure	16
1.4 Number of registered capital and paid-up capital	18
1.5 Issuance of other securities	19
1.6 Dividend payment policy	20
2. Risk management	
2.1 Risk mgmt policy and plan	21
2.2 Risk factors	23
3. Sustainable Development	
3.1 Sustainability Management Policy and Targets	30
3.2 Management of impacts on stakeholders in the business value chain	33
3.3 Management of environmental sustainability	44
3.4 Social sustainability management	62
4. Management Discussion and Analysis (MD&A)	
4.1 Operation, financial condition and material changes, accompanied by the causes or factors contributing thereto during the past year	85
4.2 Potential factors or incidents that may materially affect the financial condition or the operating results	91
4.3 Disclose information from the financial statements and significant financial ratios	92
5. General information and other material facts	

Table of Contents (continued)

	Page
5.1 General information	101
5.2 Other material facts	103
5.3 Legal disputes	104
5.4 Secondary market	105
5.5 Financial institution with regular contact (only in case of debt securities offeror)	106
 Part 2 Corporate Governance	
6. Corporate governance policy	
6.1 Corporate Governance Policy	107
6.2 Business code of conduct (if any)	129
6.3 Material changes and developments regarding policy, guidelines and corporate governance system in the preceding year	145
7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others	
7.1 Corporate Governance Structure	148
7.2 Information on the Board of Directors	149
7.3 Information on subcommittees	159
7.4 Information on executives	166
7.5 Information on employees	171
7.6 Other significant information	172
8. Report on key operating results on corporate governance	
8.1 Summary of duty performance of the Board of Directors in the past year	174
8.2 Report on the results of duty performance of the Audit Committee in the past year	196
8.3 Summary of the results of duty performance of subcommittees	198

Table of Contents (continued)

	Page
9. Internal control and related party transactions	
9.1 Internal control	202
9.2 Related party transactions	206
Part 3 Financial Statement	
Board of Directors' Responsibility Statement for the Financial Report	237
Auditor's Report	239
Financial Statements	246
Notes to the Financial Statements	253
Back up attachment	
Attachment	280

Part 1 Business Operations and Performance

1. Group Structure and Operations

1.1 Policy and business overview

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

Message from the chairman

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.

Image Message from the chairman



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. Shanaphet Damabong)
Chairman of the Board of Directors

(Dr. Dattin Pooprasert)
Chief Executive Officer

Vision

- **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.

Objectives

- Integrate artificial intelligence (AI) and digital systems to enhance the efficiency of medical services and hospital management.
- Reduce greenhouse gas emissions and become an environmentally friendly organization.

Goals

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

Business strategies

Structure and Business Operations

Param 9 Hospital Public Company Limited (“The Company” or “The Hospital” or “Param 9 Hospital”) has been operating a general hospital under the name “Param 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.

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 Middle East. 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.

Param 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 Param 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.

Business Strategy for 2024

Param 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:

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.

These initiatives reflect Praram 9 Hospital's commitment to excellence, ensuring high-quality patient care, technological advancements, and international healthcare standards.

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.

3. Efficiency with Collaboration (Lean Process)

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

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.

1.1.2 Material changes and developments

Details regarding material changes and developments

Year	Material changes and developments
2024	<ul style="list-style-type: none"> - 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 3rd 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).

Year	Material changes and developments
2024	<ul style="list-style-type: none"> - 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.
2023	<ul style="list-style-type: none"> - 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 3rd most admired company among consumers in private hospital businesses in Thailand (Thailand's Most Admired Company 2023-2024) by the BrandAge 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

Year	Material changes and developments
2023	<p>effectively improve healthcare provided to our patients.</p> <ul style="list-style-type: none"> - 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: <ul style="list-style-type: none"> o OPD of the 2nd floor of Building A at the emergency room, Internal Medicine Department and Orthopedic Surgery Department, to support increasing numbers of outpatients. o IPD on the 10th floor of Building A to improve the scenery for accommodating inpatients. <p>8th floor of Building A to create a Praram 9 Hospital Learning Center that provides academic knowledge to hospital personnel.</p>
2022	<ul style="list-style-type: none"> - The Hospital opened the Vaccination and Travel Medicine Center. - The Hospital opened the Thyroid and Thyroid Surgery Center. - The Hospital was ranked 8th for the World’s Best Hospital 2022 of Thailand and 5th in the Private Hospital Category by Newsweek Magazine. - The Hospital was ranked 3rd 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 7th 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 4th 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 Corp, 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.

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

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

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

List of spending of the money obtained from each offering of equity or debt securities			
Item 1			
Types of securities used for fundraising			Amount of funds raised
Equity Instruments			1,981.00 Million Baht
Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
1. Construction of a new medical building (Building B) 2. Renovation of the existing building (Building A) 3. Construction of a place for employees and medical personnel. 4. Working capital for business operations Other investments and business expansion of Company (if any)	Oct 2018 - Dec 2021	1,981.00	1,981.00
Implementation according to objectives Achieve objectives Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives - Related links -			

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

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

1.1.5 Company information

Company name : PRARAM 9 HOSPITAL PUBLIC COMPANY LIMITED
 Symbol : PR9
 Address : 99 Rama IX Road, Bang Kapi, Huaykwang
 Province : Bangkok
 Postcode : 10310
 Business : Company operates overnight general hospital under the name of "Praram 9 Hospital".
 Registration number : 0107561000064
 Telephone : 0-2202-9999
 Facsimile number : 0-2202-9998
 Website : <http://www.param9.com>
 Email : info@param9.com
Total shares sold
 Common stock : 786,300,000

Diagram of organization's logo



Praram 9
Hospital

1.2 Nature of business

1.2.1 Revenue structure

Revenue structure by product line or business group

	2022	2023	2024
Total revenue from operations (thousand baht)	4,150,469.80	4,252,810.42	4,690,544.86
Revenues from hospital operations (thousand baht)	4,107,342.36	4,201,969.86	4,635,381.15
Others (thousand baht)	43,127.44	50,840.56	55,163.71
Total revenue from operations (%)	100.00%	100.00%	100.00%
Revenues from hospital operations (%)	98.96%	98.80%	98.82%
Others (%)	1.04%	1.20%	1.18%

By geographical area or market

	2022	2023	2024
Total revenue (thousand baht)	4,150,469.80	4,252,810.42	4,690,544.86
Domestic (thousand baht)	4,150,469.80	4,252,810.42	4,690,544.86
International (thousand baht)	0.00	0.00	0.00
Total revenue (%)	100.00%	100.00%	100.00%
Domestic (%)	100.00%	100.00%	100.00%
International (%)	0.00%	0.00%	0.00%

Other income as specified in the financial statements

	2022	2023	2024
Total other income (thousand baht)	51,847.75	81,009.17	109,780.50
Other income from operations (thousand baht)	43,127.44	50,840.56	55,163.71
Rental income (thousand baht)	14,963.82	13,985.02	13,648.83
Other income (thousand baht)	28,163.62	36,855.54	41,514.89
Other income not from operations (thousand baht)	8,720.31	30,168.61	54,616.79
Finance income (thousand baht)	8,720.31	30,168.61	54,616.79

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

	2022	2023	2024
Share of profit (thousand baht)	0.00	0.00	0.00

1.2.2 Information on products and services

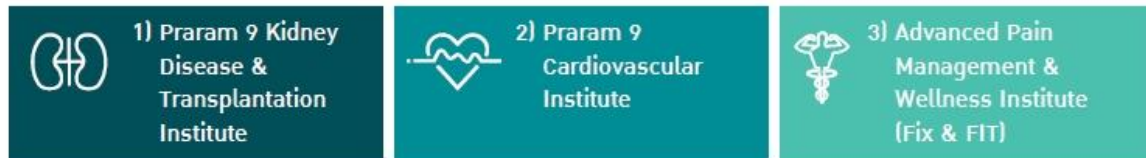
1.2.2.1 Product/service information and business innovation development

Service

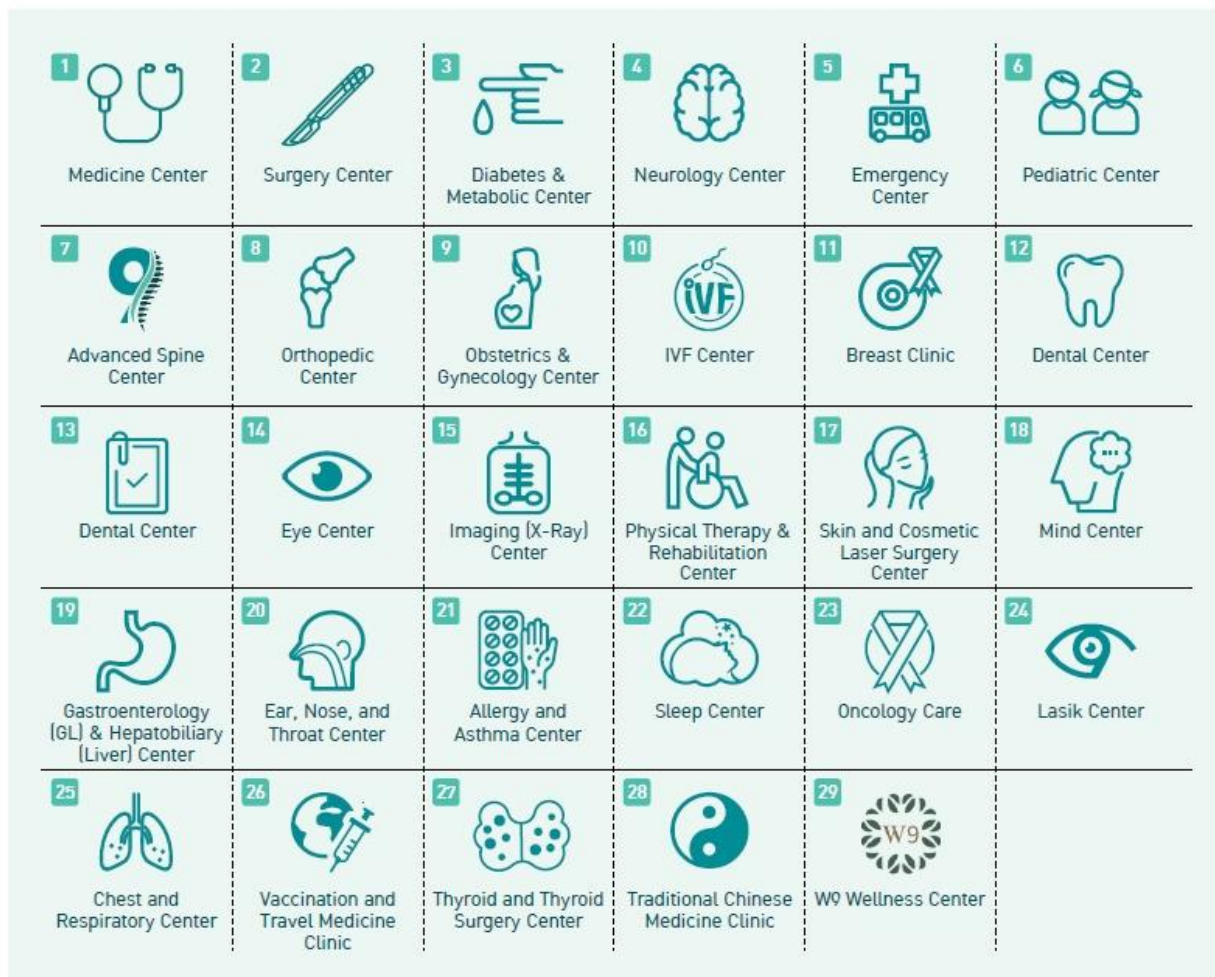
Praram 9 Hospital Public Company Limited has been operating a general since 1992 with 166 beds. In 2021, the Hospital had additional 38 registered beds and has gradually increased the number of available beds according to its business plan. Currently, the total number of registered beds are 204 beds.

Diagram of Service

3 Medical Institutes



29 Medical Centers



Outpatient Services (OPD)

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

R&D expenses in the past 3 years

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

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

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.

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:

- 1) OPD (Outpatient Services) – Focus on outpatient services and specialized centers.
- 2) IPD (Inpatient Services) – Renovation of wards and inpatient treatment centers.
- 3) Service & Facilities – Enhancing infrastructure and amenities.

-  OPD (Outpatient Services) ·
- Renovation of International Center ·
- Upgrading LASIK Center ·
- Improvement of 9 Care Plus Health Shop ·
- Check-up Center Phase 2 renovation ·
- Enhancing Rehabilitation Center (Building A) ·
- Upgrading Hemodialysis Unit (5th Floor)

IPD (Inpatient Services & Specialized Centers) ·

- Renovation of WARD 12 (W12, Building A) ·
- Upgrading WARD 14 (Building A) ·
- Enhancing Arab Ward ·
- Renovation of CSSD (Central Sterile Supply Department) ·
- Upgrading Labor & Delivery Room (4th Floor, Building A)

Service & Facilities (Infrastructure & Support Services) ·

- Upgrading Drop-off Area (1st Floor) ·
- Renovation of Food Court (Building A) ·
- Office improvements in Building O and 7th Floor, Building C ·
- Landscape enhancements on the side of the building ·
- Installation of MRI Room

The industry competition during the preceding year

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.

1.2.2.3 Procurement of products or 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.pparam9.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.

1.2.2.4 Assets used in business undertaking

Core permanent assets

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:

The appraisal price of core permanent assets

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
Land and land improvement	647.80	Owner	-	-
Buildings, building improvement and condominium units	1,327.10	Owner	-	-
Building service systems	522.30	Owner	-	-
Tools and medical instruments	306.00	Owner	-	-
Office furniture, fixtures and equipment	329.70	Owner	-	-
Vehicles	13.60	Owner	-	-
Assets during installation and construction in progress	52.60	Owner	-	-
Allowance for loss on impairment of land, buildings, machinery and equipment	-5.10	Owner	-	-

Core 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

The appraisal price of core intangible assets

List of assets	Types	Book value / Appraised value	Additional details
Computer software - cost	Software	79.75	-

Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : No
companies

1.2.2.5 Under-construction projects

Under-construction projects : No

Details of under-construction projects

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -

1.3 Shareholding structure

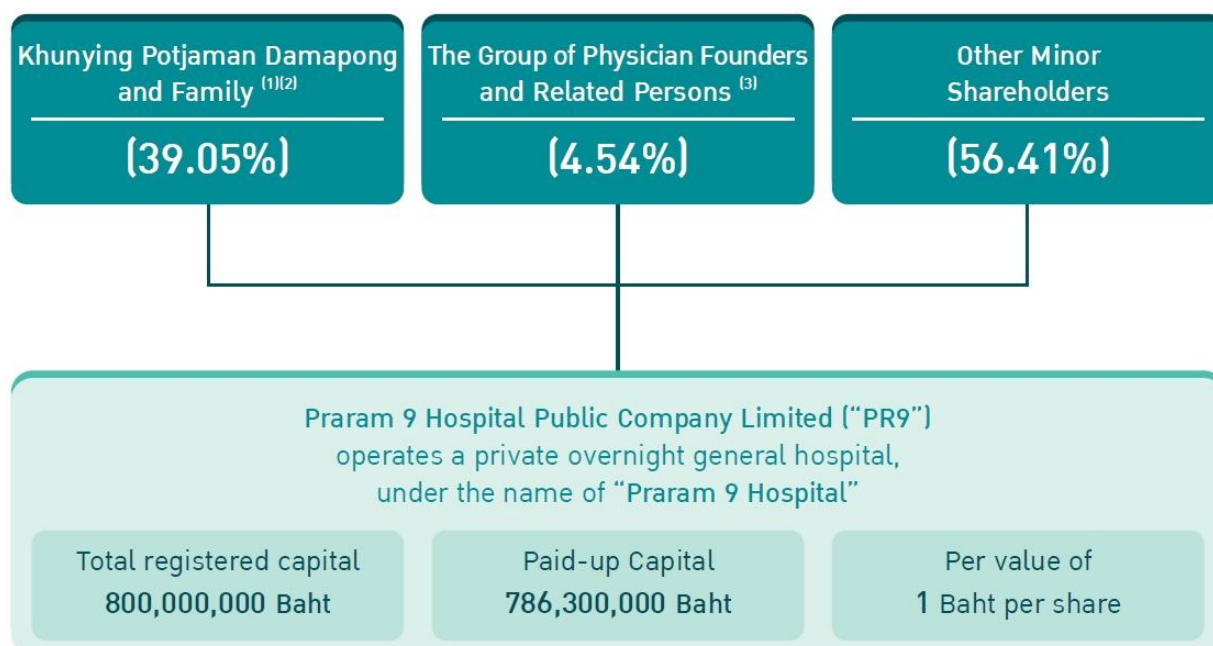
1.3.1 Shareholding structure of the group of companies

Policy on operational organization within the group of companies

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:

Shareholding diagram of the group of companies

Shareholding diagram



Shareholding Structure

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

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

1.3.3 Relationship with major shareholders’ business

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

1.3.4 Shareholders

List of major shareholders

Group/List of major shareholders	Number of shares (shares)	% of shares
1. Khunying Potjaman Damapong	292,062,500	37.14

Group/List of major shareholders	Number of shares (shares)	% of shares
2. Thai NVDR Company Limited	40,777,012	5.18
3. Mr. Satien Pooprasert	10,550,000	1.34
4. Mr. Prasert Trairatvorakul	9,950,000	1.26
5. Mr. Viroon Mavichak	9,250,000	1.17
6. Krungsri Dividend Stock LTF	6,976,200	0.88
7. B-TOP-THAIESG	6,275,400	0.79
8. VAYU1	6,024,300	0.76
9. Bangkok Life Insurance Public Company Limited	5,766,300	0.73
10. Muang Tahi Life Assurance Public Company Limited	5,521,137	0.70
11. Mr. Pongsak Thammathataree	5,369,900	0.68
12. Mr. Mongkol Tanjapatkul	5,350,000	0.68
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	0.63
14. Mr. Panthongtae Shinawatra	5,000,000	0.63
15. Miss Pintongta Shinawatra Kunakornvong	5,000,000	0.63
16. BBHISL NOMINEES LIMITED	4,905,500	0.62
17. Abrdn Small-Mid Cap	4,804,800	0.61
18. N.C.B.TRUST LIMITED-NORGES BANK 38	4,154,300	0.52
19. Bangkok Life Insurance Public Company Limited (2) by Bangkok Capital Asset Management Co., Ltd.	4,052,300	0.51
20. Miss Pornbhirom Bhirombhakdi	4,000,000	0.50
21. Mr. Thitipong Siritianthong	4,000,000	0.50

Major shareholders' agreement

Does the company have major shareholders' : No
agreements?

1.4 Amounts of registered capital and paid-up capital

1.4.1 Registered capital and paid-up capital

Registered capital and paid-up capital

Registered capital (Million Baht)	:	800.00
Paid-up capital (Million Baht)	:	786.30
Common shares (number of shares)	:	800
Value of common shares (per share) (baht)	:	1.00
Preferred shares (number of shares)	:	0
Value of preferred share (per share)	:	0.00

Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

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

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

1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)? : Yes

Number of shares (Share) : 40,777,012

Calculated as a percentage (%) : 5.19

The impacts on the voting rights of the shareholders

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

1.5 Issuance of other securities

1.5.1 Convertible securities

Convertible securities : No

1.5.2 Debt securities

Debt securities : No

1.6 Dividend policy

The dividend policy of the company

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

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

Historical dividend payment information

	2020	2021	2022	2023	2024
Net profit per share (baht : share)	0.2600	0.3200	0.7200	0.7100	0.9100
Dividend per share (baht : share)	0.1400	0.1400	0.2900	0.3000	0.4000
Ratio of stock dividend payment (existing share : stock dividend)	0.0000	0.0000	0.0000	0.0000	0.0000
Value of stock dividend per share (baht : share)	0.0000	0.0000	0.0000	0.0000	0.0000
Total dividend payment (baht : share)	0.1400	0.1400	0.2900	0.3000	0.4000
Dividend payout ratio compared to net profit (%)	42.81	44.18	40.17	42.28	44.13

2. Risk management

2.1 Risk management policy and plan

Risk management policy and plan

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)

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

Link for risk management policy and plan : <https://investor.pparam9.com/en/company-info/sustainability-management/risk-management>

Link Page Number : 46 (48)

2.2 Risk factors

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

Risk 1 Emerging Risk : Cost Conscious

Related risk topics : Strategic Risk
• Competition risk

Risk characteristics

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.

Risk-related consequences

1. Higher costs may reduce competitiveness
2. Hospitals' net profits may decrease if they cannot effectively control costs
3. They may have to increase service prices, affecting the number of service recipients

Risk management measures

1. Conduct an in-depth analysis of fixed costs (Fix Cost) to identify the factors contributing to their increase.
2. Develop proactive cost risk management plans.
3. Establish risk indicators to monitor risks periodically.

Risk 2 Business Risks : Risk of Failing to Achieve World-Class Hospitality Within 5 Years

Related risk topics : Strategic Risk
• Behavior or needs of customers / consumers
• Changes in technologies
Operational Risk
• Human error in business operations

Risk characteristics

The Hospital has a 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.

Risk-related consequences

1. Loss of opportunity to expand the foreign patient market, which is a significant high-potential customer group.
2. Decline in the hospital's image and credibility compared to competitors.
3. Revenue and profits from the foreign customer group falling short of established targets.

Risk management measures

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.
3. There is regular monitoring and evaluation of risks to improve the quality of service delivery.

Risk 3 Business risks : Cyber Resiliency

Related risk topics : Operational Risk
• Information security and cyber-attack
• System disruption risk

Risk characteristics

The healthcare service industry is highly vulnerable to cyber threats due to the high value of Personal Health Information (PHI) and Electronic Health Records (EHR) on the dark web. This makes it a primary target for attacks such as ransomware and phishing. These attacks can have severe impacts on patient care, business continuity, and customer trust.

Risk-related consequences

1. Loss or leakage of data may impact patient safety and privacy.

2. Damage to the reputation and credibility of the hospital.
3. Financial losses due to operational disruptions and damage remediation.
4. Disruption in the hospital's workflow, preventing normal operations.
5. Leaked information may lead to legal consequences and associated damages.

Risk management measures

Preventive Control Measures:

1. Regular penetration testing.
2. Consistent updates of antivirus software.
3. Educating employees across all departments about cybersecurity.

Detective Control Measures:

1. Structuring the network to ensure continuity in all situations.
2. Monitoring proactive Key Risk Indicators (KRIs), such as:
 - 2.1 System availability uptime.
 - 2.2 Statistics of external and internal attacks that cannot be prevented or resolved.

Recovery Control Measures:

1. Setting a rapid Cyber Resiliency recovery goal.
2. Defining the RTO (Recovery Time Objective) to establish the timeframe for system recovery.

Risk 4 Business Risks : Risk of Workforce Competency Misalignment with Organizational Direction

- Related risk topics : Strategic Risk
- Behavior or needs of customers / consumers
- Operational Risk
- Shortage or reliance on skilled workers
 - Human error in business operations

Risk characteristics

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.

Risk-related consequences

If personnel are unable to adapt and develop their competencies in alignment with the organization's direction and goals in a timely manner, it may result in:

1. Reduced work efficiency
2. Patient services not meeting established standards
3. Decreased patient satisfaction
4. Reduced competitiveness in the market
5. Failure to achieve business objectives

Risk management measures

1. Established a competency set that aligns with the Hospital's future goals
2. Developed a performance measurement system that integrates these competencies.
3. Human Resource Development (HRD) system has been designed to support these competencies through training and practical application via on-the-job training.

Risk 5 Business Risks : Risk of Non-Compliance with Business-Related Regulations

- Related risk topics : Operational Risk
- Human error in business operations
- Compliance Risk
- Change in laws and regulations
 - Legal risk

Risk characteristics

The risk of non-compliance related to the business operations of Praram 9 Hospital arises from the necessity for the hospital to

adhere to continuously emerging regulations and new laws. These include laws at the national level, professional group regulations, and the rules set forth by the Securities and Exchange Commission. Failure to comply with these regulations may result in fines or legal action, which could negatively impact the hospital's reputation and operations.

Risk-related consequences

The impact of non-compliance with regulations related to business operations can be categorized into several aspects, including:

1. **Financial Aspect:** Being fined or facing legal action could lead to significant expenses for the hospital.
2. **Reputational Aspect:** Non-compliance may damage the hospital's reputation, affecting the trust of patients and stakeholders.
3. **Operational Aspect:** Legal proceedings could disrupt the hospital's operations, impacting its ability to provide patient services.

Risk management measures

1. **Follow new regulations:** The hospital continuously follows new regulations and analyzes the stakeholders involved in such regulations.
2. **Communicate the guidelines:** The hospital systematically communicates the guidelines for compliance with the regulations so that all employees understand and can comply correctly.
3. **Educate employees:** The hospital educates all employees about new regulations and how to comply with those regulations.
4. **Create a flow of implementation:** The hospital creates a flow of implementation if there is any non-compliance with the regulations so that it can respond quickly and communicate and clarify quickly if any potential non-compliance is found.

Risk 6 Clinical Risk : Patient Safety

- Related risk topics :
- Strategic Risk
 - Behavior or needs of customers / consumers
 - Operational Risk
 - Human error in business operations
 - Compliance Risk
 - Legal risk

Risk characteristics

Patient safety is the top priority at Praram 9 Hospital. Patient safety risk refers to the likelihood of patients being harmed during medical services, which may result from errors by personnel, treatment processes, work systems, or other environmental factors. If not managed effectively, these risks can impact patients' lives, the hospital's reputation, and the credibility of the healthcare system.

Risk-related consequences

1. **Impact on Patients:** Risks in medical services may lead to treatment errors, resulting in prolonged hospitalization for patients and potentially posing life-threatening dangers.
2. **Impact on Medical Personnel:** Medical staff may experience stress and pressure from dealing with risks and adverse events. This stress can affect their mental health and work performance.
3. **Impact on the Organization:** Risks in medical services can lead to financial losses from lawsuits and compensation claims. Additionally, it may damage the hospital's reputation and erode trust from patients and the community, ultimately affecting the organization's operations and long-term development.

Risk management measures

1. **Patient Safety Culture Project :** Correct Patient Identification (IPSG1) and IPSG1 Education Training: Focus on the process of correct patient identification.
 - 1.1 Empowering and Engaging Patients and Staff: Promoting a culture of collaboration and learning from patients and personnel.
 - 1.2 Anticipating and Responding to Risks: Identifying risks in advance and responding to risks.
 - 1.3 Reducing Common Causes of Harm: Using information from various sources to recognize and reduce common causes of harm.
 - 1.4 Using Information to Improve Patient Safety: Using information to improve patient safety.
 - 1.5 Leadership and Governance: Cultivating a culture of improving safety through effective leadership and governance .
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. **Connect risk data** across all points through guidance provided by the advisory team, which offers risk knowledge and training on completing the Risk Register.
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. and encourage personnel to participate in finding and reporting risks.

5. The “Voice of Service Recipients for Development” Project Activity: “Risk Management Award 2024” (Outstanding Prevention Champion). Risk Identification is a proactive activity. Also utilizing the PDCA (Plan – Do – Check – Act) and RCA (Root Cause Analysis) processes to prevent recurring risks, including listening to patient feedback to resolve and improve hospital services.

Risk 7 ESG Risk : (Environment) Climate Change Risk

- Related risk topics :
- Strategic Risk
 - ESG risk
 - Climate change and disasters
 - Operational Risk
 - Impact on the environment
 - Compliance Risk
 - Change in laws and regulations

Risk characteristics

Climate Change Risks:

1. Physical Risks

1.1 Acute Risks: Immediate risks with severe impacts on hospitals, such as natural disasters and extreme weather events.

- **Flooding:** Affects infrastructure, medical equipment, power systems, and medical supply logistics, potentially leading to partial service closures.

- **Severe storms:** Strong winds and heavy rainfall can damage buildings and structures, cause power outages, and disrupt IT systems and medical records.

- **Abnormally high temperatures:** Increases the workload on air conditioning and cooling systems, raising energy costs and potentially impacting temperature-sensitive medical equipment.

- **Wildfires:** Degrades air quality, worsening conditions for respiratory and heart disease patients, and may increase the need for specialized medical care.

- **Heavy rainfall and landslides:** May cut off transportation routes, affecting patient and staff mobility, as well as the delivery of medicines and medical supplies.

1.2 Chronic Risks: Long-term, cumulative risks affecting hospital infrastructure and operations.

- **Rising average temperatures:** Increases the demand for energy in air conditioning and medical equipment, raising operational costs.

- **Changes in rainfall patterns:** Could lead to drought conditions, reducing water availability for hospitals and increasing water procurement costs.

- **Rising sea levels:** Could result in long-term flooding issues, necessitating infrastructure adjustments to cope.

- **Deteriorating air quality:** Accumulating air pollution may lead to higher rates of respiratory illness admissions and impact staff health.

- **Increased frequency of emerging infectious diseases:** Changes in temperature and humidity may facilitate the spread of infectious diseases like dengue fever, respiratory illnesses, and zoonotic diseases.

2. Transition Risks

2.1 Policy and Legal: Stricter environmental policies and regulations, such as pollution controls and carbon taxes, may raise operational costs.

2.2 Technology: Investments in clean energy and carbon-reduction technologies may be required to comply with regulations, potentially increasing business expenses.

2.3 Market: Consumer behavior is shifting towards prioritizing hospitals with sustainable environmental practices and services that consider greenhouse gas emissions, necessitating service adaptation strategies.

2.4 Reputation: Meeting stakeholder demands for climate action through initiatives and policies, such as environmental disclosures and GHG emissions reporting (Scope 1, 2, 3), is crucial. Poor tracking and reporting systems may risk losing investor confidence.

Risk-related consequences

1. Infrastructure damage: Floods and storms can damage buildings, public utilities, and medical equipment, requiring significant costs for repairs and preventive measures.

2. Business disruptions: Temporary closures may be necessary, leading to revenue loss and the cancellation of patient appointments.

3. Increased costs: Expenses may rise due to repair costs, insurance premiums, energy expenses, investments in technology, and compliance with environmental regulations.

4. Health impacts on patients and staff: Severe weather conditions can affect respiratory systems and overall health for both patients and healthcare personnel.

5. Loss of competitiveness: Hospitals unable to adapt to environmental standards may face disadvantages in the business landscape.

Risk management measures

Measures to reduce impacts and enhance resilience are as follows:

1. Adaptation and mitigation of physical risk impacts

1.1 Risk assessment: Monitoring and analyzing potential physical risks

1.2 Development of sustainable infrastructure: Designing buildings to withstand disasters and investing in sustainable water and energy systems

1.3 Energy and water management: Promoting the use of clean energy and reducing water consumption through the Solar Rooftop project and wastewater recycling

1.4 Emergency preparedness: Developing emergency plans, conducting scenario drills, and flood prevention systems

2. Transition risk management

2.1 Monitoring and complying with government policies: Assessing the impact of new environmental legislation

2.2 Reducing greenhouse gas emissions: Setting emission reduction targets for Scope 1, 2, and 3

2.3 Investing in green technology: Utilizing clean energy and improving energy efficiency

2.4 Developing environmentally friendly health services: Reducing waste and supporting a circular economy.

The hospital has implemented the framework for climate risk disclosure of the Task Force on Climate-Related Financial Disclosures as follows.

1. Governance

1.1 Executives and risk owners jointly oversee the greenhouse gas emission reduction process.

1.2 The Organizational Risk Management Committee and the Sustainability Committee making decisions on key issues.

1.3 The Audit Committee and the Board of Directors acknowledge, provide feedback, and oversee the implementation of the greenhouse gas reduction plan.

2. Strategy Climate risk targets are set in alignment with the organization's strategy, categorized into short-term, medium-term, and long-term goals as follows:

2.1 Short-term goal: Conduct measurement and collection of greenhouse gas emissions data

2.2 Medium-term goal: Analyze of climate risk impact in connection with the organization's financial implications

2.3 Long-term goal: Participate in Science-Based Target to drive progress toward Net-Zero Hospital.

3. Risk Management

3.1 Climate Change Risk is integrated as part of the organization's risk management .

3.2 The risk is identified, assessed, managed, and responded to through various risk management strategies, such as adopting a Low Carbonization business model.

4. Metric and Target

4.1 Greenhouse gas emissions data are recorded for Scope 1, 2, and 3.

4.2 Set greenhouse gas emission reduction goals for the short, medium, and long term.

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

Related risk topics : [Operational Risk](#)

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

Risk characteristics

The health and safety of employees are crucial factors influencing work efficiency, morale, and the sustainability of an organization. This is especially true in the hospital industry, where employees face risks from infectious diseases that may arise from patient care. They also work in environments that may pose hazards, such as exposure to chemicals, working in areas with inappropriate lighting or noise levels, as well as dealing with work-related stress and accidents during operations.

Risk-related consequences

If there is no proper management of health and safety risks for employees, it may lead to both direct and indirect impacts on employees and the organization, including:

1. Employee Health: Injuries or illnesses caused by work, risks of infection from patients, or health problems due to unsuitable environments may result in employees needing to take temporary or permanent leave.

2. Work Efficiency: An environment that does not support health may lead to decreased employee productivity, accumulated stress, and potentially increased absenteeism or resignations.

3. Organizational Operations: Insufficient employee safety can lead to higher medical and compensation costs, as well as damage to the hospital's image and credibility.

Risk management measures

1.Improvement of Health and Safety Policies: Regularly review and update health and safety policies to align with current circumstances and international standards.

Employee

2.Communication and Training: Provide training sessions and activities to raise awareness about safety practices, ensuring employees can perform their duties correctly and safely.

3.Enhancement of the Work Environment: Control lighting, noise levels, and air quality to create a suitable working environment, minimizing health impacts on employees.

4.Safety Monitoring and Inspection: Implement continuous tracking, inspection, and risk assessment systems to reduce the likelihood of accidents and work-related illnesses.

5.Health Support: Offer health care measures such as annual health check-up programs, mental health counseling, and health promotion activities. Provide employees with standard-compliant personal protective equipment (PPE).

Risk 9 ES Risk : (Social) Human Rights

Related risk topics : [Strategic Risk](#)

- Business operations of partners in the supply chain

[Operational Risk](#)

- Loss or damage from non-compliance of partners or counterparties
- Impact on human rights

Risk characteristics

Param 9 Hospital places importance on the human rights of its employees and all stakeholders to ensure equality and fairness in the organization. However, without proper supervision, human rights risks may arise, such as discrimination based on gender, age, race, or social status, lack of equal opportunities for career advancement, or violation of employees' fundamental rights, which may affect job satisfaction and the organization's image.

Risk-related consequences

1.Employee Satisfaction and Morale: If employees feel they are being treated unfairly, it could lead to decreased morale, lower work efficiency, and higher turnover rates.

2.Legal and Regulatory Aspects: Human rights risks may result in complaints or legal issues, potentially leading to litigation costs and affecting the organization's credibility.

3.Organizational Reputation: If the organization is perceived as lacking practices that support human rights, it could harm its image, resulting in a loss of trust from employees, patients, and other stakeholders.

Risk management measures

1.Formulating Human Rights Policy: The hospital has studied and developed a systematic human rights policy to ensure that the organization's operations align with international standards.

2.Promoting Equality and Diversity: The hospital adopts the Diversity and Inclusion Policy, ensuring that employees of all genders are given equal opportunities for promotion and are fairly compensated.

3.Communication and Organizational Culture Building: The hospital fosters a work culture that respects diversity and allows employees to freely express their opinions through meetings, training, and internal activities.

4.Monitoring and Evaluation: The organization supervises, reviews, and evaluates its operations to align with human rights policies. It also provides channels for complaints, ensuring employees can report issues safely and receive appropriate resolutions.

5.Comprehensive Human Rights Risk Assessment (Human Rights Due Diligence: HRDD): This involves evaluating the actual and potential impacts of human rights violations on relevant stakeholders.

Risk 10 ESG Risk : (Governance) Governance Risk

Related risk topics : [Compliance Risk](#)

- Corporate Governance

Risk characteristics

Governance risks arise from a lack of transparency or internal control within an organization, which can lead to corruption,

bribery, and unfair decisions in the management process. Good governance is essential to maintain the trust of shareholders and stakeholders.

Risk-related consequences

The impact of regulatory risk can affect the organization's reputation, credibility and shareholder trust. If there is corruption or bribery, it can cause patients and stakeholders to lose trust in the organization. In addition, non-compliance can lead to fines or legal action, which will affect the financial performance and lose opportunities for business growth.

Risk management measures

To manage governance risks, Phramongkutklao Hospital has implemented measures such as the GRC framework and the 3 Lines of Defense to ensure transparency in governance and reduce corruption. In addition, all levels of staff are trained on compliance and anti-bribery, and regular audits and evaluations of operations are conducted to ensure compliance with the established standards.

2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : Yes

Risk 1 Shareholder Risk : Risk of Business Growth Not Meeting Is Goals

Related risk topics : Risk to Securities Holder

- Other : Risk of Business Growth Not Meeting Is Goals

Risk characteristics

The risk of business growth not achieving the target arises from the high competition in the healthcare business. Users have the ability to freely choose their hospital according to their needs, which causes the hospital to face the challenge of creating continuous business growth. If the income growth does not go as planned, it will affect the creation of added value for shareholders. Therefore, Praram 9 Hospital divides its growth strategy into two main groups: Thai patients (Domestic) and international patients (International), using different strategies to stimulate income growth.

Risk-related consequences

1. Hospital revenue and profit may fall short of expectations, affecting the return on equity.
2. Competitiveness may be reduced if the hospital is unable to retain or expand its patient base.
3. Investor and business partner confidence may be reduced if the hospital fails to achieve its growth targets consistently.

Risk management measures

The hospital has taken proactive measures to reduce such risks. The strategies are divided into two main groups: domestic patients and international patients.

- 1. Domestic patients:** The hospital uses marketing and customer loyalty programs, such as Buy 1 Get 1 promotions, giving discount coupons to employees to distribute, and giving discount coupons to inpatients (IPDs) to encourage repeat visits. In addition, the hospital closely and frequently monitors revenue to assess performance and adjust strategies accordingly.
- 2. International patients:** The hospital focuses on expanding the market through agents and organizing marketing activities, including organizing events that provide opportunities for doctors to meet and build close relationships with international patients, which increases the opportunity to attract more international patients to use the services.

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

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

3. Sustainable Development

3.1 Policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

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 Recognizing the Impact of Climate Change, leading to an elevated standard of sustainable development on a global scale."

Reference link for sustainability policy : <https://investor.praram9.com/storage/sustainability-management/pdf/20240517-pr9-environmental-policy.pdf>

Sustainability management goals

Does the company set sustainability management goals : Yes

Economic

Good Corporate Governance and Business Ethics

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

Anti-Corruption

- Continuous certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC).
- At least 2 suppliers commit to becoming CAC members by year 2025.
- 100% of executives and employees acknowledge the anti-corruption policy.

Innovation Development

- User satisfaction rate for Smart Hospital: 90%.

Supply Chain Management

- Key suppliers acknowledge and sign the Business Supplier Code of Conduct, particularly on anti-corruption.

Social

Participation in Improving Quality of Life for Society

- Community and social activities to increase by 20% in year 2025, compared to the baseline year 2020.
- Implement at least 2 Creating Shared Value (CSV) initiatives per year.

Responsibility to Customers

- Outpatient service experience satisfaction rate (OPD) not less than 95%.
- Inpatient service experience satisfaction rate (IPD) not less than 95%.

Human Rights and Labor Law

- Zero cases of human rights violations.
- 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.

- Zero occupational accident rate.
- Zero occupational illness rate.

Talent Attraction and Personnel Retention

- Average training hours per employee: at least 30 hours per person.
- Employee engagement rate: not less than 80%.
- Employee turnover rate for
 - All groups: less than 10% per year.
 - High-performance employee turnover rate: less than 4% .

Environmental

Mitigating the Impacts of Climate Change

Short-term : Reduce net greenhouse gas emissions Scope 1, 2, and 3 by more than 0.5% compared to the previous year.

Medium-term : Reduce net greenhouse gas emissions Scope 1, 2, and 3 by more than 5% by year 2028, compared to the baseline year 2022

Energy Conservation

Short-term : Reduce energy consumption by more than 0.5% compared to the previous year.

Medium-term : Reduce energy consumption by more than 0.5% by year 2028, compared to the baseline year 2022.

Water Management

Short-term : Reduce water consumption by more than 0.5% compared to the previous year.

Medium-term : Reduce water consumption by more than 0.5% by year 2028, compared to the baseline year 2022.

Waste Management

Short-term : Reduce waste by more than 0.5% compared to the previous year.

Medium-term : Reduce waste by more than 2% by year 2028, compared to the baseline year 2022.

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

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

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

Changing sustainability management goals over the past year

Economic

Innovation Development

Old

- Successfully reduce at least 5 work steps.
- Successfully reduce at least 50% of process time.

New

- User satisfaction rate for Smart Hospital: 90%.

Key Points To respond to new innovations in the deployment of Smart Hospital systems in hospitals.

Social

Responsibility to Customers

Old

- Outpatient service experience satisfaction rate (OPD) not less than 90%.
- Inpatient service experience satisfaction rate (IPD) not less than 90%.

New

- Outpatient service experience satisfaction rate (OPD) not less than 95%.
- Inpatient service experience satisfaction rate (IPD) not less than 95%.

Key Points To develop and improve services that better meet customer needs.

Talent Attraction and Personnel Retention

Old

- Average training hours per employee: at least 20 hours per person.

New

- Average training hours per employee: at least 30 hours per person.

Key Points To promote the creation of learning opportunities for the development of personnel skills.

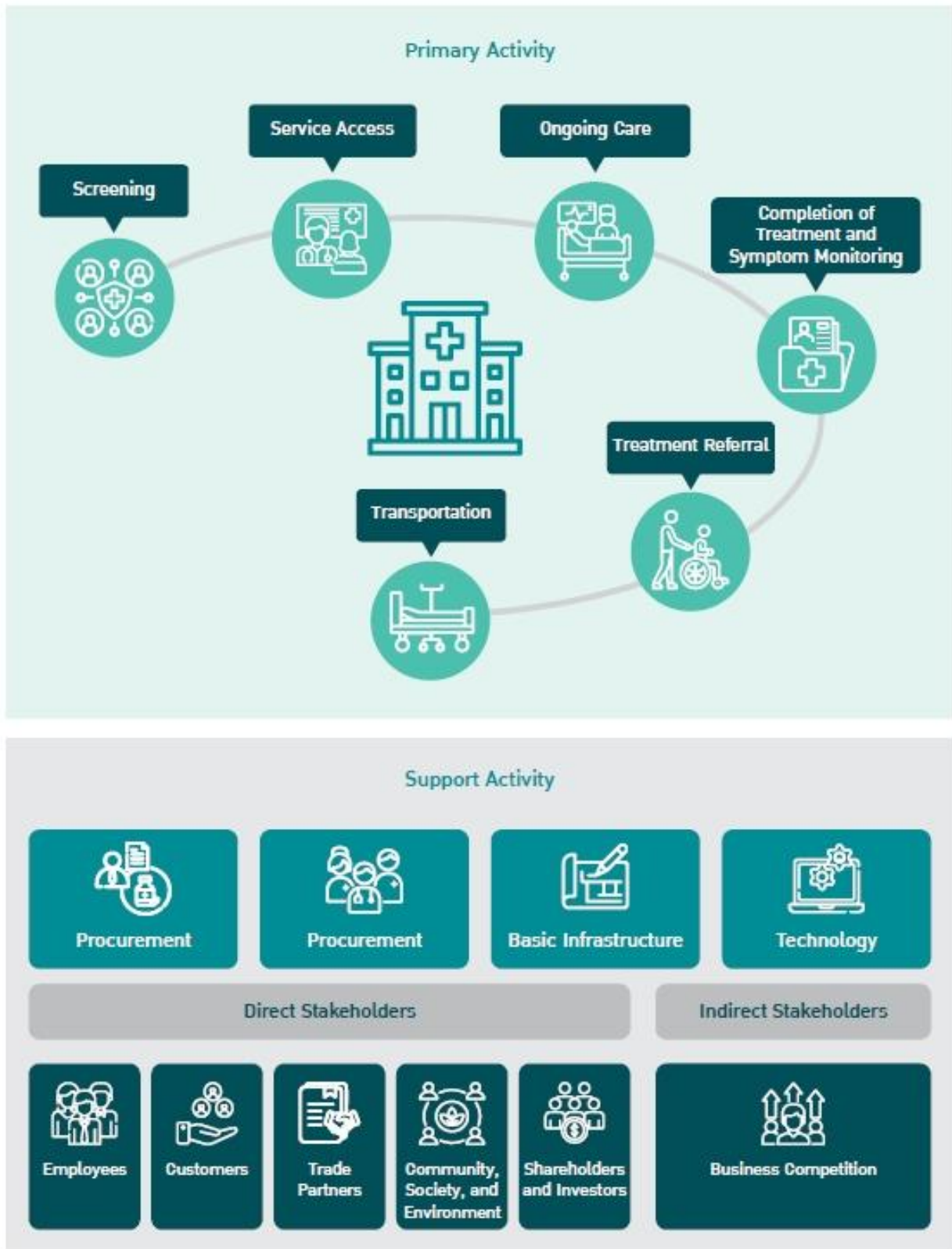
3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

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

Business value chain diagram



3.2 Value Chain

3.2.2 Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Fair performance evaluation • Compensation management • Appropriate salary and bonus adjustments • Job security and career advancement • Skill and competency development • Smooth communication and operations • Workplace safety management • Continuous employee potential development • Employee retention • Respect for human rights principles • Compliance with labor laws • Having a Positive Work Environment 	<ul style="list-style-type: none"> • Review and adjust the annual employee performance evaluation using the Performance Management System (PMS) • Performance evaluation incorporating 2-way communication • Developing training plans, supporting training implementation according to the plan, and assessing individual knowledge, skills, and competencies • Defining career progression paths for both executive and operational levels • Improving the work environment to comply with occupational health and safety standards • Organizational Development activities • Providing consultation through the Human Resources Department • Regular departmental meetings • Establishing reporting channels for adverse events and workplace safety concerns • Recognizing the Impact of Climate Change 	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Continuous Quality Improvement (CQI) project presentation

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> • Shareholders 	<ul style="list-style-type: none"> • Adhering to good corporate governance and transparent, accountable business ethics. • Anti-corruption initiatives. • Ensuring consistent returns on investment. • Achieving stable business growth and profitability. • Risk management to adapt to changes and drive sustainable future growth. • Regular disclosure of key corporate information. 	<ul style="list-style-type: none"> • Comprehensive risk management across economic, social, and environmental aspects in a systematic, prudent, and thorough manner. • Enhancing internal control systems and risk management efficiency. • Developing business potential to achieve continuous growth and long-term investment returns. • Conducting business under the principles of good governance with transparency and fairness. • Disclosing and presenting operational performance, future directions, and plans with accuracy, completeness, transparency, and accountability. • Updating the investor relations website with complete and up-to-date information while considering feedback and suggestions. 	<ul style="list-style-type: none"> • Visit • Press Release • Online Communication • Annual General Meeting (AGM)

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> • Enhancing service standards to meet service user expectations. • Medical expertise. • Encouraging family involvement in treatment planning. • Clear communication regarding treatment and post-discharge care. • Ensuring accessible and efficient medical services. • Responsibility toward customers. • Providing accurate and timely medical information. • Reasonable medical treatment costs. • Developing innovations and collaborations by integrating digital technology to enhance services. 	<ul style="list-style-type: none"> • Improving and optimizing care processes through effective patient and family engagement, as well as continuous and efficient communication in healthcare management. • Delivering high-standard medical services that meet international quality standards and comply with regulations and laws. • Conducting reasonable medical cost assessments. • Adjusting medical service prices in various Packages. • Expanding service accessibility through Social Media. • 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. 	<ul style="list-style-type: none"> • Social Event • Online Communication • Complaint Reception • Satisfaction Survey • Training / Seminar

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Community 	<ul style="list-style-type: none"> • Participating in initiatives that improve the quality of life for communities and society. • Mitigating the impacts of climate change • Efficient resource utilization. • Promoting the use of clean energy. • Reducing greenhouse gas emissions. • Energy conservation • Water and waste management. 	<ul style="list-style-type: none"> • Organizing activities / and initiatives to mitigate the impacts of climate change. • Conducting campaigns to reduce greenhouse gas emissions. • Organizing social activities under the “Happy Community” initiative. • Creating educational and up-to-date health information content tailored for Social Media. • Enhancing service efficiency and modernization to meet the needs of people across all age groups in society, thereby improving overall quality of life. • Promoting and advocating for efficient resource utilization. 	<ul style="list-style-type: none"> • Social Event • Online Communication • Complaint Reception • Satisfaction Survey • Training / Seminar
<ul style="list-style-type: none"> • Suppliers 	<ul style="list-style-type: none"> • Ensuring transparency and fairness in procurement, emphasizing equality. • Enhancing efficiency in the procurement process. • Providing fair and timely compensation. • Complying with commercial terms, contracts, and payment conditions. • Respecting human rights and ensuring fair treatment of labor while maintaining social and environmental responsibility. • Developing the skills and capabilities of suppliers. 	<ul style="list-style-type: none"> • Holding supplier meetings for contract agreements and procurement processes, ensuring equitable and fair treatment for all suppliers in accordance with procurement policies. • Supply chain management • Conducting comprehensive human rights risk assessments (Human Rights Due Diligence: HRDD covering suppliers' employees. • Providing training for supplier employees working within the Hospital, similar to the training provided to regular hospital staff. • Participation in Projects/Activities with Business Partners to raise awareness and reduce the impact of greenhouse gas emissions. 	<ul style="list-style-type: none"> • Visit • Online Communication • External Meeting • Complaint Reception • Satisfaction Survey • Others <ul style="list-style-type: none"> • Evaluating business suppliers' performance at least once per year.

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Competitors 	<ul style="list-style-type: none"> Conducting business practices within the framework of fair competition and generally accepted industry standards. Refraining from recruiting personnel from competitors. 	<ul style="list-style-type: none"> Complying with the Company's ethical policies and commercial agreements. Adhering to the code of business conduct. Participating in private hospital association meetings, providing information, sharing recommendations, and cooperating in accordance with meeting resolutions. 	<ul style="list-style-type: none"> External Meeting

Diagram of the stakeholder analysis in the business value chain

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	
Economy	1. Good Corporate Governance	✓	✓	✓	✓	✓	
	2. Innovation and Collaboration	✓	✓	✓	✓	✓	
	3. Supply Chain Management	✓		✓	✓	✓	

Identification of Materiality Topics and Impact Scope

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. Responsibility Towards Customers	✓		✓	✓			
	4. Talent Attraction and Retention	✓	✓	✓	✓		✓	
Environment	1. Climate change Management	✓	✓	✓	✓	✓	✓	
	2. Energy saving Management	✓	✓	✓	✓	✓	✓	 
	3. Water saving Management	✓	✓	✓	✓	✓		
	4. Waste Management	✓	✓	✓	✓	✓	✓	

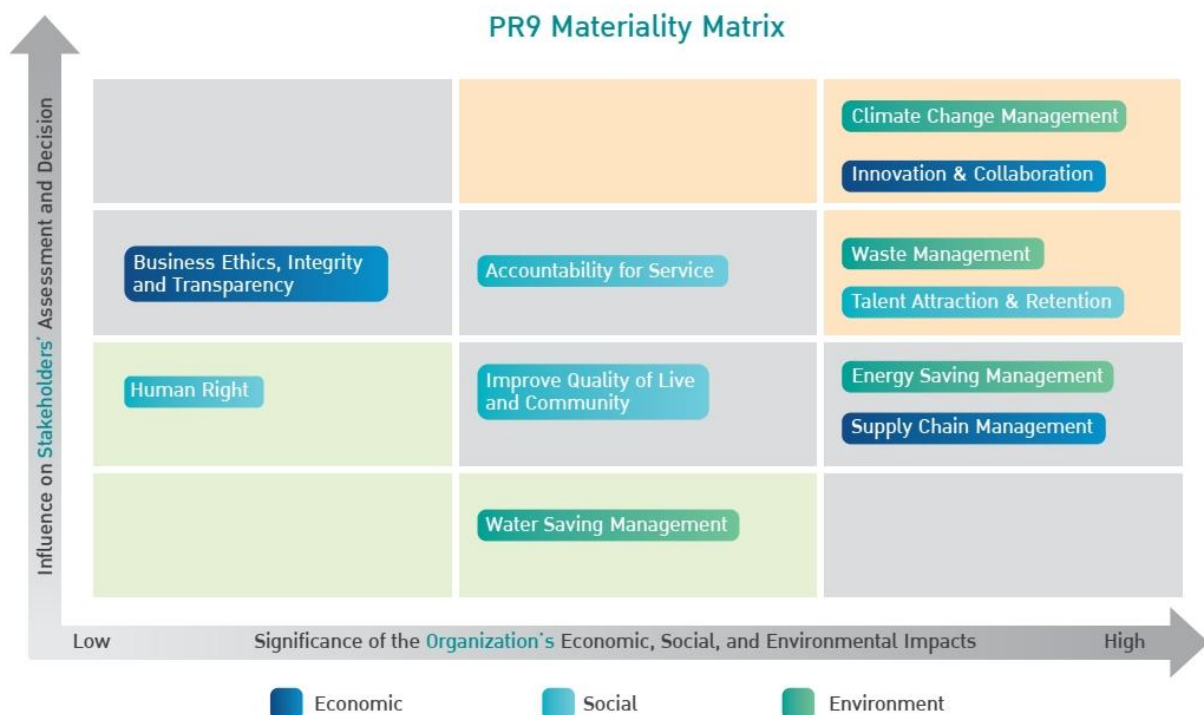
Identification of Materiality Topics and Impact Scope

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
1. Level of Impact on Stakeholders	1. Opportunity for Impact Creation
2. Future Significance of the Issue for Stakeholders	2. Severity of Impact Level
3. Diversity of Stakeholders	3. Level of Business Risk
4. Level of Expectation for Company Management	4. Long-Term Impact Level
	5. Importance or Opportunity of the Issue in the Future
	6. Alignment with Company Policies or Goals

Assessment and Prioritization of Materiality Topics



Developing sustainability management approaches



Developing sustainability management approaches

3.3 Management of environmental sustainability

3.3.1 Environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	:	Yes
Environmental guidelines	:	Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management, Air Quality Management

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.

Reference link for environmental policy and guidelines	:	https://investor.praram9.com/storage/sustainability-management/pdf/20240517-pr9-environmental-policy.pdf
--	---	---

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

Review of environmental policies, guidelines, and/or goals over the past year	:	No
---	---	----

3.3.2 Environmental operating results

Information on energy management

Energy management plan

The company's energy management plan	:	Yes
--------------------------------------	---	-----

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.

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

Page number of the reference link	:	6
-----------------------------------	---	---

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

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

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

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.

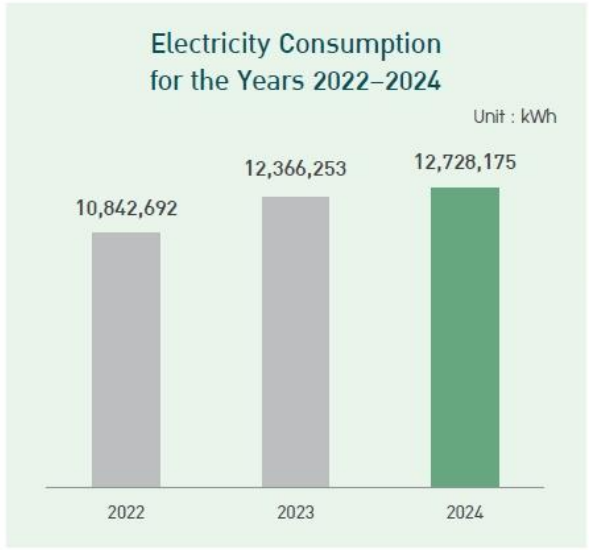
Diagram of Performance and outcomes of energy management

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



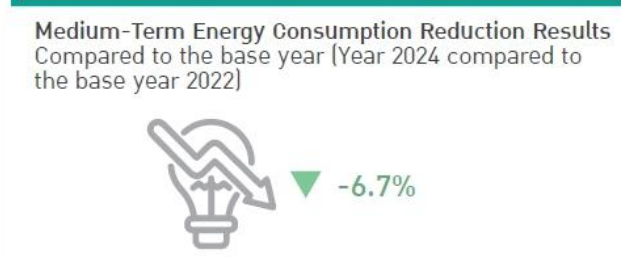
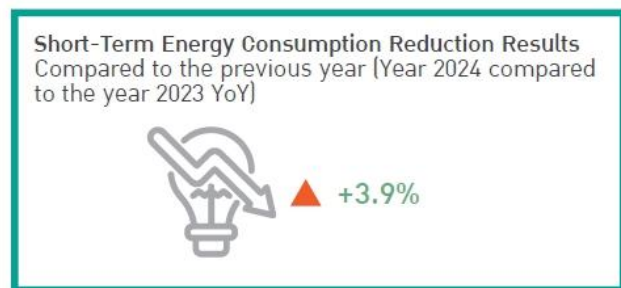
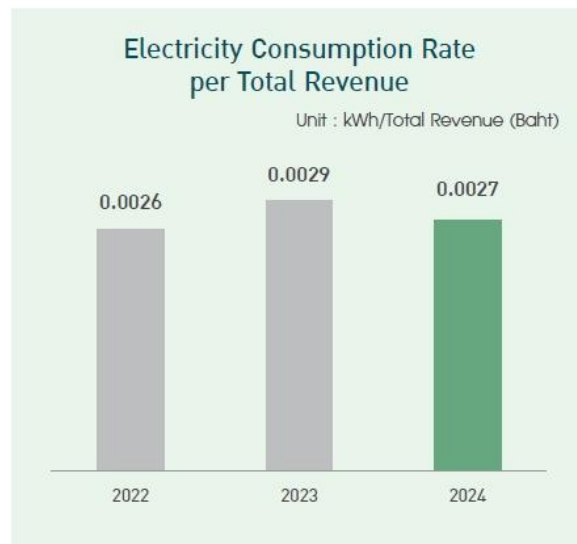
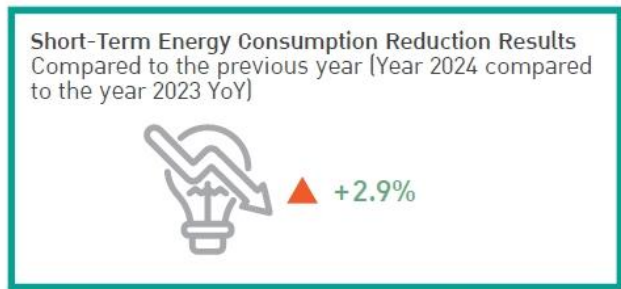
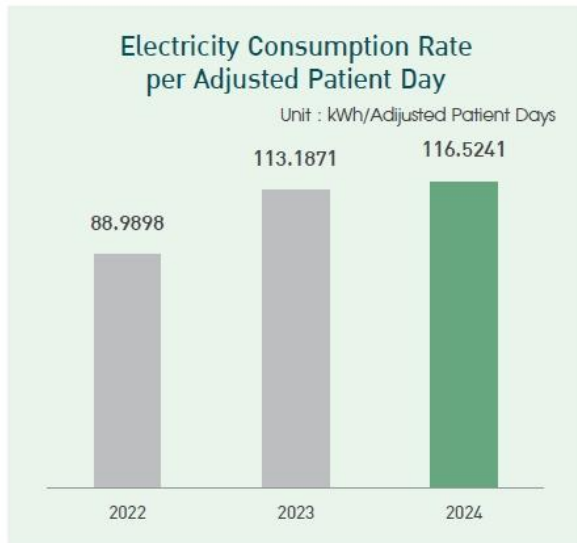
Short-Term Energy Consumption Reduction Results
Compared to the previous year (Year 2024 compared to the year 2023 YoY)



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 management: Fuel consumption

	2022	2023	2024
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	53,286.19	62,647.32	71,902.17
Gasoline (Litres)	16,107.73	14,083.82	19,268.58
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	54,288.00	61,624.00	61,392.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Energy management: Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	10,842,692.00	12,366,253.00	12,741,967.70
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	10,842,692.00	12,366,253.00	12,728,175.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	13,792.70

Information on water management

Water management plan

The Company's water management plan : Yes

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

Reference link for company's water management plan : <https://investor.pram9.com/storage/sustainability-management/pdf/20240517-pr9-environmental-policy.pdf>

Page number of the reference link : 6

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

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

Performance and outcomes of water management

Performance and outcomes of water management : Yes

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.

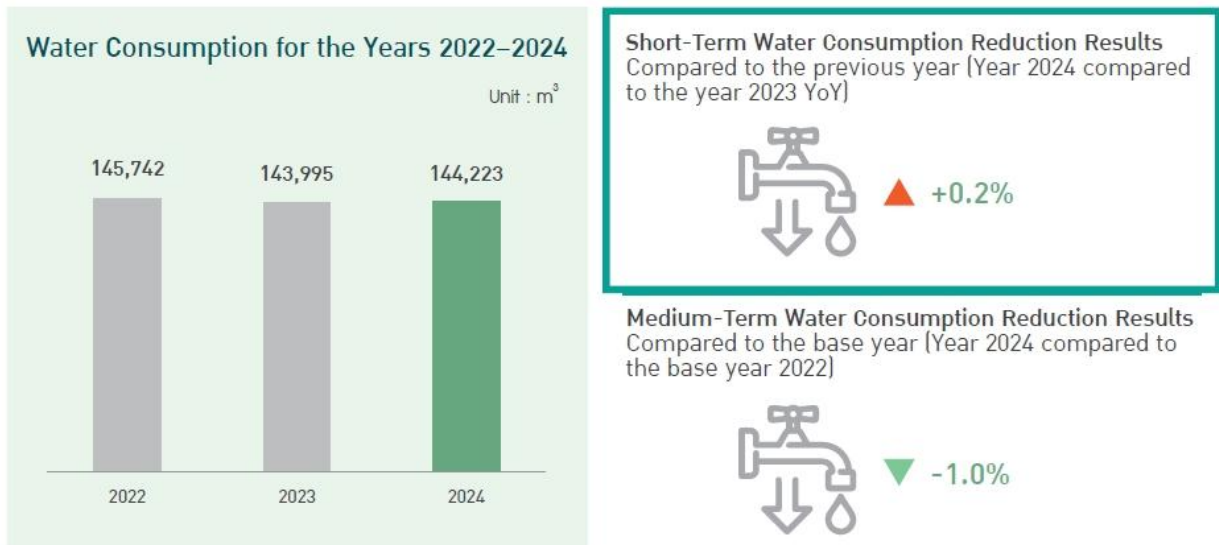
Performance Results

- Reduced water consumption by 476 m³ 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 m³ or save 49,874 Baht.

Diagram of performance and outcomes in water management



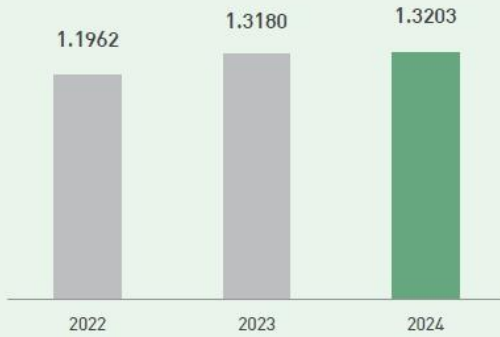
Water Management and Conservation Performance Results



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

Water Consumption Rate per Adjusted Patient Day

Unit : m³/Adjusted Patient Days



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

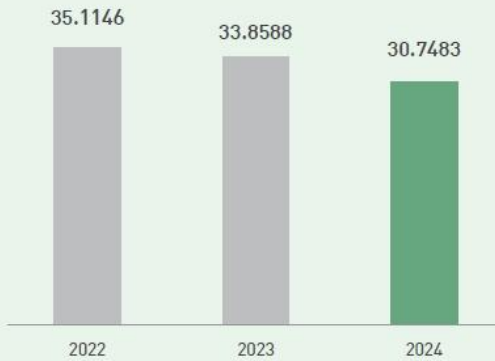


Medium-Term Water Consumption Reduction Results Compared to the base year (Year 2024 compared to the base year 2022)



Water Consumption Rate per Total Revenue

Unit : m³/Total Revenue (Million Baht)



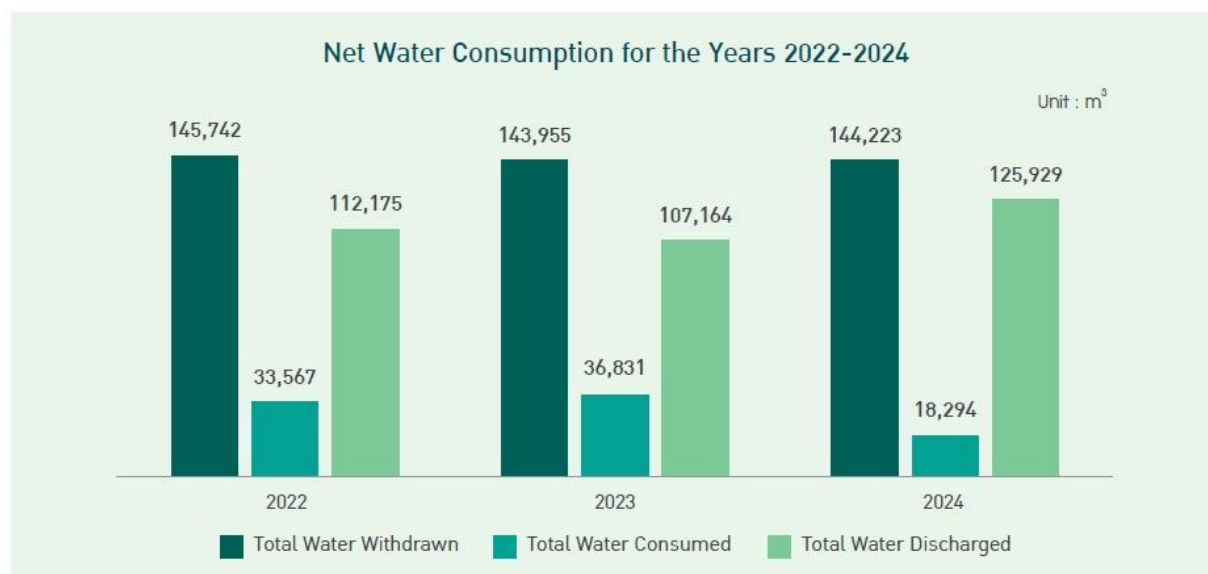
Short-Term Water Consumption Reduction Results Compared to the previous year (Year 2024 compared to the year 2023 YoY)



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



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



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

Water management: Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	145,742.00	143,995.00	144,223.00
Water withdrawal by third-party water (cubic meters)	145,742.00	143,995.00	144,223.00

Water management: Water discharge by destinations

	2022	2023	2024
Total wastewater discharge (cubic meters)	112,175.00	107,164.00	125,929.00
Wastewater discharged to surface water (cubic meters)	112,175.00	107,164.00	125,929.00

Water management: Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	33,567.00	36,831.00	18,294.00

Water management: Recycled water consumption

	2022	2023	2024
Total recycled water for consumption (Cubic meters)	1,134.00	1,674.00	2,141.00

Information on waste management

Waste management plan

The company's waste management plan : Yes

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

Reference link for company's waste management plan : <https://investor.pparam9.com/storage/sustainability-management/pdf/20240517-pr9-environmental-policy.pdf>

Page number of the reference link : 6

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	2022 : non-hazardous waste and hazardous waste 310,156.00 Kilograms	2028 : Reduced by 2% or 6,203.00 Kilograms	<ul style="list-style-type: none"> • Reuse • Recycle

Performance and outcomes of waste management

Performance and outcomes of waste management : Yes

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.

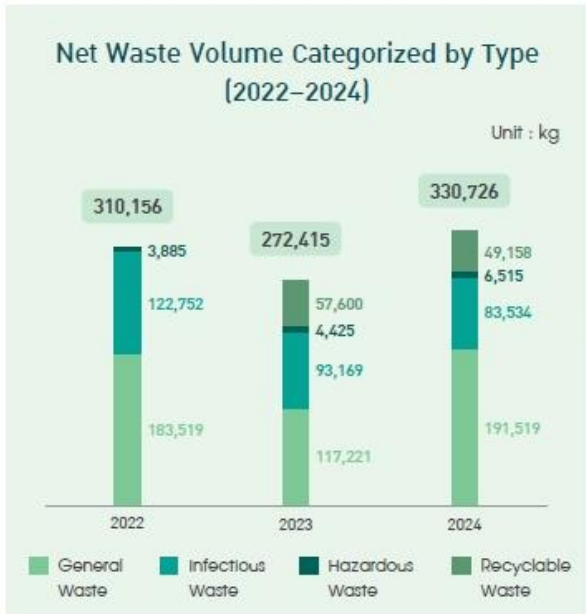
Performance Results

- A total of 6,644 dialyzer cores, weighing 1,661 KG, were successfully upcycled into plastic bags.
- Generated revenue of 26,576 Baht

Diagram of Performance and outcomes of waste management

Waste Management	
Short-Term Goals	Medium-Term Goals
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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



Remarks: Waste volume Data from Building A, Building B, and Office Building

Net Waste Volume Sent to Landfill vs. Not Sent to Landfill

Unit : kg



Waste Rate per Adjusted Patient Day

Unit : kg/Adjusted Patient Days



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



▲ +21.4%

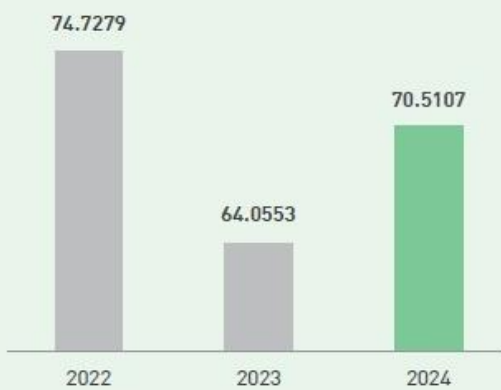
Medium-Term Waste Reduction Results
Compared to the base year (Year 2024 compared to the base year 2022)



▲ +18.9%

Waste Rate per Total Revenue

Unit : kg/Total Revenue (Million Baht)



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 management: Waste Generation

	2022	2023	2024
Total waste generated (Kilograms)	310,156.00	214,815.00	281,568.00
Total non-hazardous waste (kilograms)	306,271.00	210,390.00	275,053.00
Non-hazardous waste - Landfilling (Kilograms)	183,519.00	117,221.00	191,519.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	122,752.00	93,169.00	83,534.00
Non-hazardous waste – Others (kilograms)	0.00	0.00	0.00
Total hazardous waste (kilograms)	3,885.00	4,425.00	6,515.00
Hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	3,885.00	4,425.00	6,515.00
Hazardous waste – Others (kilograms)	0.00	0.00	0.00

Waste management: Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	0.00	57,600.00	49,158.00
Reused/Recycled non-hazardous waste (Kilograms)	0.00	57,600.00	49,158.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	0.00	57,600.00	49,158.00
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00

Information on greenhouse gas management

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

Approach to Greenhouse Gas Emission Development and Management

The outcomes of the 28th 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.

Reference link for company's greenhouse gas management : <https://investor.pram9.com/storage/sustainability-plan-management/pdf/20240517-pr9-environmental-policy.pdf>
 Page number of the reference link : 6

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

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

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes
 Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets, Setting other greenhouse gas reduction targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2022 : Greenhouse gas emissions 6,351.00 tCO ₂ e	2023 : Reduced by 0.5% in comparison to the base year	2065 : Reduced by 100% in comparison to the base year	<ul style="list-style-type: none"> • Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

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

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

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

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

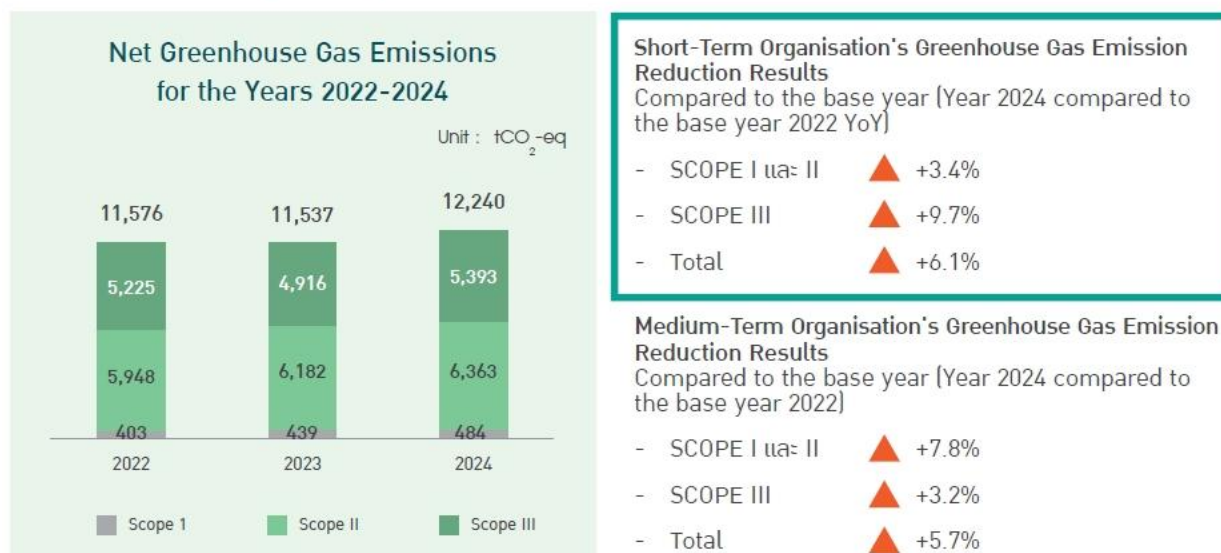
Supporting the Net Zero Goal

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.

Diagram of Performance and outcomes of greenhouse gas management

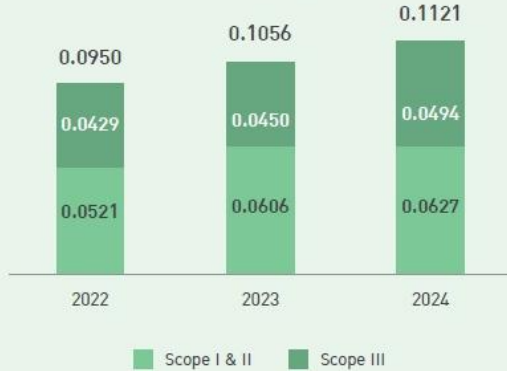
Performance in responding to Reduction Net Greenhouse Gas Emissions



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 : tCO₂-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 & 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 & II ▲ +20.3%
- SCOPE III ▲ +15.1%
- Total ▲ +17.9%

Greenhouse gas emission rate per total revenue

Unit : tCO₂-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 & 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 & II ▼ -4.6%
- SCOPE III ▼ -8.7%
- Total ▼ -6.4%

SCOPE III by category

Category		GHG (tCO ₂ 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

Greenhouse gas management : Corporate greenhouse gas emission

	2022	2023	2024
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	11,576.00	11,537.00	12,240.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	403.00	439.00	484.00

	2022	2023	2024
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	5,948.00	6,182.00	6,363.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	5,225.00	4,916.00	5,393.00

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Other : LRQA (THAILAND) LIMITED

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

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.

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2022	2023	2024

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

3.4 Social sustainability management

3.4.1 Social policy and guidelines

Social and human rights policy and guidelines	:	Yes
Social and human rights guidelines	:	Employee rights, Migrant/foreign labor, Child labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

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 customers, and involvement in improving the quality of life for communities

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:

Social Performance

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 the Universal Declaration of Human Rights (UDHR), with the expectation that employees at all levels adhere strictly to these principles. 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, etc.
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
4. The development, correction, and reporting to the Executive Committee for consideration of assistance and appropriate remediation for individuals affected by human rights violations.

Creating Value and Gender Equality

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%.

Care for the Retired

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%.

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.

Reference link for social and human rights policy and guidelines : <https://investor.pram9.com/storage/sustainability-management/pdf/20230509-pr9-human-rights-policy.pdf>

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, The OECD Guidelines for Multinational Enterprises, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year : Yes

Changes in social and human rights policies, guidelines, and/or goals : Employee rights, Migrant/foreign labor, Child labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

None

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

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.

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%.

Reference link for the information and an HRDD process : <https://investor.praram9.com/storage/download/document/2024/20240528-pr9-human-rights-due-diligence-en.pdf>

HRDD process diagram

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"> ● The Quality Department reviews the results from the comprehensive human rights assessment (HRDD) and past human rights violation incidents. ● Assessing the human rights impacts that have already occurred or are likely to occur and reporting them to the Enterprise Risk Management Committee.
2	Integrating the findings and taking action to prevent or mitigate the impacts.	<ul style="list-style-type: none"> ● The Enterprise Risk Management Committee reviews and analyzes the root causes of issues and develops a prevention plan or mitigation measures. ● Preparing reports, procedural documents, or official announcements and presenting them to the executives for approval.
3	Monitoring and evaluating the effectiveness of the Company's management of various impacts.	<ul style="list-style-type: none"> ● The Quality Department monitors and evaluates the effectiveness of the responsible parties in managing various impacts.
4	Communicating the procedures and outcomes of impact management to executives, employees, and all relevant stakeholders.	<ul style="list-style-type: none"> ● 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.
5	Establish a remediation or compensation process for impacts caused by the Company's human rights violations.	<ul style="list-style-type: none"> ● 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.

Human Rights Due Diligence: HRDD

3.4.2 Social operating results

Information on employees and labor

Employees and labor management plan

The company's employee and labor management plan : Yes

Employee and labor management plan implemented by the Company in the past year : Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work

Management of Human Resource Responsibility

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

Reference link for employee and labor management plan : <https://investor.pram9.com/en/company-info/sustainability-management/sustainability-management-in-social-dimensions>

Setting employee and labor management goals

Does the company set employee and labor management goals : Yes

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Average training hours of no less than 30 hours per employee	-	2028: Average training hours of no less than 30 hours per employee
• Promoting employee relations and participation	Employee engagement rate of no less than 80%	-	2028: Employee engagement rate of no less than 80%
• Others : Employee turnover rate	Employee turnover rate of less than 10%	-	2028: Employee turnover rate of less than 10%
• Others : Employee turnover rate	Voluntary turnover rate of high-performance employees Less than 4%.	-	2028: Voluntary turnover rate of high-performance employees Less than 4%.

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes

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.

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:

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

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.

Employee and labor management: Employment

Hiring employees

	2022	2023	2024
Total employees (persons)	1,382	1,524	1,579
Male employees (persons)	237	250	264
Female employees (persons)	1,145	1,274	1,315

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	8	7	6
Total number of employees with disabilities (persons)	1	1	1
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	1	1	1
Total number of workers who are not employees with disabilities (persons)	7	6	5
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Employee and labor management: Remuneration

Employee remuneration

	2022	2023	2024
Total employee remuneration (baht)	947,900,000.00	921,600,000.00	1,032,000,000.00
Total male employee remuneration (Baht)	N/A	163,800,000.00	204,600,000.00
Total female employee remuneration (Baht)	N/A	757,800,000.00	827,400,000.00

Employee and labor management: Employee training and development

Employee training and development

	2022	2023	2024
Average employee training hours (hours / person / year)	48.37	53.10	46.66
Training and development expenses for employees (baht)	1,909,950.00	7,053,756.66	2,496,538.32

Employee and labor management: Safety, occupational health, and environment at work

Safety, occupational health, and environment at work

	2022	2023	2024
Total number of lost time injury incidents by employees (cases)	0	0	0

Employee and labor management: Employee engagement and internal employee groups

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	172	138	156
Total number of male employee turnover leaving the company voluntarily (persons)	17	25	16
Total number of female employee turnover leaving the company voluntarily (persons)	155	113	140
Proportion of voluntary resignations (%)	12.45	9.06	9.88

	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

- Employee internal groups : Yes
Types of employee internal groups : Welfare committee

Information about customers

Customer management plan

- Company's customer management plan : Yes
Customer management plan implemented by the company over the past year : Responsible production and services for customers, Communication of product and service impacts to customers/consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

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. Param 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

Param 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
 - o High-quality care from physicians, nurses, and medical teams with expertise and experience in patient treatment.
 - o Effective and safe treatments following international standards.
 2. Accessibility
 - o Accessible services, including appointment scheduling, emergency treatments, and a variety of healthcare options.
 - o Process improvements to ensure patients receive timely care with minimal waiting time.
 3. Patient-Centered Care
 - o Patient-centered services, understanding individual health concerns and providing appropriate consultations.
 - o Compassionate and empathetic care, ensuring patients participate in treatment decisions.
 4. Effective Communication
 - o Clear and transparent communication regarding diagnoses, treatments, and medical test results.
 - o Providing understandable information to help patients and their families make informed decisions.
 5. Safety Standards
 - o Strict adherence to patient safety standards, including medication verification and proper procedural checks.
 - o Utilizing technology to support treatment and minimize risks, such as medical equipment tracking and electronic medical records.
 6. Resource Management
 - o Efficient resource management, including hospital bed allocation, medical equipment usage, and staff deployment.
 - o Strategic planning and readiness to meet patient service demands.
 7. Continuous Monitoring and Improvement
 - o Continuous monitoring of service quality through both internal and external evaluations, including accreditation by internationally recognized organizations.
 - o Quality improvement initiatives utilizing assessment results to enhance service efficiency.
 8. Patient Satisfaction
 - o Evaluation of patient satisfaction, gathering feedback and suggestions regarding received services.
 - o Implementing corrective actions based on feedback to enhance the patient service experience.
 9. Technology and Innovation
 - o Integration of technology and innovation in patient care, such as electronic health records (EHR) and the use of AI for health data analysis.
 - o 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 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)
- Electronic Medical Record System (Electronic Medical Record: EMR)
- Personal Health Record System (PHR)
- Development of the Smart Hospital project.
- Development of the 9 CARE platform and 9 CARE Shop by the Online Hospital Center.

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.

Reference link for company's customer management plan : <https://investor.pram9.com/en/company-info/sustainability-management/sustainability-management-in-social-dimensions>

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Patient Experience OPD of at Least 95%	-	2028: Patient Experience OPD of at Least 95%
• Development of customer satisfaction and customer relationship	Patient Experience IPD of at Least 95%	-	2028: Patient Experience IPD of at Least 95%

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

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 2024 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 2024 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 8th 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. There are surveys in 7 languages, online surveys in QR Code format. 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 :

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

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%

Diagram of performance and outcomes of customer management

Performance in Responsibility to Service Users



Performance in Responsibility to Service Users

Customer management: Customer satisfaction

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Information on community and society

Community and social management plan

- Company's community and social management plan : Yes
- Community and social management plan implemented by the company over the past year : Employment and professional skill development, Education, Religion and culture, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Reducing inequality

The Company 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.

- Reference link for company's community and social management plan : <https://investor.pparam9.com/en/company-info/sustainability-management/sustainability-management-in-social-dimensions>

Setting community and social management goals

- Does the company set community and social management goals : Yes

Details of setting community and social management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> • Employment and professional skill development • Education • Sports and recreation • Occupational health, safety, health, and quality of life • Disadvantaged and vulnerable groups 	Community and social activities Increase by 20% by 2025, compared to the base year	2020: 17 Activities	2028: 21 Activities
<ul style="list-style-type: none"> • Occupational health, safety, health, and quality of life 	Creating Shared Value (CSV) activities (Creating Shared Value : CSV) At least 2 initiatives per year	-	2028: 2 Activities

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

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.

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:

- o Increase the number of patients who can access quality kidney disease treatment.
- o Enhance the Hospital's credibility and image as a leader in kidney disease treatment.
- o Increase revenue from providing comprehensive kidney disease treatment services.

Social Objectives:

- o Provide education about kidney disease and preventive measures to the public.
- o Reduce the incidence of complications in chronic kidney disease patients.
- o 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 : Organize educational activities about kidney disease

Duration : Every quarter

Activities : Conduct training for healthcare professionals on kidney disease

Duration : Every six months

Key Performance Indicators – KPIs

- Business Indicators:
 - o Number of patients receiving treatment.
 - o Revenue from kidney disease treatment services.
- Social Indicators:
 - o Organize educational activities about kidney disease
 - o 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:
 - o The number of participants in the activity was 308 people, out of the goal of 420 people (representing 73.33%).
- Revenue Outcomes: (Economic return)
 - o 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
 - o Total revenue from patients receiving treatment: 12,700,000 Baht
- Qualitative Outcomes:
 - o Level of satisfaction among participants
 - o Changes in kidney health care behavior

Social return on investment evaluation SROI = (social benefits / 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 ≈ 37.23)
- o This means that for every 1 Baht invested in the project, a social return of 37.23 Baht can be generated.
- o 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:
 - o Spent less than the allocated budget (79.32% of the allocated budget)
 - o The number of participants was 73.33% of the goal (308 people out of the goal of 420)
- Financial Results:
 - o Total revenue 12,700,000 Baht
 - o 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: $SROI = (\text{Social Outcome Value} - \text{Investment Cost Value}) / \text{Investment Cost Value}$

- Social Benefits Received:

Health Aspect:

- o 18 monks received health check-ups and nutritional guidance
- o Reduced long-term risk of NCDs (further follow-up required).

Social Aspect:

- o Strong relationships between the Company, the community, and Wat Rama 9
- o Increased confidence of caregivers and relatives in Praram 9 Hospital.

Economic Aspect: Efficient budget utilization

- Social Outcomes:
 - o Value of Health Check-ups: 18,000 Baht : Estimated cost per general health check-up per person at 1,000 Baht
 - o Value of Reduced Risk of NCDs: 18 monks × 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.
 - o Improved Relationships: Estimated value of improved relationships between the Hospital, the community, and the temple.
 - o Total Social Outcome Value: 18,000 Baht + 90,000 Baht = 108,000 Baht
- Investment Budget : 16,514.70 Baht

$$SROI = (\text{Social Outcome Value}) / (\text{Actual Expenditure}) = 18,000 + (18 \times 5,000) / 16,514.70 = 6.54$$

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.

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
The total number of cases or complaints related to partner rights violations (Cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

4. Management Discussion and Analysis (MD&A)

4.1 Operation, financial condition and material changes

Operational 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 on the operation and financial condition

Operating results and profitability

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.

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.

(2) Other Revenues

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

(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

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 4th 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.

Diagram of operating results and profitability

Medical revenues by type of services	For Year Ended December 31					
	2024		2023		Change	
	Million Baht	%	Million Baht	%	Million 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 Operations	4,635.4	100.0	4,202.0	100.0	+433.4	+10.3
<i>% of Total revenues</i>		98.8		98.8		

Revenue breakdown by type of services

Medical revenues by Nationality	For Year Ended December 31					
	2024		2023		Change	
	Million Baht	%	Million Baht	%	Million 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
<i>% of Total revenues</i>		98.8		98.8		

Revenue breakdown by nationality of patients

Medical revenues by payment method	For Year Ended December 31					
	2024		2023		Change	
	Million Baht	%	Million Baht	%	Million 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
Total Medical revenues	4,635.4	100	4,202.0	100	+433.4	+10.3
<i>% of Total revenues</i>		98.8		98.8		

Revenue breakdown by payment

Other Revenues	Unit	For Year Ended December 31			
		2024	2023	Change	
				Million Baht	%
Rental Revenues	Million Baht	13.6	14.0	-0.4	-2.9
Others	Million Baht	41.5	36.8	+4.7	+12.8
Total	Million Baht	55.1	50.8	+4.3	+8.5
<i>% of Total revenues</i>	%	1.2	1.2		

Other Revenues

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>	%	65.7	67.1		
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>	%	17.8	18.2		
Total Expenses	Million Baht	3,882.6	3,593.7	+288.9	+8.0
<i>% of Total Revenues</i>	%	82.8	84.5		

Expenses

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
EBITDA	Million Baht	1,114.3	958.0	+156.3	+16.3
<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
Profit for the year	Million Baht	712.7	557.9	+154.8	+27.8
<i>Net profit margin</i>	%	15.2	13.1		

Profitability and Profitability Margin

Asset management capability

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 from drug and medical supply trade creditors whose payments are 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 capital adequacy

Cash Flow

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.

Diagram of liquidity and capital adequacy

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
Net Increase in Cash Flow and Cash Equivalent	(1,356.1)	185.9	-1,542.0
Beginning Balance of Cash and Cash Equivalent	1,750.9	1,565.0	+185.9
Ending Balance of Cash and Cash Equivalent	394.8	1,750.9	-1,356.1

Cash Flow

Issuance of debt securities with an obligation to maintain financial ratios

Is there an issuance of debt securities with an obligation : No
to maintain financial ratios?

4.2 Potential factors or incidents that may materially affect the financial condition or the operating results

Significant factors or incidents that may materially affect the future financial condition or the operating results

Factors or Events That Might Significantly Impact Future Financial Position or Performance

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.

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 Information from financial statements and significant financial ratios

Information from financial statements

Summary of financial position statements

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Assets			
Current Assets			
Cash And Cash Equivalents (MillionTHB)	1,565.10	1,750.90	394.80
Trade And Other Receivables - Current - Net (MillionTHB)	242.90	290.00	324.70
Inventories - Net (MillionTHB)	51.40	48.20	56.90
Other Current Financial Assets (MillionTHB)	152.00	150.60	1,848.10
Other Current Assets (MillionTHB)	12.00	11.80	15.00
Total Current Assets (MillionTHB)	2,023.40	2,251.50	2,657.50
Non-Current Assets			
Restricted Deposits - Non- Current (MillionTHB)	4.10	4.10	4.10
Other Non-Current Financial Assets (MillionTHB)	150.00	250.00	377.50
Property, Plant And Equipment - Net (MillionTHB)	3,218.10	3,243.40	3,194.00
Right-Of-Use Assets - Net (MillionTHB)	19.00	19.00	14.00
Intangible Assets - Net (MillionTHB)	78.30	80.30	79.80
Deferred Tax Assets (MillionTHB)	60.10	58.20	58.30
Other Non-Current Assets (MillionTHB)	4.80	3.50	13.90

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Total Non-Current Assets (MillionTHB)	3,534.40	3,658.50	3,741.60
Total Assets (MillionTHB)	5,557.80	5,910.00	6,399.10
Liabilities			
Current Liabilities			
Trade And Other Payables - Current (MillionTHB)	499.30	521.50	647.20
Current Portion Of Long-Term Debts (MillionTHB)	3.90	5.90	4.10
Income Tax Payable (MillionTHB)	60.40	63.10	46.10
Other Current Liabilities (MillionTHB)	45.90	41.50	60.40
Total Current Liabilities (MillionTHB)	609.50	632.00	757.80
Non-Current Liabilities			
Non-Current Portion Of Long- Term Debts (MillionTHB)	3.80	3.00	0.70
Provisions For Employee Benefit Obligations - Non- Current (MillionTHB)	206.30	192.70	199.10
Other Non-Current Liabilities (MillionTHB)	2.80	2.60	3.10
Total Non-Current Liabilities (MillionTHB)	212.90	198.30	202.80
Total Liabilities (MillionTHB)	822.40	830.30	960.60

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Shareholders' equity			
Authorised Share Capital (MillionTHB)	800.00	800.00	800.00
Issued And Paid-Up Share Capital (MillionTHB)	786.30	786.30	786.30
Premium (Discount) On Share Capital (MillionTHB)	1,934.40	1,934.40	1,934.40
Retained Earnings - Appropriated (MillionTHB)	80.00	80.00	80.00
Retained Earnings (Deficits) - Unappropriated (MillionTHB)	1,934.70	2,279.00	2,637.90
Equity Attributable To Owners Of The Parent (MillionTHB)	4,735.40	5,079.70	5,438.50
Total Equity (MillionTHB)	5,557.80	5,910.00	6,399.10

Summary of income statement

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Statement of Comprehensive Income			
Revenue			
Revenue From Operations (MillionTHB)	4,107.30	4,202.00	4,635.40
Rental income (MillionTHB)	15.00	14.00	13.60
Other Income (MillionTHB)	28.20	36.80	41.50
Total Revenue (MillionTHB)	4,150.50	4,252.80	4,690.50
Cost And Expenses			
Costs (MillionTHB)	2,723.60	2,820.00	3,045.40
Selling Expenses (MillionTHB)	95.20	124.30	158.00
Administrative Expenses (MillionTHB)	639.90	649.40	679.20
Total Cost And Expenses (MillionTHB)	3,458.70	3,593.70	3,882.60
Finance income (MillionTHB)	8.70	30.20	54.60
Finance Costs (MillionTHB)	0.50	0.60	0.50
Profit before income tax expenses (MillionTHB)	700.00	688.60	862.00
Income Tax Expense (MillionTHB)	132.40	130.80	149.30
Net Profit (Loss) For The Period (MillionTHB)	567.60	557.90	712.70
EBITDA (MillionTHB)	1,000.00	988.20	1,168.90
Basic Earnings (Loss) Per Share (Baht/Share) (MillionTHB)	0.72	0.71	0.91
Operating Profit (MillionTHB)	691.80	659.10	807.90

Summary of cash flow statement

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash flow statement			
Net Cash From Operating Activities			
Profit (Loss) Before Finance Costs And/Or Income Tax Expense (MillionTHB)	700.50	689.30	862.50
Depreciation And Amortisation (MillionTHB)	299.50	298.90	306.40
(Reversal Of) Loss From Diminution In Value Of Inventories (MillionTHB)	1.20	-0.10	-0.90
(Gains) Losses On Fair Value Adjustments Of Other Financial Instruments (MillionTHB)	25.60	6.80	0.50
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (MillionTHB)	6.50	7.90	6.80
(Gains) Losses On Disposal And Write-Off Of Other Assets (MillionTHB)	0.10	-2.10	-1.10
(Reversal Of) Impairment Loss Of Other Assets (MillionTHB)	6.80	-1.00	-0.80
Interest Income (MillionTHB)	-8.70	-30.20	-54.60
Finance Costs (MillionTHB)	0.50	0.60	0.50
Income Tax Expense (MillionTHB)	-117.20	-129.80	-166.40
Employee Benefit Expenses (MillionTHB)	-6.60	-25.30	-11.90
Other Reconciliation Items (MillionTHB)	0.00	-0.20	-0.30
Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities (MillionTHB)	1,057.60	998.90	1,136.90

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
(Increase) Decrease In Trade And Other Receivables (MillionTHB)	-54.00	-48.20	-32.40
(Increase) Decrease In Inventories (MillionTHB)	3.60	3.30	-7.80
(Increase) Decrease In Other Operating Assets (MillionTHB)	78.30	0.30	3.40
Increase (Decrease) In Trade And Other Payables (MillionTHB)	-84.30	3.00	108.20
Increase (Decrease) In Provisions For Employee Benefit Obligations (MillionTHB)	26.10	29.70	18.20
Increase (Decrease) In Other Operating Liabilities (MillionTHB)	15.20	1.80	16.70
Interest Received (MillionTHB)	6.10	24.60	32.70
Income Tax (Paid) Received (MillionTHB)	-117.20	-129.80	-166.40
Net Cash From (Used In) Operating Activities (MillionTHB)	892.50	804.10	1,039.90
Net Cash From Investing Activities			
Proceeds From Investment (MillionTHB)	200.30	253.50	248.90
Purchase Of Investments (MillionTHB)	-300.10	-351.00	-491.70
Payment For Purchase Of Fixed Assets (MillionTHB)	-160.40	-306.10	-248.10
(Increase) Decrease In Restricted Deposits (MillionTHB)	351.60	1.00	-1,580.00
Net Cash From (Used In) Investing Activities (MillionTHB)	97.40	-377.90	2,038.20
Net Cash From Financing Activities			

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Repayments On Lease Liabilities (MillionTHB)	-5.50	-5.90	-6.50
Dividend Paid (MillionTHB)	-109.70	-234.30	-351.30
Net Cash From (Used In) Financing Activities (MillionTHB)	-115.20	-240.30	-357.70
Net Increase (Decrease) In Cash And Cash Equivalent (MillionTHB)	874.70	185.90	-1,356.10
Cash And Cash Equivalents, Beginning Balance (MillionTHB)	690.40	1,565.10	1,750.90
Cash And Cash Equivalents, Ending Balance (MillionTHB)	1,565.10	1,750.90	394.80

Key financial ratios

	2022	2023	2024
Liquidity ratio			
Current ratio (times)	3.30	3.60	3.50
Quick ratio (times)	3.10	3.50	3.40
Cash flow liquidity ratio (times)	2.60	2.80	0.50
Average account receivable turnover (times)	14.70	12.80	13.10
Average collection period (days)	24.90	28.40	27.80
Average inventory turnover (times)	50.70	56.70	58.00
Average inventory turnover period (days)	7.20	6.40	6.30
Average account payable turnover (times)	16.30	16.10	14.00
Average payment period (days)	22.40	22.70	26.10
Average cash cycle (days)	9.70	12.20	7.90
Profitability ratio			
Gross profit margin (%)	33.70	32.90	34.30
Operating margin (%)	15.80	14.50	16.20
Cash from operation to operating profit (%)	1.40	1.30	1.40
Net profit margin (%)	13.60	13.00	15.20
Return on equity (ROE) (%)	12.60	11.40	13.60
Financial policy ratio			
Total debts to total equity (times)	0.20	0.20	0.20
Dividend payout ratio (%)	40.20	42.30	44.10
Efficiency ratio			
Return on asset (ROA) (%)	10.60	9.70	11.60

	2022	2023	2024
Return On Fixed Assets (%)	26.30	26.50	31.70
Asset turnover (times)	0.80	0.70	0.80

5. General information and other material facts

5.1 General information

General information

Securities registrar

Name of securities registrar : Thailand Securities Depository Co., Ltd.
Address/location : 93 Ratchadaphisek Road
Subdistrict : Din Daeng
District : Din Daeng
Province : Bangkok
Postcode : 10400
Telephone : 02-009-9000
Facsimile number : 02-009-9991

Auditing firm

Name of auditing firm* : EY OFFICE LIMITED
Address/location : 33RD FLOOR, LAKE RAJADA OFFICE COMPLEX, 193/136-137
RAJADAPISEK ROAD
Subdistrict : KHLONG TOEI
District : KHLONG TOEI
Province : Bangkok
Postcode : 10110
Telephone : +66 2264 9090
Facsimile number : +66 2264 0789-90
List of auditors : Miss MANEE RATTANABUNNAKIT
License number : 5313
List of auditors : Mr TERMPHONG OPANAPHAN
License number : 4501
List of auditors : Mr VORAPOJ ANNAUYPANIT
License number : 4640

Information of other key contacts

Name of contact person or department No. 1

Name of contact person or department : Internal Auditor (Mrs. Sasiwimon Sooksai)
Address/location : Thaniya Building, 17 Floor, Zone A 52 Silom Road
Subdistrict : Suriya Wong
District : Bang Rak
Province : Bangkok
Postcode : 10500
Telephone : 02 231 2064

Facsimile number : 02 231 2067

Name of contact person or department No. 2

Name of contact person or department : Sustainability Working Group (Flying Officer Panitta Pakagij Strategy Division Manager)

Address/location : Praram 9 Hospital Public Company Limited
99 Rama IX Road

Subdistrict : Bangkok

District : Huai Kwang

Province : Bangkok

Postcode : 10310

Telephone : 02 202 9999#21405

5.2 Other material facts

5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No
making

5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

5.3 Legal disputes

Legal disputes

Is there any legal dispute? : No

5.4 Secondary market

Secondary market

Has the company's security been listed on a stock exchange in : No
another country?

5.5 Financial institution with regular contact (in case of debt securities offeror)

Financial institution with regular contact

Are there any debt securities offered? : No

Part 2 Corporate Governance

6. Corporate governance policy

6.1 Overview of the policy and guidelines

Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

Policy and Guidelines for the Board

Param 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 Param 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.pram9.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.pram9.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:

- 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.
- 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.
- 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.pram9.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)

Reference link for the full version of corporate governance policy and guidelines : <https://investor.pram9.com/en/company-info/corporate-governance/corporate-governance-policy>

6.1.1 Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies, Other guidelines regarding the board of directors

Nomination of directors

Policy on Nomination of Directors and Top Executive

The Company has a policy to recruit directors by determining the director nomination criteria as well as qualifications of directors and appointment process of new directors clearly and transparently, whereby the Board of Directors shall consider the appropriateness of the structure and composition of the Board of Directors in accordance with the Board of Directors structure policy to be in accordance with the business strategy, by taking into account the requirements of qualifications, professional skills and specific expertise of the directors that the Company still lacks of according to the Board Skill Matrix such as medication, finance and accounting, law, marketing, management or other aspects to ensure diversity in different areas as well as qualifications and experiences that are consistent and in support of short-term and long-term business strategy of the Company, regardless of gender, race, nationality, and religion. In nominating the Company's new directors, the Company used outsourced services provided by professional search firms or selecting candidates from the Director Pool database to help make decisions in recruiting and creating a wide variation in the structure of the Board of Directors. For more details, please refer to the section on "Nomination and Appointment of Directors and Top Executive".

Determination of director remuneration

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.

Reference link for determination of the director remuneration : <https://investor.pram9.com/storage/download/corporate-policy-and-guidelines-governance-policy/20210909-pr9-cg-policy-en.pdf>

Page number of the reference link : 3-4

Independence of the board of directors from the management

Policy on the Independence of the Board of Directors from the Management

All directors are independent in expressing their opinions on the operations of the management; by clearly separating the roles, duties and responsibilities of the Board of Directors and the Chief Executive Officer and has clearly delegated authority to manage the business for the management in writing to enable the Board of Directors to truly perform their duties independently from the management. The Board of Directors has a duty to set policies, vision, mission, objectives and main goals in business operations, directions and business strategy plans so that the management can implement and supervise the management by determining the audit methods. In order to counterbalance the work of the management and supervising the management's operations to be efficient, transparent, and in compliance with laws and regulations to ensure that the operation of the Company is appropriate and for the best benefits of the company and shareholders. (More details are presented in the Section of "Management Structure")

Director development

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.

The Company has disclosed all training and seminar information for the top 4 executives and the Company secretary

in the attached document under the section 'Board Profile - Information on Board Directors, Executives, and Company Secretary.

Board performance evaluation

Performance Assessment of the Board of Directors and Sub-Committees

To ensure that the governance, control and management fully comply with the corporate Governance principles and to monitor and assess the result against the objectives and goals, the Company set a policy for the Board of Directors, Sub-Committees and the Chief Executive Officer to take the performance appraisal at least once a year. The assessment results will provide the Board of Directors, Sub-Committees and the Chief Executive Officer with significant information and opportunity to review their performance, issues and problems in the past year. This will enhance the effectiveness of the performance of the Board of Directors, Sub-Committees and the Chief Executive Officer with the assessment process and criteria as follows:

The Company organizes performance appraisal of the Board of Directors and Sub-Committees on a yearly basis. The appraisal covers three areas as follows:

- (1) Self-assessment of the Board of Directors and Sub-Committees
- (2) Individual self-assessment of the Board of Directors and Sub-Committees
- (3) Individual assessment of the Board of Directors (assessing other members)

Operating Performance Assessment Process

(1) The Nomination and Remuneration Committee considers and set policy and scoring criteria of each key item based on the assessment form.

(2) The Company Secretary Office will submit the performance assessment form to all Directors for both group and individual assessment.

(3) The Board of Directors sends back the form to the Company Secretary Office who collects and summarizes the assessment results, and reports to the Nomination and Remuneration Committee and the Board of Directors in the first Board of Directors' Meeting of the year. Moreover, for various recommendations received from the performance evaluation of the Company's board and sub-committees, the Company will adjust enhance the effectiveness of the board and sub-committees, aiming to maximize the benefits in conducting business and overseeing the Company's operations in the future.

Scoring Criteria and Assessment Summary

<u>Score (%)</u>	<u>Level</u>
85 - 100	Excellence
75 - 84	Very Good
65 - 74	Good
50 - 64	Fair
Below 50	Need Urgent Improvement

Corporate governance of subsidiaries and associated companies

As of 31 December 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.

Other guidelines related to the board of directors

Policy for directors and senior executives to inform the trading of the Company's securities

Policy for directors and senior executives to inform the trading of the Company's securities

According to the Securities and Exchange Act B.E. 2535 (1992) (and amendment) and the Notification of the Office of the Securities and Exchange Commission No. Sor Jor. 38/2018, the directors and the first four executives and persons who have relationship, namely spouses or partners and minor children as well as juristic persons that they, their spouses or partners and minor children holding shares exceeding 30 percent of the total voting rights of such legal entity and the holding of such shares is the largest proportion in that legal entity shall report their securities holding to the SEC in electronic form through online system within three days after the day the Company's securities are traded or transferred. The Company's Board of Directors has formulated a policy related to the Company's share trading as follows:

(1) The directors and the first four executives shall submit a copy of such report to the Company Secretary at least one day prior to the transaction, allowing the Company Secretary to facilitate the report of the changes in securities holding to the

SEC and SET. After that the directors and the first four executives shall submit the report on the changes of their securities holding to the Board of Directors for acknowledgement on a quarterly basis.

(2) The directors and the first four executives shall submit a copy of the report in 7(1) to the Company Secretary on the same day the report is sent to the SEC and SET.

Moreover, during the past year, the spouses of the board members and executives have engaged in the acquisition or purchase of company securities. Additional details can be found in the section on Disclosure of Information and Transparency.

Policy on the Segregation of Positions of Chairman of the Board of Directors and the Chief Executive Officer.

Policy on the Segregation of Positions of Chairman of the Board of Directors and the Chief Executive Officer

According to the Company's policy, the Chairman of the Board of Directors shall not be the same person as the Company's Chief Executive Officer to ensure checks and balances and no relationship with the management department. The Company has clearly segregated duties and responsibilities in policy formulation, monitoring and supervision of operations and management. The Chairman of the Board of Directors has a significant role in determining the policy, monitoring and overseeing that the business operations of the Company are in accordance with the policies set forth. As well as provide support and advice on the operations of the management without interference with the works under the management's responsibility. The Company has clearly defined and segregate the duties and responsibilities of the Chairman of the Board of Directors and the Chief Executive Officer, which can be summarized as follows:

Chairman of the Board

- Participate in considering and determining meeting agenda with the Directors, including Chairman of the Executive Committee, the Chief Executive Officer and with at least one Independent Director participating in considering and approving the meeting agenda each meeting.
- Encourage the Board of Directors to attend the Board of Directors Meeting and Shareholders' Meeting and lead and control the meetings to achieve results effectively.
- Encourage the Board of Directors to participate in the meetings, allocate sufficient time for the management or related persons to present information, support and offer an opportunity to raise questions and express opinions freely, control discussion issues and conclude meeting results
- Provide assistance, suggestions and comments that are beneficial to the Company's business operation
- Consider matters that may have conflicts of interest to ensure accuracy and transparency.
- Encourage and support the Board of Directors to perform duties within the scope of authority, duties and responsibilities of the Board of Directors to achieve the objectives of laws, Charters and the principles of good corporate governance.
- To strengthen the relationship among the Company's directors, whether independent directors, non-executive directors or executive directors, as well as the Board- Management relationship.

Chief Executive Officer

- Act as the Company's chief of management team with responsibility as assigned by the Board of Directors and the Executive Committee in operating business and overseeing the business management of the Company.
- Supervise, manage and perform for the benefits of the Company and to be in accordance with the vision, business direction, objectives and regulations as well as rules, resolutions, policies, business strategies and annual budget plan that have been approved by the Board of Directors and/or approved by the Shareholders' Meeting under the relevant legal framework and the scope of authority determined by the Board of Directors.
- Inspect, monitor and evaluate the operating performance of the Company's management to ensure that the management implements the strategy and business plan laid down to be in accordance with the Company's policies and goals as well as report to the Board of Directors on a quarterly basis.
- Perform duties as assigned by the Board of Directors and have the authority to take any actions necessary for the performance of such duties.

Policy regarding the Board of Directors Meeting

Policy regarding the Board of Directors Meeting

In order to ensure that the Board of Directors is able to continuously monitor and control the Company's operations, the Company has therefore formulated a policy for the Board of Directors Meeting as follows:

4.1 According to the Company's Charter, the Board of Directors shall convene at least four times a year (once very quarter) and can hold special meetings as deemed necessary. To ensure compliance with the principles of good corporate governance, the Board of Directors has therefore a policy prescribing that there shall be more than six meetings per year for

effective monitoring of the Company's operations.

In 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 4th/2023 board meeting on 15 May 2023, which approved amendments to the board's regulations to comply with the Public Limited Companies Act of 1992 B.E. and the company's regulations regarding meetings. This includes sending meeting invitations and supporting documents and conducting electronic meetings under the specified conditions, procedures, and methods, allowing the board members sufficient time to review the information before attending the meeting, unless there is an urgent necessity. To preserve the rights or benefits of the company, notifications for meeting appointments may be made through other means or the meeting date may be scheduled earlier. 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.

Policy on Non-executive Directors Meeting

Policy on Non-executive Directors Meeting

The Company's board of directors has a policy to support non-executive directors and independent directors in conducting meetings among themselves, without the participation of executive directors and management, at least once a year. The purpose of these meetings is to discuss various issues, including management matters that may be of interest. Following these meetings, the secretary convening the meeting will send a summary of the resolutions and suggestions to the company's board of directors, executive directors, management, and relevant parties for consideration and/or action based on the resolutions or suggestions. The secretary who convened the meeting will also monitor the progress and report to the next board meeting of non-executive directors.

Limiting the Number of Listed Companies in which Directors and the Chief Executive Officer (Head of the management) can Hold Directorships

Limiting the Number of Listed Companies in which Directors and the Chief Executive Officer (Head of the management) can Hold Directorships

The Company has determined the qualifications of directors who are allowed to hold directorships in other companies. However, such directorships shall not obstruct the performance of duties of the Company's directors and shall be in compliance with the SET's guidelines. To support the guidelines for good corporate governance and promote the highest efficiency in performing duties. The Company has therefore established a policy to allow the Company's directors and the Chief Executive Officer (the top management) to hold directorships in no more than five listed companies without any exemption and shall inform the Board of Directors at all times in the event that they wish to hold directorships in other businesses.

At present, none of the directors or the Chief Executive Officer of the Company holds directorships in more than five listed companies.

Policy for Determining Tenure of Directors

Policy for Determining Tenure of Directors

The Company has determined tenure of directors in accordance with the Public Limited Companies Act B.E. 2535 (1992) and the Company's Articles of Association, specifying that one-third of directors shall retire by rotation at every Annual General Shareholders' Meeting. After the first and the second year, the directors who hold the positions the longest shall retire by rotation. In the event where the number of directors cannot be divided into three parts, the number nearest to one-third of the directors shall retire. The directors who vacate from the positions may be re-elected. The Nomination and Remuneration Committee shall consider nominating appropriate and qualified persons to the Board of Directors for consideration before proposing the matter to the Annual General Shareholders' Meeting.

The Company has also specified the limit on the number of years of directorship for independent directors at no longer than nine years from the appointment date without any exemption. The Company has disclosed the information on each director's appointment date and the list of independent directors. Currently, none of the Company's independent directors holds the position of independent director for more than 9 years. (More details are presented in the Details of Directors, Executives and the Company Secretary Section.)

Policy on the Succession Plan for the Top Executive Positions

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.pparam9.com, to ensure that the Company's operations continue with the highest efficiency.

6.1.2 Policy and guidelines related to shareholders and stakeholders

Are there policy and guidelines and measures related to : Yes
shareholders and stakeholders

Guidelines and measures related to shareholders and : Shareholders, Employee, Customer, Business competitors, Suppliers,
stakeholders Creditors, Government agencies, Community and society, Other
guidelines and measures related to shareholders and stakeholders

Shareholders

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/aggm2023>, or by scanning the QR code provided in advance for shareholders' convenience.

- The Company provides duty stamp service in the proxy form free of charge at the registration point for both proxies attending physical meeting and via e-AGM in order to reduce shareholders' burden of stamp duty costs incurred.

- In case of proxy granting, the Company has established guidelines on shareholders' identification documents. The proxies can use a copy of the identity card, a copy of the passport, a copy of the affidavit of shareholders, a copy of appointment order of administrator of estate, and a copy of other documents instead of the original documents to prevent complications or restriction of shareholders' right to attend the meeting

- The Company has placed importance on protecting the privacy of the shareholders' personal data to be in line and comply with the Personal Data Protection Act, B.E. 2562 (2019). Therefore, the shareholders will be informed of the objectives of collecting, using and disclosing their personal data as well as their rights in accordance with such law.

2. Preparation prior to the Shareholders' Meeting

- The Company has a policy to allow shareholders to propose additional agenda and nominate qualified persons to be elected as the Company's directors at the Annual General Shareholders' Meeting. This includes the opportunity for shareholders to submit questions on the Company or about the agenda in order to inquire on doubtful issues to the Company in advance, prior to the Company's Annual General Shareholders' Meeting. The Company has published details and criteria for granting such right on the Company's website at www.pram9.com under the Investor Relations section and on the SET's website for acknowledgement of shareholders and investors. Details are as follows:

Providing 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

Meeting date

- 23 April 2024 (via electronic means)

Providing the right to propose additional meeting agenda and nominate person to be elected as director

- 1 October 2023 - 31 December 2023

Providing the right to submit questions prior to the meeting

- 1 October 2023 - 31 March 2024

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.pparam9.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 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

- 23 April 2024 (via electronic means)

Dissemination of meeting documents on the Company's website

- 22 March 2024

Newspaper publication

- 27 - 29 March 2024

- The Company had a policy to allow shareholders, including individual shareholders and institutional investors to register to attend the Shareholders' Meeting prior to the meeting date. The Company viewed that it was a channel that can help facilitate all shareholders and prevent delays on the meeting date.

- The Company held the 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 5th 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 for attending the meeting held via electronic means to the shareholders, such as registration process, presenting identification documents for registration, attending the meeting, voting, and vote counting to the shareholders together with the documents for the shareholders' meeting, the details of which are summarized as follows:

(1) Preparation before using DAP e-Shareholder Meeting system

(2) Registration procedures via E-Register system : The Company provided the shareholders who wished to attend the meeting with the opportunity to register to attend the meeting and identify themselves via e-Shareholder Meeting system from 1 April 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 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.pram9.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.

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@pram9.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 5th Floor, Praram 9 Grand House Meeting Room, Praram 9 Hospital Building A (existing building), No. 99, Rama IX

Road, Bang Kapi Sub-district, Bang Kapi District, Bangkok 10130.

The shareholders could view the live meeting at <https://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:

1. Mr. Bhanapot Damapong Chairman of the Board of Directors (Non-Executive Director) 1/1
2. Dr. Satian Pooprasert Vice Chairman of the Board of Directors / Member of the Executive Committee / Chief Executive Officer 1/1
3. Dr. Viroon Mavichak Director / Member of the Executive Committee / Deputy Managing Director of

Medical Department 1/1

4. Dr. Prasert Trairatvorakul Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainability Development Committee / Deputy Managing Director, Nursing and Medical Services Department 1/1

5. Mr. Attapol Sariddipuntawat Director / Chairman of the Executive Committee (Non-Executive Director) 1/1

6. Emeritus professor Wg. Cdr. Dr. Sirintara Singhara Na Ayudhaya Independent Director / Member of the Audit Committee/ Member of the Nomination and Remuneration Committee 1/1

7. Mr. Kanit Patsaman Independent Director / Chairman of the Audit Committee / Member of the Corporate Governance and Sustainability Development Committee 1/1

8. Mrs. Vilasinee Puddhikarant Director / Member of the Nomination and Remuneration Committee (Non-Executive Director) 1/1

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 1/1

10. Dr. Tanai Charinsarn Independent Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainability Development Committee 0/0

11. Miss Kamaporn Tumpipit Deputy Managing Director, Accounting and Finance Department and Executive (Chief Financial Officer) 1/1

Individual and committee meeting attendance 100%

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. Patrasupang 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.

- 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.pparam9.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.

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.pparam9.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.pparam9.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.pparam9.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@pparam9.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.

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.pparam9.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.pparam9.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 • 23 April 2024 (via electronic devices)
- Publishing the invitation letter and supporting document on the Company's website • 22 March 2024
- Delivery of the invitation letter and supporting document to shareholders • 1 April 2024 (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.pparam9.com. All proxy forms were also delivered together with the invitation letter to the shareholders by specifying documents and evidence necessary for the shareholders and proxy holders to present for identity verification as part of the registration process as well as clear step-by-step instructions on grants of proxy for the shareholders to be able to correctly prepare and not having problems in attending the meeting. This is to facilitate and protect the right to attend the meeting of shareholders who cannot attend the meeting by themselves.

5. Live streaming of the AGM and video recording of the meeting for dissemination on the Company's website

In the past year, the Company arranged a live streaming from the meeting room of the Company's Head Office, the venue of the Meeting, 99 Rama IX Road, Bangkapi, Huai Khwang, Bangkok 10310. The shareholders were able to view the live streaming of the meeting at <https://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).

Policy on the Role of Stakeholders

The Company has a strong intention to operate its business with transparency and efficiency, based on honesty and ethics while creating good performance results and sustainable growth and with great effort to ensure business sustainability. The Company adheres to the obligation given to its shareholders to enhance their satisfaction and maximize their long-term benefits by taking into account good returns to the shareholders in a continuous manner and disclosing reliable information to the shareholders in a transparent manner, the Company has therefore set a policy and practice guidelines for shareholders as follows:

Policy and Guidelines on Treatment of Shareholders

- (1) Respect and promote execution of shareholders' rights to ensure that the shareholders are taken care of and are facilitated properly and adequately as well as treating all shareholders fairly and justly.
- (2) Perform duties with integrity and make any professional decisions with discretion, prudence, and fairness towards major and minor shareholders, for the utmost benefits of the overall shareholders.
- (3) Control and safeguard against improper depreciation or loss of property of the Company
- (4) Present the Company's actual status, performance, financial status, accounting and other significant reports to shareholders in a regular and complete manner as well as communicate the Company's current and future directions both in positive and negative ways, based on probability and sufficient supporting information.
- (5) Manage to ensure that the Company has high capacity to achieve long-term and short-term objectives effectively and efficiently as well as competitiveness to achieve its goal to generate shareholders' annual returns in the form of dividend according to the announced dividend policy.
- (6) Prohibit all directors, executives and employees from disclosing any non-public information of the Company for their own personal gains or those of their family members and close relatives and/or take any actions that may lead to conflicts of interest with the Company.

Employee

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 beneficials to perform their duty and each function will propose the trainings and seminars to the Human Resources Department for consideration and to proceed according to Company's internal procedures as deemed appropriate. In determining seminars and training programs, each function has to review every year and arrange approximately four trainings / seminars per annum. Each function may invite external speakers or adopt a mentor system or send employees to attend external trainings, which enable employees to perform their duty with efficiency and to be ready for more responsibilities in the future.

(5) Use a merit system as a basis for salary increase and/or promotion, by also considering knowledge, responsibilities, and potential of each employee altogether.

(6) Put in place the process to protect a complainant or a person reporting misconduct from any trouble related to whistleblowing as well as fair investigation process of employee misconduct and proper employee punishment based on the Company's regulations.

(7) Determine anti-corruption guidelines as well as instill among all employees the commitment to compliance with relevant laws and regulations such as strict prohibition on the use of insider information.

(8) Conduct annual employees' satisfaction and loyalty assessment to analyze and identify the areas of improvement to reduce employees' turnover rate and to inform all employees of the assessment result. The Company's employee loyalty and work happiness index prior to being listed on the SET and today have all remained at high level.

Policy and Practice Guidelines on Employee Compensation and Benefits

The Company focuses enhancing quality of life of all employees as a motivation to drive the organization to mutual success. The Company has therefore formulated employee compensation and benefits policy on a fair and appropriate manner based on knowledge, experience at fair rates between male, female and employees with disability. The Company considers salary adjustment and bonus on an annual basis. In addition, the Company utilizes KPI (Key Performance Indicator) as an incentive for short-term compensation for employees to encourage them to contribute and increase value to the Company. Long-term incentives are considered based on related laws and regulations, righteousness and fairness to encourage employees to work with the Company in the long run with passion and loyalty. Details are as follows:

(1) The Company pays salaries, wages, bonus, and special compensation, and provides benefits on a fair and appropriate basis in line with its business performance and profitability, and in a competitive rate within the same industry.

(2) The Company provides provident fund and social security for employees, who proportionately receive the Company's contributions serving as their security, as well as tax benefits. (Please refer to further details in the Corporate Governance Structure Section 7.5.2, Reserves for Retirement Benefits Fund.)

(3) The Company provides employees with medical treatment benefits, discounts for medical expenses for family members, including father/mother, husband/wife and underage children, the right to pay medical fee in installments, as well as child delivery and maternity expenses.

(4) Param 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:

1. Short-term compensation includes. Salary, wage, bonus, provident fund, fringe benefits, etc.

2. 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.

Customer

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.pparam9.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.pparam9.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:

- 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 3rd 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

Business 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.

Suppliers

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) 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.
- (4) Neither call for, nor accept, or pay any benefit, in a dishonest way, to suppliers.
- (5) 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.
- (6) Provide information and ensure suppliers' respect for human rights, fair labor treatment, and social and

environmental responsibility.

(7) Establish channels for suppliers to report abuses or unfair treatment in any case to the Company's Audit Committee. All complaints or clues of misconduct reported to the Company will be kept confidential. The Audit Committee will call for an investigation and find solutions (if any) and will further report to the Board of Directors.

Reporting Channels

(1) Post: Audit Committee Praram 9 Hospital Public Company Limited 99 Rama IX Road, Bangkok, Huai Khwang, Bangkok 10310

(2) Phone: 1270

(3) The Company's website at www.pram9.com under the Investor Relations Section under Whistleblowing

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

Government agencies

Policy and Practices Employment of Government Employee.

The Company defines the policy of employment of Government Employee to hold office of director, management team, personnel, employee or advisor of the Company. There must be procedure of recruitment, hiring approval, framework of remuneration, and control process to ensure that the employment of government employee is not in return for obtaining any benefits subservient to the Company, breaking images on credibility and integrity in performing duties which increase risks of fraud and corruption.

Community and society

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.

Policy on the responsibility towards communities

The Company promotes good relations with nearby communities and in the areas that it provides services as follows:

- (1) Respect human rights and treat everyone equally.
- (2) Support projects or activities related to medical processes aimed at improving the quality of life without any cost. Analyze the expectations of communities/societies to understand their actual needs and design activities or projects that are appropriate and involve the community.
- (3) Providing basic life-saving training (CPR) for children and adults, conducting activities to teach self-breast examination for early detection, and offering basic first aid services to various organizations.
- (4) Enhance and provide health benefits to help develop communities to become self-reliant and sustainable, fully capable of operating hospital-based businesses.

Other guidelines and measures related to shareholders and stakeholders

Fair Labor Treatment Policy

Fair Labor Treatment Policy

The Company recognizes the importance of human resource development and fair labor treatment which is a factor promoting business value and enhancing its competitiveness and sustainable growth in the future. The Company has set out the following policy and practice guidelines:

- (1) Equally respect employees' rights according to human rights principles regardless of sex and provide opportunity for the disabled and underprivileged persons to work with the Company as well as comply with the labor law.
- (2) Ensure fair employment process and employment conditions as well as consider performance based on evaluation process on a fair basis.
- (3) Promote personnel development via trainings and seminars and various related academic training to enhance employees' knowledge, competency and potential of personnel as well as cultivate positive attitudes, morality, ethics and teamwork.
- (4) Provide various benefits for employees as required by law and beyond.
- (5) Focus on organizing work environment and facilities required for work to ensure safety and ability of employees to perform their duty safely with good hygiene in the workplace.
- (6) Allow employees to express their opinions or complaints about unfair treatment or wrongdoing in the Company as well as protect the employees who report such matters.
- (7) Encourage all employees to adhere to and respect the rights of others, starting from refraining from using aggressive words in writing and speaking or gestures that suggest aggressiveness, obscene, threat, abuse, harassment, or adversary actions while communicating with others

Policy on Non-infringement of Intellectual Property and Copyright

Policy on Non-infringement of Intellectual Property and Copyright

The Company applies the concept of corporate social responsibility in its business to build confidence among all related parties without taking advantage of other benefits obtained from illegal and unethical acts. One of the important guidelines is to respect the intellectual property rights of others. The Company does not support the operation that violates intellectual properties, whether they are copyrights, patents, trademarks or trade secrets. The Company has defined relevant practice guidelines as follows:

(1) The Company will not use information, documents, publications, or trade secrets without permission to legally use or obtained unlawfully. If the Company uses information, documents, media or publications of others, the Company shall refer to the source of information or the author, or showing link connecting to the work of the creator.

(2) Every employee's computer will only install software that is legitimate and in case employees require specific software, the Information Technology Department will install copyrighted software that the Company has purchased.

(3) Regularly review of information, documents and publications that will be used in the business to ensure that they are not copyrighted works of others and lawful action should be taken if required.

Personal Data Protection Policy

Personal Data Protection Policy

Personal Data Protection Policy has been prepared with an objective to protect personal data of a person who seeks the service or visits website or uses applications of the Hospital, effective 28 April 2020. New amendments of the Personal Data Protection Policy, effective 27 May 2022, included setting the Privacy Policy separately for patients and their relatives, medical professionals, employees and job applicants, stakeholders and outsiders, the details of which are as follows:

“Personal data” means information that enables direct and indirect identification of a person but not includes information about a deceased person.

Collection of personal data

1. The Company directly and indirectly collects personal data for an appropriate period of time for the benefits of providing service. This includes the information a person provides to the Company or when a service is requested through website, application and other channels.

2. The Company may receive personal data from the third party, such as business within the group, sales agents or the Company's service providers and government agencies.

Collected personal data

Personal data is collected depending on the information collection and type of service requested from the Company. The personal data shall be used to enable the Company to complete online and offline transactions or requested services. The information collected from the service recipients or from the third party are, for example, authentication information, contact information, payment information, service received, participation in marketing activities, statistics, information about visit to the Company's website, health information, information about drug and allergy, feedback and treatment results.

The Company will not collect sensitive personal data, such as race, religious belief and criminal record unless it is required by laws or regulations or permitted by the person.

Use of personal data

The Company shall use personal data for the purpose of supplying or delivering services, making appointment with doctors, delivering news, introducing the Company's services, coordinating and transferring information that will accelerate patient transfer, identifying patient, reminding patients on appointment or offering assistance, facilitating and presenting privileges for marketing purpose, sales promotion, customer relations, accounting and financial purpose, security, job application, employment, compliance with the Company's regulations, and compliance with laws, rules and regulations, and to fulfill requests from government agencies. The information shall also be used for other purposes that supports the aforementioned activities or as permitted by the person case by case.

Disclosure of personal data

The Company may disclose or transfer personal data to the third party in or outside the country, including business partners, banks and payment agents, creditors with security and safety, immigration and customs, government agencies, regulators and other organizations as permitted by laws. The Company shall follow necessary or appropriate measures or comply with regulations and laws.

Link to a third-party website

The Privacy Policy does not apply for the third-party website. The Company shall not be responsible for the use of personal data by the third party, which is out of the Company's control.

Personal data protection and safety

1. Personal data shall be kept as long as necessary for different purposes according to the Privacy Policy or legal requirement or for the purpose of legal action.

2. The Company shall implement safety and security measures as well as appropriate information management to protect the safety of the personal data collected by the Company.

Right of the owner of the personal data

1. Right to withdraw consent
2. Right of access
3. Right to rectification
4. Right to erasure
5. Right to restriction of processing
6. Right to data portability
7. Right to object
8. Right to complain

Channels and Processes for Managing Personal Data

If the data owner wishes to exercise the rights of the data owner, including the right to lodge a complaint, they can contact the Company directly by filling out the form requesting to exercise the rights of the data owner. The Company's Data Protection Officer (DPO) will then consider the facts according to the process and present them to the authorized person for consideration, and then inform the data owner. (More details are available on the Company's website, www.param9.com in Investors Relations Section.)

Tax Policy

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.pram9.com under the Investor Relations Section.)

6.2 Business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company has established the written policy on Corporate Governance and the Code of Conduct to serve as a standard to which the Company's directors, executives, and employees at all levels adhere in performing their assigned duties and responsibilities. In promoting compliance with the Company's Code of Conduct, the management and employees are required to understand and strictly uphold ethical standards to ensure that they perform their duties with efficiency and transparency and take into consideration the Company's best interest and fairness to all related stakeholders. Any discrepancy shall result in disciplinary actions.

Essence of the Code of Conduct and Corporate Ethics are as follows:

1. Conflict of Interests Policy
 - No personal interest and conflicts of interest
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.param9.com under the Investor Relations Section.

Policy and guidelines related to business code of conduct : <https://investor.param9.com/storage/download/corporate-governance-policy/201490605-pr9-business-ethics-th.pdf>

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of misuse of inside information, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Preventing the misuse of inside information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work, Other guidelines related to business code of conduct

Prevention of misuse of inside information

Prevention of Conflicts of Interest

The Company has established a policy and practice guidelines on the prevention of conflict of interest based on the principle that any decision on business activities shall be done for the best interests of the Company and shareholders and shall avoid actions that cause conflict of interest to ensure fairness to all stakeholders. The Company, therefore, sets a policy to prevent exploitation of personal interests from being a director, executive or employee of the Company. As a result, the Company has determined practices for directors, executives and employees of the Company as follows:

Practices to prevent conflicts of interest.

(1) Avoid conducting related party transactions or connected transactions with oneself or related persons that may cause conflict of interest with the Company, except for transactions that will support medical services and/ or transactions that are reasonable and create benefits to the Company.

(2) Refrain from seeking own benefits or benefits of others by using and disclosing information or internal information that has not been disclosed to the public or is confidential to outsiders.

(3) Not use documents or information obtained from being the Company's director, executive or employee in doing his/her own business or other persons' business that is in competition to or having common characteristics or related to the Company's business.

(4) In case a conflict of interest is found, the matter shall be reported immediately to the supervisor.

The Company has communicated the conflict-of-interest prevention policy to Directors, executives and employees through various communication channels, such as on orientation day, Intranet, and the Company's documents, and organizes an annual training for review.

In the past year, the internal auditor reviewed the operational process and found that the implementation of the aforementioned persons and departments completely met the policy requirements. In addition, no violations or wrongdoing arising out of a conflict of interest was found.

Reference link for prevention of conflicts of interest : <https://investor.pram9.com/storage/download/corporate-governance-policy/20210909-pr9-cg-policy-en.pdf>

Page number of the reference link : 6-7

Anti-corruption

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.pparam9.com/th/company-info/corporate-governance/corporate-governance-policy>)

Reference link for anti-corruption : <https://investor.pparam9.com/storage/download/corporate-governance-policy/20230828-pr9-anti-corruption-policy-en.pdf>

Whistleblowing and Protection of Whistleblowers

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 an 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.pparam9.com, under the Investor Relations Section, on the Whistleblowing Page.

(4) The Company's Website, www.pparam9.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.pparam9.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.

Reference link for whistleblowing and protection of : <https://investor.pparam9.com/storage/download/corporate-governance-policy/20230828-pr9-anti-corruption-policy-en.pdf>
whistleblowers

Page number of the reference link : 8-10

Preventing the misuse of inside information

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.pparam9.com, for all directors, executives and employees to acknowledge and use as practice guideline. The Company has also included the policy in the orientation program for new employees. In the past year, there was no insider trading case.

Policy on Securities Trading and the Use of Inside Information

The Company has a policy to comply with the law regarding the use of internal information, ensuring fairness and impartiality to all shareholders equally, and to prevent any unlawful activities. Therefore, the Company has established practices as follows:

Practices to prevent insider trading of the Company's securities

(1) Directors, executives and auditors of the Company which issues securities are obliged to disclose and report of their securities holding, their spouses or partners as well as minor children, juristic person in which they, their spouses or persons living together as husband and wife, and minor children holding more than 30 percent of the total voting rights of the juristic person, according to the regulations of the SET and the SEC

(2) Employees at all levels of the Company, as well as their families who have knowledge or may have access to non-public information, are prohibited from engaging in the buying or selling of the Company stocks, or encouraging others to buy, sell, offer to buy, or offer to sell the Company's stocks, either personally or through agents, while in possession of undisclosed information. The Company and the Stock Exchange of Thailand consider such securities transactions as trading for profit or benefiting a particular group. Therefore, directors, executives, employees, and contractors of the Company, including advisors with access to significant non-public information that may impact changes in the Company's stock prices, must refrain from trading the Company's stocks within the 30 day period prior to the disclosure of financial statements or internal information to the public. This restriction applies within the 24 hours following the public disclosure of such information by the Company.

(3) The Company has established a security system in the workplace to safeguard files and confidential documents. The Company has also restricted access to non-public information by providing only to necessary and related persons. This is considered the duty of the information owner or the person who possesses the non-public information to urge those involved to strictly follow the security procedures.

Violators of the use of internal information shall be subjected to disciplinary actions and/or laws, as the case may be, ranging from verbal warning, written notice, probation and termination.

Support from the Company's Secretary

With regard to the internal operations, the Company Secretary shall inform the Directors, executives and concerned employees of the blackout period and the schedule of the Board of Directors' Meeting and the annual general meeting of shareholders one year in advance.

In addition, around five days prior to each quarterly meeting, the Company Secretary shall inform the Directors, executives, management, employees, staff members and advisors who receive material inside information that could influence any changes in the Company's security price of the blackout period by email in order to prevent insider trading.

In the past year, none of the persons mentioned above traded the Company's securities within 30 days before the financial statements and inside information were publicly disclosed, and 24 hours after they are publicly disclosed.

Reference link for misuse of inside information : <https://investor.pram9.com/storage/download/corporate-governance-policy/20210909-pr9-cg-policy-en.pdf>

Page number of the reference link : 11-14

Gift giving or receiving, entertainment, or business hospitality

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.

Reference link for gift giving or receiving, entertainment, or business hospitality : <https://investor.pram9.com/storage/download/corporate-governance-policy/20230828-pr9-anti-corruption-policy-en.pdf>

Page number of the reference link : 5

Compliance with laws, regulations, and rules

Violation / Non-compliance with regulations

In the past year, the Company was not fined, charged, or brought into any civil action regarding equitable treatment of shareholders in the case of share repurchase. There was no obstruction in the case that the shareholders wish to communicate with each other and there was no concealment of agreements between the shareholders who had significant impact on the Company and other shareholders.

Information and assets usage and protection

Policy on the Use of Information and Confidentiality of the Company

The Company gives priority to the monitoring of the use of inside information and confidentiality of the Company, the protection of confidential information and document of the patient, and the confidentiality of information technology system. No confidential information and document of the Company, including inside information not disclosed to the public shall be allowed for disclosure or use or exploitation for anyone's interest, either directly or indirectly, regardless of compensation. In addition, trading the Company's securities by using the confidential information and document of the Company, as well as inside information, except for the information required to be disclosed according to the law, is prohibited.

Policy on good corporate governance and any requirements of the Company

The Company determines the directors, executives, advisors and employees of the Company to strictly abide by the good corporate governance policy and all requirements expressly announced by the Company as follows:

1. The Organization's Governance Plan
2. Ethics and Code of Conduct for directors, executives and employees
3. Organizational morality
4. Policy on the use of inside information and confidentiality
5. Working rules
6. Strategic plan of Company

7. Management and security of information and information technology
8. Safety of the computerized data
9. Access to medical records of the patients
10. Release of patient's medical records

Level of confidentiality and confidential document

The Company establishes level of confidentiality of the information and document due to their respective importance

Providing information to the third party

The Company makes an additional requirement for the providing information to a third party such as an advisor of the Board of Directors, an advisor of the Executive Committee, any other advisors, staff and employees of the Company's contractor as follows:

1. Providing inside information must be within the assigned obligation and accountability only (Need-to-know basis).
2. Signing the Confidentiality Agreement.
3. Carrying out duty at the fullest competency on neutral basis.
4. Not exploiting the information obtained from duty for self-gain or any other person's benefit without reasonable justification. The person violating the Policy on the use of inside information shall be taken to disciplinary action and/or legal action as the case may be.

The person violating the Company's Policy on the use of inside information and the confidentiality shall be taken to disciplinary action and/or legal action as the case may be.

Preventing the use of inside information guideline

The Company has established guidelines on preventing the use of inside information as follows:

1. Educating the directors and executives of the Company for the duty of reporting the holding securities of theirs, their spouse or cohabiting couple, minor children and the juristic person of shares exceeding 30 percent are held by the said persons to the Securities and Exchange Commission in accordance with guideline specified in Section 59 and the punishment provision, Section 275 of the Securities and Exchange Act, B.E. 2535 (1992) (inclusive of the amendment thereto).
2. Requiring the directors and executives of the Company, including their spouse and minor children to prepare and disclose reports the holding of the Company's securities and change to such holding to the Securities and Exchange Commission according to Section 59 and the punishment provision, Section 275 of the Securities and Exchange Act, B.E.2535 (1992) (inclusive of the amendment thereto); and to submit the copy of this report to the Company Secretary within the same day of submitting the report to Securities and Exchange Commission.
3. Requiring the directors, executives, staff and employee of the Company that have acknowledge the significant inside information that impact or probably impact the price change of the Company's securities must refrain from trading the company's securities during the 30 days prior to the financial statements or such inside information are disclosed to the public and during the 24 hours after the Company's information has been disclosed to the public and those related to such information shall not disclose such information to another, unless it has been firstly notified to the Stock Exchange of Thailand. However, in case of violation of the said requirement, the Company shall consider it as a disciplinary offence according to the Company's working rule subject to the punishment as deemed appropriate ta each time, starting from verbal warning, written warning, putting on probation, dismissal.

Reference link for information and assets usage and protection : <https://investor.pram9.com/storage/download/corporate-governance-policy/20210909-pr9-cg-policy-en.pdf>

Anti-unfair competitiveness

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.

Information and IT system security

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 be defined as the Company's assets, which include installation, usage verification, maintenance, security monitoring, data storage/retention, and data recovery time after a disaster.
2. System Administrator must perform risk assessment of power system, physical environment control, data connection risk, maintenance data, and regular tests of systems acquired from vendors and system maintenance service providers.
3. Disabling or prohibiting File Transfer Protocol (FTP), Simple Mail Transfer Protocol (SMTP) and control over any excessive requests unnecessary for the assigned tasks.
4. Virus protection for network security. The Company has set out effective measures on virus protection including antivirus software installation, keeping updated with the evolution of new computer virus threats and protection against viruses from opening files from all removable storage media.
5. Installing patches on the Company's internal computer system which requires a regularly scheduled review of the patch on a periodic basis. A system test must be conducted before patching to consider whether the existing problems can be fixed. System administrators are responsible for the installation of all new patches and prepare a manual or detailed documentation of the changes in the system.
6. Installing network intrusion/detection tools to prevent illegal access by hackers, and carrying out usage review and analysis.
7. The assigned IT personnel have appropriate qualifications to perform their duties of verifying user access rights. Remote access from authorized users must be closely monitored; data encryption must be inspected; and system access must be regularly reviewed by using access logging.
8. Data Security System. Based on the physical structure of the computer network, data storage of each system and program on the computer network are separated, such as application server, Mail server, etc.
9. Putting in place regular system detection of abnormal behaviors on computer network and appliances in order to find appropriate solutions to minimize risks on the computer network beforehand.
10. The host computers of every work system and program developed are required to be documented, tested, reviewed and regularly updated at least every 2 years to control and prevent any unauthorized access to the host computer network and follow up system control results to assure security of all systems.

Environmental management

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).

Human rights

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.

Safety and occupational health at work

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

Other guidelines related to business code of conduct

Information disclosure and transparency

Information disclosure and transparency

The Company realizes the importance of information disclosure, which is demonstrates operational transparency and creates confidence among shareholders, investors and all stakeholders. The Company, therefore, has the policy to disclose the information together with financial information, performance results and other non-financial information related to the Company in an accurate, complete, precise, timely and regular manner to ensure that shareholders, investors and stakeholders of the Company are able to access the information equally through a simple and convenient channel to receive information.

The information disclosed via the SET's system will be made available on the Company's website in both Thai and English languages under Investor Relations section. Other significant information on the website will be regularly updated to keep pace with situations and create the utmost benefits for the recipients. The Company has established an information disclosure policy and guidelines as follows:

1. Clearly explain the shareholder structure, without the nominee, such as names of major shareholders or persons with controlling authority and the proportion of minor shareholders, to allow the information users to be able to clearly know the beneficial owner of the Company.

2. Implementation of the principles of good corporate governance

The Board of Directors places importance on and adheres to the policy to operate business in accordance with the good corporate governance principles, ethics, respect for the rights, and responsibility towards all shareholders. The Company also commits to operating the business for social benefits and the environment in order to achieve the sustainability.

3. Company's objectives, long-term goals, and business strategies

The Company operates a private hospital business, overnight-stay patient type, the details of which are as follows :

Objectives and Long-term Goals

- To strive to be a leading hospital with expertise in providing comprehensive medical services covering treatment of diseases, disease prevention and control, physical health rehabilitation, and health promotion.
- To focus on expanding all groups of customers covering from general customers, elderly patients, patients with complicated diseases, intensive care patients and critically ill patients to those placing importance to health promotion & wellness at a reasonable price.
- To continuously develop in all areas of services, including new building expansion, improving service areas in the existing buildings to support growth of the customer base, increase its capacities and scope of service provided by the existing medical centers, and establishing new medical centers to enable more comprehensive and complete services.
- To set a goal of becoming a Digital Hospital, and adopt advanced technologies in providing medical services, including examination, diagnosis, treatment and health promotion.

4. Financial status and operating performance (More details are presented in the Description of financial status analysis and operating performance.)

5. Customer satisfaction level

With the nature of the Company business that must pay close attention to the service recipients, therefore the Company emphasizes on creating customer satisfaction and is used as it as a tool to improve works and increase competitive advantages and business opportunities for the Company

From the Company's mission to offer the best and most cost-effective options in healthcare services, prevention, treatment, and patient care with a team of highly skilled professionals and state-of-the-art medical equipment the company places great emphasis on managing customer satisfaction at every stage of the service experience. To achieve this, the company has established policies and operational guidelines to assess and enhance the Patient Experience, gathering feedback from both outpatients (OPD) and inpatients (IPD). This continuous evaluation enables the company to refine and tailor its services to better meet customer needs effectively.

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

7. 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.

8. 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.

9. 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.

10. The Company has disclosed significant information on the Company's website for interested shareholders and investors to study and download at www.pparam9.com. The available topics are:

- (1) Shareholding structure
- (2) Vision, mission, goals
- (3) Nature of business
- (4) Organizational structure
- (5) Details and information about shareholding of directors and the first four executives
- (6) Financial positioning and operating performance

(7) Corporate Ethics, Corporate Governance Policy, Personal Data Protection Policy, Personal Data Protection Policy for Shareholders, Anti-corruption Policy, Tax Policy, Implementation on tax, regulations, charters and the Company's important documents.

- (8) Sustainability management policy and goals
- (9) Annual Report (From 56-1 One Report)
- (10) Invitation to shareholder meeting , Shareholders' meeting minute
- (11) Investor relations information

Policies related to vision and mission

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.

Policy on the prevention/ solutions to violation of business ethics

Policy on the prevention/ solutions to violation of business ethics

Prevention of Business Ethics Violation

The Board of Directors has a policy to prevent violation of business ethics by promoting correct, appropriate and sufficient knowledge and understanding of related laws, rules, regulations, corporate governance policy, and business ethics, through various activities, such as communicating and arranging training for new directors, executives and employees as part of the orientation program, conducting a test after the training and providing answers on each item. The Company requires all new employees to attend the training and pass the test.

The Company also set a policy to make it a compulsory training for employees to revisit at least once a year. Every employee shall attend the training to review knowledge and understanding and pass the test where answer of each item is clearly explained. The training is considered a part of the employment regulations. The result of the test will be used as an index to measure knowledge and understanding of employees. Should most employees lack knowledge or understanding on any particular items, the Company shall arrange additional training under the same course and/or new related training course and communicate throughout the organization and closely monitor compliance with the Company's Code of Business Conduct through the reports of the Audit Committee. To ensure that the policy and guidelines are in line with the rules and regulations of the regulator organizations and corporate governance principle, as well as best address the changing situation business environment, the Board of Directors shall regularly review the business ethics on an annual basis.

Solution to business ethics violation

The Company communicates with employees at all levels through Intranet system and/or e-mail to ensure acknowledgement and understanding. In case employees continue to violate business ethics, the Company shall issue warning, probation or terminate the employees if the case is very serious. For outsiders, including business partners and stakeholders, the Company has published the principle on its website, www.pparam9.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.

The establishment of Internal Audit, Internal Control and Risk Management Unit

The establishment of Internal Audit, Internal Control and Risk Management Unit

The company has provided for an internal control system to effectively supervise and control internal operations at management and operating levels. The Company has established the Internal Control Unit and outsource auditor service to Accounting Revolution Co., Ltd. to evaluate the sufficiency of the Company's internal control system with Mrs. Sasivimol Suksai serving as the Head of Internal Audit Unit. Lt. Panitta Pakakij, Manager of Strategic Plan Department and the Secretary to the Audit Committee, serves as the coordinator between the Company and the head of Internal Audit Unit of the outsourced company. To ensure the Internal Audit Unit is independent from the management, the Board of Directors required the head of the Internal Audit (Internal Auditor) to directly report the audit result to the Audit Committee, enabling the committee to efficiently audit and monitor the business operations. The head of Internal Audit's responsibilities are as follows:

- (1) Conduct internal audit

- (2) Review the Audit Committee's Charter
- (3) Review policies related to the responsibility of the Audit Committee
- (4) Provide opinions on the correctness and accuracy of collateral documents and self-assessment form on anti-corruption measures
- (5) Assess the sufficiency of internal control system
- (6) Prepare the Audit Committee's Report

The Company has also established the Risk Management Working Committee and hire an outside risk management consultant to formulate the risk management policy that covers the entire organization and to ensure the risk management process was appropriate to appropriate reduce impact of risk on the Company. The Working Committee shall assess and monitor the implementation of risk management result which is in line with the Company's strategy and business direction in support of the internal and external risk management policy. More information on the Company's Internal Auditor is available in "Details of the Head of Internal Audit and Head of Corporate Governance" Section.

Supervision of the Company's operations

Supervision of the Company's operations

The Board of Directors has established a Compliance Unit and has assigned Miss Marisara Thanasaksiri, the Company Secretary, to act as Chief of Compliance, whose roles, duties and responsibilities are as follows :

(1) Supporting the Board of Directors in performing its duties of overseeing the performance of the Company's Board of Directors, executives, employees and various units to be in compliance with the laws and relevant regulations of regulatory agencies such as SEC, SET and Thailand Securities Depository Co., Ltd.

(2) Coordinating with related regulatory agencies to ensure accuracy and transparency of the Company' operations. The Board of Directors will consider and determine operational plans, performance overseeing, monitoring and evaluation system and improving the annual operational supervision plan in response to the changing circumstances and regulations.

Additional details of the Chief of Compliance Unit are presented in the Section "Details of the Board of Directors and Sub-Committees" under the topic "Details of Directors, Executives, and Company Secretary",

Appointment of Company Secretary

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".

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The Company has a policy to arrange orientation program for Directors, executives and employees. The objective is to present information about the Company and its business, such as vision, mission, operation plan, strategies, future growth targets, nature of business, organizational structure, roles 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.

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.pram9.com, the Investor Relations Section and announced and communicated it to the Board of Directors, executives and all employees for acknowledgement and strict compliance.

Participation in anti-corruption networks

- Participation or declaration of intent to join anti-corruption networks : Yes
- Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified

6.3 Material changes and developments in policy and corporate governance system over the past year

6.3.1 Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors' charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter : Yes

Material changes and developments in policy and guidelines over the past year : Yes

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.

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.

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 :

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

- CS Knowledge Sharing Course, 3rd 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.

6.3.2 Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

Review of the adoption of the Good Corporate Governance Principles for Listed Companies in 2024

The Company has established policies on corporate governance and the Code of Conduct and charters of the Board of Directors and all Sub-Committees to ensure compliance with the laws and related guidelines to ensure transparency and responsibility in their performing of duties. The Company has realized that creating confidence among all stakeholders, such as shareholders, investors, service recipients, suppliers, employees, communities, society, etc. is crucial for being a sustainable listed company.

Subsequently, after the company was listed on the Stock Exchange of Thailand on 30 October 2018, the Board of Directors recognized the importance of mechanisms and measures to oversee the company's operations for sustainable growth in economic, social, and environmental dimensions. Consequently, the company has a policy to operate in compliance with the law, promoting transparency, fairness, and in alignment with ethical principles. Additionally, there is a regular review of corporate governance policies, organizational ethical codes, and regulations of various committees at least once a year. In the past year, 2024, the company has revised and improved its corporate governance principles to align with the good corporate governance principles for the registered companies in 2024. This is aimed at achieving effective development and adaptability to current situations, ensuring that business operations comply with laws and relevant regulations, and aligning with good corporate governance principles and organizational ethics. This is intended to generate benefits and returns to the company, society, and the environment comprehensively, leading to sustainable development.

In addition, the Audit Committee has followed up the implementation of the corporate governance policy as follows:

(1) Oversee and review relevant processes such as quality of services, the code of conduct, ethics, receiving complaints or reports of clues or fraudulent acts through the reports of the Quality Department, Risk Management Working group, and the Internal Auditor.

(2) Review the Company's operations to ensure adherence to the code of conduct, applicable laws and regulations.

(3) Review to ensure the Company'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.

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, from the recommendations of the Stock Exchange of Thailand, there are points that the company cannot comply with the policies and practices in the category of responsibilities of the board of directors. There are points that have not been implemented and the reasons for the necessity, which are as follows:

1. The board of directors should consist of more than 50% independent directors.

Currently, the board of directors of 10 people consists of 3 directors who participate in the management or executive directors, 3 directors who do not participate in the management (1 is a woman), and 4 independent directors (1 is a woman), which is 40% of the total board of directors. When considering the company's management structure, it is seen that it is a system with checks and balances and effective internal control. Therefore, even though the number of independent directors of the company is less than 50%, in the management of the company, 7 out of 10 directors who do not participate in the management and independent directors do not perform regular duties and control the work of the management. They are not directors with decision-making power and can provide opinions to the management. The real power still lies with the executive directors who have been clearly assigned tasks by the board of directors.

2. The company's directors have participated in training courses organized for more than 3 out of 4 of the total number of directors. In the past year, All directors attend training courses or join seminars that enhance their work knowledge.

Directors are qualified individuals with various qualifications, skills, and experiences. However, to support the Company's operations to achieve its objectives and strategies, directors must enhance their knowledge and develop themselves. In the past year, most of the Company's directors attended training courses/seminars related to business operations, but not all of them did. In addition, some directors acted as consultants and advisors to various agencies or individuals, both inside and outside the Company. However, all directors have participated in training courses organized for directors.

6.3.3 Other corporate governance performance and outcomes

The Board of Directors has placed great importance on corporate governance and sustainable development and encouraged employees to apply such policies and guidelines to their day-to-day operations. This has resulted in the following achievements we have been proud of.

- SET Awards 2024, a prestigious accolade in the Thai stock market, was awarded for the second consecutive year in the category of Highly Commended Sustainability Awards.
- Sustainable Stock Ratings (SET ESG Ratings) achieved the highest AAA rating, successfully passing the selection process and consistently receiving recognition for the third consecutive year.
- Corporate Governance Ratings (CGR) in Thailand have consistently been rated as "Excellent" since the company's first year of listing on the Stock Exchange of Thailand. This achievement has been maintained for 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.

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.

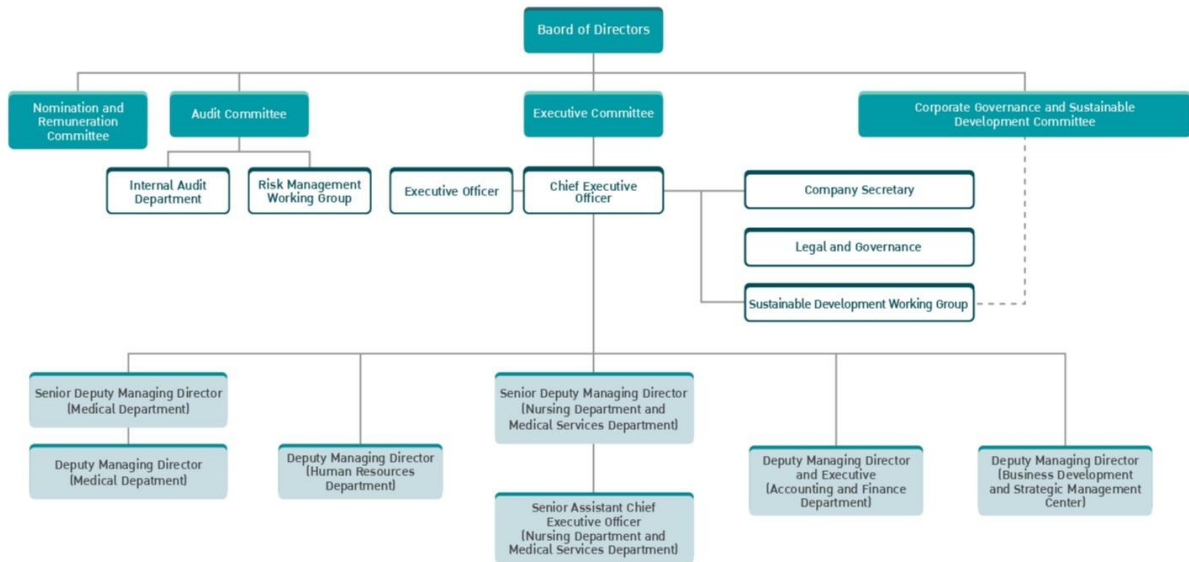
7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

7.1 Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 18 February 2025

Corporate governance structure diagram



7.2 Information on the board of directors

7.2.1 Composition of the board of directors

	Number (persons)	Percent (%)
Total directors	10	100.00
Male directors	8	80.00
Female directors	2	20.00
Executive directors	3	30.00
Non-executive directors	7	70.00
Independent directors	4	40.00
Non-executive directors who have no position in independent directors	3	30.00

7.2.2 The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. BHANAPOT DAMAPONG Gender: Male Age : 75 years Highest level of education : Master's degree Study field of the highest level of education : Master of Social Studies Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,000,000 Shares (0.127178 %) 	<p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	28 Mar 2018	Finance, Corporate Management
<p>2. Mr. SATIAN POOPRASERT Gender: Male Age : 71 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 10,550,000 Shares (1.341727 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 1,000,000 Shares (0.127178 %) 	<p>Vice-chairman of the board of directors (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	28 Mar 2018	Corporate Management, Health Care Services

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. VIROON MAVICHAK Gender: Male Age : 73 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in a company • Direct shareholding : 9,250,000 Shares (1.176396 %)</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	28 Mar 2018	Corporate Management, Health Care Services
<p>4. Mr. PRASERT TRAIRATVORAKUL Gender: Male Age : 75 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in a company • Direct shareholding : 9,950,000 Shares (1.265420 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 616,833 Shares (0.078448 %)</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	28 Mar 2018	Corporate Management, Health Care Services

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. ATTAPOL SARIDDIPUNTAWAT Gender: Male Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	28 Mar 2018	Corporate Management, Finance, Accounting
<p>6. Mr. KANIT PATSAMAN Gender: Male Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	28 Mar 2018	Corporate Management, Finance, Accounting
<p>7. Mrs. VILASINEE PUDDHIKARANT Gender: Female Age : 68 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	28 Mar 2018	Corporate Management, Finance, Marketing, Information & Communication Technology

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA Gender: Female Age : 63 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 100,000 Shares (0.012718 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	28 Mar 2018	Corporate Management, Health Care Services
<p>9. Mr. PISET CHIYASAK Gender: Male Age : 59 years Highest level of education : Doctoral degree Study field of the highest level of education : Organization Development Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	31 Jul 2018	Law, Corporate Management, Marketing, Media & Publishing
<p>10. Dr. TANAI CHARINSARN Gender: Male Age : 51 years Highest level of education : Doctoral degree Study field of the highest level of education : Information Technology Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director not being replaced the ex-director</p>	23 Apr 2024	Information & Communication Technology, Corporate Management, Engineering, IT Management, Strategic Management

Additional explanation :

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. BHANAPOT DAMAPONG	Chairman of the board of directors		✓		✓	
2. Mr. SATIAN POOPRASERT	Vice-chairman of the board of directors	✓				✓
3. Mr. VIROON MAVICHAK	Director	✓				✓
4. Mr. PRASERT TRAIRATVORAKUL	Director	✓				✓
5. Mr. ATTAPOL SARIDDIPUNTAWAT	Director		✓		✓	
6. Mr. KANIT PATSAMAN	Director		✓	✓		
7. Mrs. VILASINEE PUDDHIKARANT	Director		✓		✓	
8. Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA	Director		✓	✓		
9. Mr. PISET CHIYASAK	Director		✓	✓		
10. Dr. TANAI CHARINSARN	Director		✓	✓		
Total (persons)		3	7	4	3	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Health Care Services	4	40.00
2. Media & Publishing	1	10.00
3. Information & Communication Technology	2	20.00
4. Law	1	10.00
5. Marketing	2	20.00
6. Accounting	2	20.00

Skills and expertise	Number (persons)	Percent (%)
7. Finance	4	40.00
8. IT Management	1	10.00
9. Corporate Management	10	100.00
10. Engineering	1	10.00
11. Strategic Management	1	10.00

Information about the other directors

The chairman of the board and the highest-ranking executive : No
are from the same person

The chairman of the board is an independent director : No

The chairman of the board and the highest-ranking executive : No
are from the same family

Chairman is a member of the executive board or taskforce : No

The company appoints at least one independent director to : Yes
determine the agenda of the board of directors' meeting

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of : Yes
directors and the Management

Methods of balancing power between the board of directors : Appointing an independent director to jointly consider the agenda
and Management of the board of directors' meeting

Chairman of the Board of Directors and the Managing Director shall oversee and approve the setting of meeting agenda. In this case one of the independent directors shall jointly consider setting the meeting agendas.

Reference link for the measures for balancing the power : <https://investor.pparam9.com/storage/download/corporate-governance-policy/20240514-pr9-board-of-directors-charter-en.pdf>
between the board of directors and the management

Page number of the reference link : 10

7.2.3 Information on the roles and duties of the board of directors

Board charter : Yes

7.2.3 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.

Board of Directors and Individual Controlling Persons

1. Mr. Bhanapot Damapont
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
4. Dr. Prasert Trairatvorakul
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(1) Independent Director / Chairman of the Audit Committee / Member of the Corporate Governance and Sustainable 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
9. 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
10. Dr. Tanai Charinsarn
Independent Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainable Development Committee

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.

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.

Approval Authority of the Board of Directors

In addition to the approval authority of the Board of Directors as appeared in items Topic 7.2.3 Roles, Duties and Responsibilities of the Board of Directors No.2, 4 and 13 under the Scope of Authority, Duties and Responsibilities, the Board of Directors has additional approval authority as follows:

1. Approve the appointment of qualified persons without prohibited characteristics prescribed in the Public Limited Companies Act B.E. 2535 (1992), the law on securities and exchange as well as notifications, regulations and/or regulations of SET.

2. Approve the appointment of the Audit Committee, the Executive Committee and other Sub-Committees as well as define the scope of authority, duties and responsibilities.

3. Approve the appointment of the Chief Executive Officer, define the scope of authority, duties and responsibilities, and determine frameworks and policies on determination of salary, salary increase, and bonus, compensation and reward for the Chief Executive Officer.

4. Approve the appointment of the Company Secretary and determine the scope of authority, duties and responsibilities.

5. Approve and change names of the authorized directors to sign to bind the Company

6. Approve and provide opinions on the acquisition or disposal of assets unless such transactions

shall be approved by the Shareholders' Meeting.

7. Approve and provide opinions on connected transactions unless such transactions shall be approved by the Shareholders' Meeting

8. Approve the arrangement of the Annual General Meeting.

Reference link for the board charter : <https://investor.pparam9.com/storage/download/corporate-governance-policy/20240514-pr9-board-of-directors-charter-en.pdf>

7.3 Information on subcommittees

7.3.1 Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls
- Risk management

Scope of authorities, role, and duties

1. Review the accuracy of the Company's financial reports and disclose correct and sufficient information in accordance with the generally-accepted accounting standards
2. Review the appropriateness and efficiency of the Company's internal control and internal audit systems with the auditor and internal auditor, consider the independence as well as the appointment, transfer and dismissal of the internal audit unit, and approve annual budget, manpower and resources necessary for the performance of the Internal Audit Department.
3. Approve an annual internal audit plan, supervise and ensure that the Internal Audit Department's performance is in accordance with the approved annual internal audit plan and the international standards of internal audit profession, and assess the quality of internal auditing on a yearly basis.
4. Review the Company's compliance with the laws related to securities and exchange, SET's regulations and notifications, and other relevant laws and standards applicable to the Company and/or the business of the Company.
5. Consider, nominate and terminate an independent person as the Company's auditor as well as propose the remuneration of such auditor.
6. Consider and provide opinions on connected transactions or transactions that may cause conflicts of interest to ensure full compliance with relevant laws and regulations as well as SET's regulations and notifications to ensure that such transactions are reasonable and conducted for the Company's utmost benefits.
7. Prepare the Report of the Audit Committee, signed by the Chairman of the Audit Committee, to be submitted to the Company's Board of Directors and disclosed in the Company's annual report.
8. Review and comment on various policies related to the authority and duties of the Audit Committee, such as the accounting policy, the corporate governance policy, the corporate social responsibility and anti-corruption policy.
9. Consider, assess and review the characteristics of risks the Company is facing or may affect the Company's operations, as well as identify risk appetite.
10. Consider and provide opinions on the policy and scope of the management of internal and external risks to ensure that they are comprehensive and support the Company's corporate strategies and business direction before presenting them to the Board of Directors.
11. Consider strategies and practice guidelines for risk management to ensure compliance with the Company's risk management policy, and to enable the Company to evaluate, monitor, and control the level of risk appetite as well as to approve risk assessment results, guidelines and risk management measures, including operational plans to manage risks.
12. Ensure that the Company has a specific person responsible for risk management compliance and has an effective risk management system throughout the organization and continuous implementation
13. Consider the structure and appoint a risk management working group responsible for assessment and monitoring of risk management implementation.
14. Consider budget and approaches to respond to risks that occur or may occur in the Company which will be used as practice guidelines for each type of risk and to propose them to the Board of Directors for approval.
15. Review the appropriateness and adequacy of the policy, strategies and practice guidelines on the Company's risk management to ensure that such policy, strategies and practice guidelines are in compliance with the Company's strategies and business direction, oversee the risk appetite, give advice and support to the Board of Directors on corporate risk management, continuously and consistently promote and support the improvement and development of the risk management system as well as report

risks and risk management to the Board of Directors.

The Audit Committee is also responsible for risk management in accordance with items 9-15 of the scope of duties and responsibilities of the Audit Committee.

Reference link for the charter

<https://investor.pparam9.com/storage/download/corporate-governance-policy/20240326-pr9-audit-committee-charter-en.pdf>

Executive Committee

Role

- Other
 - Oversee the Company's management

Scope of authorities, role, and duties

1. Develop the Company's vision, strategies, business direction, goals, guidelines, policies, business plans, budget, management structure and approval authority to be proposed to the Board of Directors for approval, proceed as approved by the Board of Directors as well as examine and monitor such performance in an efficient and effective manner.
2. Oversee the Company's general management through the Chief Executive Officer, monitor the Company's operations to ensure it complies with the corporate policy framework and goals approved by the Board of Directors, and ensure operational quality and efficiency.
3. Screen annual budget allocation proposed by the management before submitting to the Board of Directors for consideration and approval.
4. Study the feasibility of new project investments as well as exercise authority to consider and approve the Company's investments or joint investments in various projects considered appropriate by the Board of Directors, or agreements and/or any transactions related to normal business operations, or financial transactions with banks or financial institutions in order to support normal business operations according to authority limits, and/or as prescribed by the Board of Directors, and/or relevant laws and regulations, and/or in accordance with the Company's Articles of Association.
5. Consider and monitor the Company's operating performance and propose the interim or annual dividend payment before submitting it to the Board of Directors' Meeting for approval.
6. Set an organizational structure, organizational management authority and policy framework for nomination, recruitment, transfer, and termination of employment, remuneration structure for determining salary, compensation, bonus, and reward as specified in the Human Resources Management Authority Table approved by the Board of Directors.
7. Review and propose the Board of Directors to consider amending the scope of authority, duties and responsibilities of the Executive Committee to better address the changing situations.

Reference link for the charter

<https://investor.pparam9.com/storage/download/corporate-governance-policy/20230828-pr9-executive-committee-charter-en.pdf>

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

Nomination

1. Establish a policy, rules and procedures related to nomination of directors, audit committee members and the Chief Executive Officer of the Company and submit them to the Board of Directors and/or the Shareholders' Meeting for approval, as the case may be.
2. Consider and nominate qualified candidates with the required knowledge, experience and expertise to be directors, audit committee members and the Chief Executive Officer for the Board of Directors' consideration and approval and/or further submission to the Shareholders' Meeting for consideration and approval (as the case may be).
3. Oversee the preparation of a succession plan in order to prepare for the succession of the Chief Executive Officer and high-level executives.
4. Review the director nomination criteria and procedures to be submitted to the Board of Directors prior to the nomination of directors to replace those retired by rotation.
5. Consider the independence of each director to ensure that Independent Directors fully comply with the required qualifications.
6. Consider the format and prepare the development plans for the directors, Sub-Committee members and the Chief Executive Officer to ensure that the existing and new directors well understand the Company's business, their roles and duties, as well as the current significant development, such as economic and industrial conditions, rules, regulations or laws related to the Company's business.

Determination of Remuneration

1. Consider and formulate a policy and criteria for determining remuneration and other benefits (whether in cash, securities or any other forms) of the Board of Directors, the Audit Committee and the Chief Executive Officer and submit to the Board of Directors' Meeting and/or the Shareholders' Meeting for consideration and approval.
2. Establish a policy and criteria on performance assessment of the Board of Directors, the Audit Committee and the Chief Executive Officer to support annual remuneration consideration and approval by the Board of Directors.
3. Disclose the policy and criteria for determining remuneration and other benefits and prepare a report on the determination of such remuneration to be published in the Company's Annual Report.

Reference link for the charter

<https://investor.pram9.com/storage/download/corporate-governance-policy/20240326-pr9-nomination-and-remuneration-committee-charter-en.pdf>

Corporate Governance and Sustainable Development Committee

Role

- Corporate governance
- Sustainability development
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

1. Review, revise and provide opinions on the policy and practice guidelines for corporate governance and ethics and any other policies and practice guidelines that will support the operation according to the principles of good corporate governance, standards and relevant regulations of related agencies including actions on social responsibility, environment and governance regarding risks or opportunities related to climate change, including sustainable development and propose them to the Board of Directors for approval.

2. Encourage directors, executives and employees to enhance their knowledge and understanding on corporate governance and ethics as well as promote the adoption of sound corporate governance practices with clear understanding to increase efficiency in corporate governance and ethics to achieve the set business goals.

3. Have the authority to appoint a working group to implement corporate governance tasks and perform other duties to support the Company's operations in accordance with the corporate governance principles as well as determine authority, duties and responsibilities of such working group.

4. Oversee the performance of the management and/or the working group to ensure that the set policy and goals are achieved.

5. Provide recommendations on appropriate guidelines related to the principles of corporate governance.

6. Review the Corporate Governance and Sustainable Development Committee's Charter in accordance with the changing circumstances and propose it to the Board of Directors for approval.

7. Conduct a performance assessment of the Corporate Governance and Sustainable Development Committee at least once a year.

8. Perform other duties as assigned by the Board of Directors or in accordance with the policy set by the Board of Directors.

9. Oversee the implementation of social and environmental responsibility and sustainable development of the Company and propose to the Board of Directors for approval.

10. Have the authority to appoint a working group to implement sustainability tasks and perform other duties to support the Company's operations in accordance with the principles of sustainability as well as determine authority, duties and responsibilities of such working group.

11. Provide appropriate recommendations and advices on sustainable development practices.

The Corporate Governance and Sustainable Development Committee is responsible for overseeing the Company's sustainability in accordance with items 9 -11 under the scope of authority, duties and responsibilities of the Corporate Governance and Sustainable Development Committee.

Reference link for the charter

<https://investor.param9.com/storage/download/corporate-governance-policy/20240514-pr9-corporate-governance-and-sustainable-development-charter-en.pdf>

7.3.2 Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. KANIT PATSAMAN^(*) Gender: Male Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	28 Mar 2018	Corporate Management, Finance, Accounting
<p>2. Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA Gender: Female Age : 63 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	28 Mar 2018	Corporate Management, Health Care Services
<p>3. Mr. PISET CHIYASAK Gender: Male Age : 59 years Highest level of education : Doctoral degree Study field of the highest level of education : Organization Development Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	31 Jul 2018	Law, Corporate Management, Marketing, Media & Publishing

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

List of directors	Position	Appointment date of executive committee member
<p>1. Mr. ATTAPOL SARIDDIPUNAWAT Gender: Male Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	Chairman of the executive committee	28 Mar 2018
<p>2. Mr. SATIAN POOPRASERT Gender: Male Age : 71 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	28 Mar 2018
<p>3. Mr. PRASERT TRAIRATVORAKUL Gender: Male Age : 75 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	28 Mar 2018
<p>4. Mr. VIROON MAVICHAK Gender: Male Age : 73 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	28 Mar 2018
<p>5. Mr. SOMCHAI PINYOPORNANICH Gender: Male Age : 72 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	30 Mar 2018

List of directors	Position	Appointment date of executive committee member
6. Mr. SONGSAK PREMSUK Gender: Male Age : 64 years Highest level of education : Bachelor's degree Study field of the highest level of education : Bachelor of Architecture Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	30 Mar 2018
7. Dr. TANAI CHARINSARN Gender: Male Age : 51 years Highest level of education : Doctoral degree Study field of the highest level of education : Information Technology Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	23 Apr 2024

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. PISET CHIYASAK	The chairman of the subcommittee (Independent director)
	Mrs. VILASINEE PUDDHIKARANT	Member of the subcommittee
	Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA	Member of the subcommittee (Independent director)
Corporate Governance and Sustainable Development Committee	Mr. PISET CHIYASAK	The chairman of the subcommittee (Independent director)
	Mr. KANIT PATSAMAN	Member of the subcommittee (Independent director)
	Dr. TANAI CHARINSARN	Member of the subcommittee (Independent director)

7.4 Information on the executives

7.4.1 List and positions of the executive

List of the highest-ranking executive and the next four executives

Names and Positions of Executives

As of 31 December 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:

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)

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.

1. Dr. Satian Pooprasert Chief Executive Officer
2. Dr. Viroon Mavichak Senior Deputy Managing Director, Medical Department
3. Dr. Prasert Trairatvorakul Senior Deputy Managing Director, Nursing and Medical Service Department
4. Miss Kamaporn Tumpipit Deputy Managing Director, Accounting and Finance Department and Executive (the highest responsible person for Accounting and Finance Line of Work)
5. Dr. Wittaya Wanpen Deputy Managing Director, Business Development and Strategy Office
6. Dr. North Techawathanawanna Deputy Managing Director, Medical and Human Resources Department

Remark: Additional information and related details of the Board of Directors are presented in the Attachment 1 "Details of Directors, Executives, Controlling Persons, and Company Secretary".

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. SATIAN POOPRASERT Gender: Male Age : 71 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Executive Officer (The highest-ranking executive)</p>	28 Mar 2018	Corporate Management, Health Care Services
<p>2. Mr. PRASERT TRAIRATVORAKUL Gender: Male Age : 75 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Senior Deputy Managing Director</p>	28 Mar 2018	Corporate Management, Health Care Services
<p>3. Mr. VIROON MAVICHAK Gender: Male Age : 73 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Senior Deputy Managing Director</p>	28 Mar 2018	Corporate Management, Health Care Services
<p>4. Ms. Kamaporn Tumpipit^(*) Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No</p>	<p>Chief Financial Officer and Executive</p>	1 Mar 2024	Accounting, Finance

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Wittaya Wanpen ^(***) Gender: Male Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director	18 Feb 2025	Health Care Services
6. Mr. North Techawathanawanna ^(***) Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director	18 Feb 2025	Business Administration, Health Care Services

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

7.4.2 Remuneration policy for executive directors and executives

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.

Reference link for remuneration policy for executive directors : <https://investor.pram9.com/storage/download/corporate-governance-policy/20210909-pr9-cg-policy-en.pdf>
and executives

Page number of the reference link : 3-4

7.4.3 Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	34,500,000.00	34,700,000.00	33,500,000.00
Total remuneration of executives (baht)	34,500,000.00	34,700,000.00	33,500,000.00

Total remuneration paid to directors and executives

The Company has clearly and transparently determined the remuneration of directors in alignment with their roles, duties and responsibilities, taking into consideration the appropriateness in serving the best interests of the Company. The details of directors’ and executives’ remuneration are as follows :

Monetary Remuneration

Remuneration of directors (only remuneration as a director)

The 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)

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors : 0.00
and executives in the past year

7.5 Information on employees

Information on the company's employees

Employees

	2022	2023	2024
Total employees (persons)	1,382	1,524	1,579
Male employees (persons)	237	250	264
Female employees (persons)	1,145	1,274	1,315

Significant changes in the number of employees

Significant changes in number of employees over the past 3 : No
Years

Information on employee remuneration

Employee remuneration

	2022	2023	2024
Total employee remuneration (baht)	947,900,000.00	921,600,000.00	1,032,000,000.00
Total male employee remuneration (Baht)	N/A	163,800,000.00	204,600,000.00
Total female employee remuneration (Baht)	N/A	757,800,000.00	827,400,000.00

Provident fund management policy

Provident fund management policy : Have

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)

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	1,002	1,110	1,285
Proportion of employees who are PVD members (%)	72.50	72.83	81.38
Total amount of provident fund contributed by the company (baht)	11,200,000.00	13,300,000.00	14,800,000.00

7.6 Other significant information

7.6.1 Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Suree Apichayaporn	sureea@pram9.com	02 202 9999#33104

List of the company secretary

General information	Email	Telephone number
1. Ms. Marisara Thanasaksiri	marisarat@pram9.com	02 202 9999#39605

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mrs. Sasivimon Suksai	sasivimon@ac-revolution.co.th	02 2312064-6

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Marisara Thanasaksiri	marisarat@pram9.com	02 202 9999#39605

7.6.2 Head of investor relations

Does the Company have an appointed head of investor relations : Yes

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Kamaporn Tumpipit	kamapornt@pram9.com	02 202 9999#32110

7.6.3 Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED 33RD FLOOR, LAKE RAJADA OFFICE COMPLEX, 193/136-137 RAJADAPISEK ROAD KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone +66 2264 9090	1,900,000.00	-	1. Ms. MANEE RATTANABUNNAKIT Email: ey.thailand@th.ey.com License number: 5313 2. Mr. TERMPHONG OPANAPHAN Email: ey.thailand@th.ey.com License number: 4501 3. Mr. VORAPOJ ANNAUYPANIT Email: ey.thailand@th.ey.com License number: 4640

7.6.4 Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No
 representatives in Thailand

8. Report on key operating results on corporate governance

8.1 Summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

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 :

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.

8.1.1 Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. VIROON MAVICHAK	Director (Executive Directors)	28 Mar 2018	Corporate Management, Health Care Services
Mrs. VILASINEE PUDDHIKARANT	Director (Non-executive directors)	28 Mar 2018	Corporate Management, Finance, Marketing, Information & Communication Technology
Mr. PISSET CHIYASAK	Director (Non-executive directors, Independent director)	31 Jul 2018	Law, Corporate Management, Marketing, Media & Publishing

Selection of independent directors

Criteria for selecting independent directors

Independent Director

Of the total number of members of the Board of Directors, at least one third or no less than three persons must be independent directors, according to the Company's Good Corporate Governance and Business Code of Conduct Handbook. All independent directors shall be knowledgeable, competent and qualified as prescribed by the laws, by being able to independently express opinions in the meeting, regularly attend the meetings and have adequate access to other financial and business information to be able to express opinions independently, maintain the benefits of related persons and prevent conflicts of interest between the Company and directors, executives or majority shareholders or other companies that have the same group of directors, executives or majority shareholders. Moreover, independent directors shall report their independence once appointed and on yearly basis, which will be disclosed in the Annual Report and notified to the Company for acknowledgement of changes.

The Company has established the following qualifications of independent director:

- (1) Holding no more than one percent of total voting shares of the Company, its parent company, subsidiaries, associated company, major shareholders or controlling persons, inclusive of the shares held by related persons of such independent director.
- (2) Not being or used to be an executive director, employee, staff, advisor with regular salary, or controlling person of the Company, its parent company, subsidiary, associated company, subsidiary of the same level, major shareholder or controlling person unless the person has retired from having such characteristics for at least two years prior to the appointment as independent director. Such prohibited characteristics, however, do not include the case that the independent director used to

be a government official or advisor of a government agency which is a major shareholder or controlling person of the Company.

(3) Not being related, whether by blood or legal registration as father, mother, spouse, sibling and child, including spouse of the offspring of other directors, executives, major shareholders, controlling parties, or persons who will be nominated as directors, executives, or controlling parties of the Company or subsidiary.

(4) Not having or never had any relationship with the Company, its parent company, subsidiary, associated company, major shareholder or controlling person, in the manner that may prevent the person to have independent judgement. The person should not currently be or never be a significant shareholder or controlling person of any person having a business relationship with the Company, its parent company, subsidiary, associated company, major shareholder or controlling person, unless the person has retired from having such characteristics at least two years before the appointment as an independent director.

(5) Not being or having never been the auditor of the Company, its parent company, subsidiary, associated company, major shareholder or controlling person and not being a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the Company, its parent company, subsidiary, associated company, major shareholder or controlling person; unless the person has retired from having such characteristics at least two years before appointment as an independent director.

(6) Not providing or having never provided professional services, legal consulting, nor financial consulting services and received fees exceeding two million Baht per year from the Company, its parent company, subsidiary, associated company, major shareholder or controlling person, and not being a significant shareholder, controlling person or partners of the such services providers unless the person has retired from having such characteristics at least two years before appointment as an independent director.

(7) Not being a director appointed as a proxy of the Company's director, major shareholder, or a shareholder with relationship with a major shareholder

(8) Not undertaking any business of the same nature and in competition with the business of the Company or the Company's subsidiary, or not being a significant partner in a partnership nor an executive director, employee, staff, advisor with regular salary or holding shares exceeding one percent of the total number of shares with voting rights of another company which operates a business of the same nature and in competition with the Company or its subsidiary

(9) Not possessing any other characteristics that prevent the ability to independently express opinions on the Company's business operations.

Recruitment and Appointment of Directors, Board Executives, and Senior Management

Criteria for Considering the Appointment of Directors, Board Executives, and Senior Management

(1) The Nomination and Remuneration Committee is responsible for considering and nominating directors, sub-committee, and the Company's Chief Executive Officer, who have complete qualifications and meet with the Company's director qualification guidelines (More details of the qualifications of directors and the Chief Executive Officer are presented under the "Management Structure" Section, "Qualifications of Directors, Independent Directors and the Chief Executive Officer"), and have the knowledge, capabilities, and experience that support the business strategy. The nominee shall be able to contribute sufficient time to perform the duties as a director, and has necessary skills currently lacked in the Board Skill Matrix. The committee will then carry out the director and executive appointment process.

(2) In case a shareholder nominates a person with appropriate qualifications as a director and/or the Chief Executive Officer, the Nomination and Remuneration Committee shall consider the qualifications of the nominated person according to the Company's criteria and continue the director and senior executive appointment process.

The Company places importance on Board diversity for effective, flexible, and beneficial management which can lead the Company to achieve the main objectives and goals. For this reason, the Company has established the policy on the diversity of structure of Board of Directors as follows.

(1) The structure of the Company's Board of Directors is consistent with the Company's Articles of Association which prescribes that the Board of Directors shall have not less than five (5) persons. Not less than half of the total number of directors shall have residence in Thailand and shall have all the qualifications required by the Company's Charter as well as shall not be a person with prohibited qualifications as required by law. The shareholders will consider the appointment of the Company's directors

(2) The number of independent directors shall be no less than one third of the total number of the directors and shall not be less than three (3) persons, including at least two (2) female independent director to provide opportunities and increase the role of knowledgeable and capable women to demonstrate and bring out their capabilities and

experience to develop the organization.

At present, there are 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)

(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

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent : No
directors over the past year

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : Yes
Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

Rights of minority shareholders on director appointment

The Company has a policy to allow shareholders to propose additional agenda and nominate qualified persons to be elected as the Company's directors at the Annual General Shareholders' Meeting. This includes the opportunity for shareholders to submit questions on the Company or about the agenda in order to inquire on doubtful issues to the Company in advance, prior to the Company's Annual General Shareholders' Meeting. The Company has published details and criteria for granting such right on the Company's website at www.param9.com under the Investor Relations section and on the SET's website for acknowledgement of shareholders and investors. Details are as follows:

Providing 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

- Meeting date 23 April 2024 (via electronic means)
- Providing the right to propose additional meeting agenda and nominate person to be elected as director 1 October 2023 - 31 December 2023
- Providing the right to submit questions prior to the meeting 1 October 2023 – 31 March 2024

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.

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

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. BHANAPOT DAMAPONG Chairman of the board of directors	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2017: Director Accreditation Program (DAP)
2. Mr. SATIAN POOPRASERT Vice-chairman of the board of directors	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2022: Risk Management Program for Corporate Leaders (RCL) • 2017: Director Accreditation Program (DAP) • 2015: Role of the Chairman Program (RCP) • 2006: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2024: Annual Cyber Security Awareness Training 2024 • 2024: Lecture Series Topic Lung Transplant • 2024: Heal for Healthcare Worker
3. Mr. VIROON MAVICHAK Director	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2018: Director Accreditation Program (DAP)
4. Mr. PRASERT TRAIRATVORAKUL Director	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2018: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: PR9 Course: Fostering Transparency... Towards Sustainability
5. Mr. ATTAPOL SARIDDIPUNAWAT Director	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2021: Successful Formulation & Execution of Strategy (SFE) • 2017: Director Accreditation Program (DAP)
6. Mr. KANIT PATSAMAN Director	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2021: Ethical Leadership Program (ELP) • 2019: Role of the Chairman Program (RCP) • 2012: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2024: Empowering Boards: Enhancing Governance, Standards, and Financial Insights Class 3/2567 • 2024: Course on prevention and suppression of inappropriate behavior of listed companies • 2021: National Director Conference • 2016: IT Governance and Cyber Resilience Program • 2012: Audit Committee Program
7. Mrs. VILASINEE PUDDHIKARANT Director	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2018: Advanced Audit Committee Program (AAP) • 2010: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2024: Course: Building immunity for listed companies with 3 lines of defense • 2018: Board that Make a Difference (BMD)

List of directors	Participation in training in the past financial year	History of training participation
8. Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA Director	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2022: Board Nomination and Compensation Program (BNCP) • 2018: Director Accreditation Program (DAP) • 2018: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2024: Director's Briefing 2/2024 Leading with Urgency: Climate Action for Boards • 2024: Course on prevention and suppression of inappropriate behavior of listed companies
9. Mr. PISET CHIYASAK Director	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2018: Ethical Leadership Program (ELP) • 2015: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2024: Director's Briefing 2/2024 Leading with Urgency: Climate Action for Boards • 2024: Empowering Boards : Enhancing Governance, Standards and Financial Insights Class 4/2567 • 2020: Corporate Governance for Executives (CGE) • 2016: IT Governance and Cyber Resilience Program (ITG) • 2015: Risk Management Program for Corporate Leaders (RCL)
10. Dr. TANAI CHARINSARN Director	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Risk Management Program for Corporate Leaders (RCL) • 2021: Board Nomination and Compensation Program (BNCP) • 2021: Director Leadership Certification Program (DLCP) • 2019: Advanced Audit Committee Program (AAP) • 2008: Director Certification Program (DCP) • 2004: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: Senior Executive Course (SES) Class 30, Capital Market Academy • 2008: Chartered Director Class (CDC)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Performance Assessment of the Board of Directors and Sub-Committees

To ensure that the governance, control and management fully comply with the corporate Governance principles and to monitor and assess the result against the objectives and goals, the Company set a policy for the Board of Directors, Sub-Committees and the Chief Executive Officer to take the performance appraisal at least once a year. The assessment results will provide the Board of Directors, Sub-Committees and the Chief Executive Officer with significant information and opportunity to review their performance, issues and problems in the past year. This will enhance the effectiveness of the performance of the Board of Directors, Sub-Committees and the Chief Executive Officer with the assessment process and criteria as follows:

The Company organizes performance appraisal of the Board of Directors and Sub-Committees on a yearly basis. The appraisal covers three areas as follows:

- (1) Self-assessment of the Board of Directors and Sub-Committees
- (2) Individual self-assessment of the Board of Directors and Sub-Committees

- (3) Individual assessment of the Board of Directors (assessing other members)

Operating Performance Assessment Process

(1) The Nomination and Remuneration Committee considers and set policy and scoring criteria of each key item based on the assessment form.

(2) The Company Secretary Office will submit the performance assessment form to all Directors for both group and individual assessment.

(3) The Board of Directors sends back the form to the Company Secretary Office who collects and summarizes the assessment results, and reports to the Nomination and Remuneration Committee and the Board of Directors in the first Board of Directors' Meeting of the year. Moreover, for various recommendations received from the performance evaluation of the Company's board and sub-committees, the Company will adjust enhance the effectiveness of the board and sub-committees, aiming to maximize the benefits in conducting business and overseeing the Company's operations in the future.

Scoring Criteria and Assessment Summary

<u>Score (%)</u>	<u>Level</u>
85 - 100	Excellence
75 - 84	Very Good
65 - 74	Good
50 - 64	Fair
Below 50	Need Urgent Improvement

Evaluation of the duty performance of the board of directors over the past year

The Board of Directors' performance assessment results are as follows: Result Score (%)

- Individual assessment of the Board of Directors (self-assessment) Y.2021/96.32 Y.2022/98.10 Y.2023/97.95 Y.2024/98.42
- Individual assessment of the Board of Directors (assessing others) Y.2021/98.77 Y.2022/99.42 Y.2023/99.11 Y.2024/99.41
- Assessment of the Board of Directors (group assessment) Y.2021/96.94 Y.2022/99.01 Y.2023/98.66 Y.2024/99.27

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	99.27	100.00
	Self-assessment	98.42	100.00
	Cross-assessment (assessment of another director)	99.41	100.00
Executive Committee	Group assessment	97.14	100.00
	Self-assessment	97.22	100.00
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	100.00	100.00
	Self-assessment	99.07	100.00
	Cross-assessment (assessment of another director)	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Nomination and Remuneration Committee	Group assessment	99.54	100.00
	Self-assessment	98.15	100.00
	Cross-assessment (assessment of another director)	None	None
Corporate Governance and Sustainable Development Committee	Group assessment	100.00	100.00
	Self-assessment	99.07	100.00
	Cross-assessment (assessment of another director)	None	None

8.1.2 Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past : 6
year (times)
Date of AGM meeting : 23 Apr 2014
EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. BHANAPOT DAMAPONG (Chairman of the board of directors)	6	/	6	1	/	1	N/A	/	N/A
2. Mr. SATIAN POOPRASERT (Vice-chairman of the board of directors)	6	/	6	1	/	1	N/A	/	N/A
3. Mr. VIROON MAVICHAK (Director)	6	/	6	1	/	1	N/A	/	N/A
4. Mr. PRASERT TRAIRATVORAKUL (Director)	5	/	6	1	/	1	N/A	/	N/A
5. Mr. ATTAPOL SARIDDIPUNTAWAT (Director)	6	/	6	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
6. Mr. KANIT PATSAMAN (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
7. Mrs. VILASINEE PUDDHIKARANT (Director)	6	/	6	1	/	1	N/A	/	N/A
8. Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
9. Mr. PISET CHIYASAK (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
10. Dr. TANAI CHARINSARN (Director, Independent director)	4	/	4	0	/	0	N/A	/	N/A

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Dr. Prasert Trairatvorakul Requested a leave of absence to run an important errand.

Remuneration of the board of directors

Types of remuneration of the board of directors

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.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. BHANAPOT DAMAPONG (Chairman of the board of directors)			430,000.00		N/A
Board of Directors	216,000.00	214,000.00	430,000.00	No	
2. Mr. SATIAN POOPRASERT (Vice-chairman of the board of directors)			144,000.00		N/A
Board of Directors	144,000.00	0.00	144,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
3. Mr. VIROON MAVICHAK (Director)			144,000.00		N/A
Board of Directors	144,000.00	0.00	144,000.00	No	
Executive Committee	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
4. Mr. PRASERT TRAIRATVORAKUL (Director)			119,000.00		N/A
Board of Directors	119,000.00	0.00	119,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
5. Mr. ATTAPOL SARIDDIPUNAWAT (Director)			491,000.00		N/A
Board of Directors	150,000.00	161,000.00	311,000.00	No	
Executive Committee	180,000.00	0.00	180,000.00	No	
6. Mr. KANIT PATSAMAN (Director)			510,000.00		N/A
Board of Directors	150,000.00	210,000.00	360,000.00	No	
Audit Committee	100,000.00	0.00	100,000.00	No	
Corporate Governance and Sustainable Development Committee	50,000.00	0.00	50,000.00	No	
7. Mrs. VILASINEE PUDDHIKARANT (Director)			308,000.00		N/A
Board of Directors	150,000.00	108,000.00	258,000.00	No	
Nomination and Remuneration Committee	50,000.00	0.00	50,000.00	No	
8. Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA (Director)			405,000.00		N/A
Board of Directors	150,000.00	105,000.00	255,000.00	No	
Audit Committee	100,000.00	0.00	100,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination and Remuneration Committee	50,000.00	0.00	50,000.00	No	
9. Mr. PISET CHIYASAK (Director)			554,000.00		N/A
Board of Directors	150,000.00	160,000.00	310,000.00	No	
Audit Committee	100,000.00	0.00	100,000.00	No	
Nomination and Remuneration Committee	72,000.00	0.00	72,000.00	No	
Corporate Governance and Sustainable Development Committee	72,000.00	0.00	72,000.00	No	
10. Dr. TANAI CHARINSARN (Director)			348,000.00		N/A
Board of Directors	100,000.00	120,000.00	220,000.00	No	
Executive Committee	78,000.00	0.00	78,000.00	No	
Corporate Governance and Sustainable Development Committee	50,000.00	0.00	50,000.00	No	
11. Mr. SOMCHAI PINYOPORN PANICH (Member of the executive committee)			268,000.00		N/A
Executive Committee	156,000.00	112,000.00	268,000.00	No	
12. Mr. SONGSAK PREMSUK (Member of the executive committee)			268,000.00		N/A
Executive Committee	156,000.00	112,000.00	268,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,473,000.00	1,078,000.00	2,551,000.00
2. Audit Committee	300,000.00	0.00	300,000.00
3. Executive Committee	570,000.00	224,000.00	794,000.00
4. Nomination and Remuneration Committee	172,000.00	0.00	172,000.00
5. Corporate Governance and Sustainable Development Committee	172,000.00	0.00	172,000.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 0.00
board of directors over the past year
(Baht)

8.1.3 Supervision of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : No
companies

Mechanism for overseeing subsidiaries and associated : No / In Progress
companies

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 The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of : Yes
interest over the past year

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.

Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of : Yes
inside information to seek benefits over the past year

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.pparam9.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.

Number of cases or issues related to the use of inside information to seek benefits

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the : Yes
past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk,

Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

Anti-Fraud and Corruption Policy

The Company adheres strictly to the transparency, ethics, and good governance, and complies fully to the laws related to anti-fraud and corruption and bribery of government officials or private sector. The Company has created organizational structure that clearly segregates responsibilities, operational processes and line of command to ensure balance of power and appropriate cross-audits. The Company also clearly sets good practice guidelines for Directors, executives and employees in anti-fraud and corruption as follows:

Practices to prevent involvement in corruption and collusion.

- (1) Prohibit Directors, executives and employees from direct and indirect practices or accept fraud and corruption in all forms. This applies to all related organizations. A regular monitoring and review of the anti-corruption policy is implemented to best address the changing rules, regulations and legal requirements.
- (2) Directors, executives and employees hold the responsibility to report to the Company on all fraud and corruption related practices by informing their immediate supervisors or responsible persons and shall cooperate in fact finding activities.
- (3) The Company shall fairly treat and protect whistleblowers who report information about fraud and corruption to the Company as well as those who cooperate with the Company in the fraud and corruption investigation process.
- (4) The Board of Directors and executives shall act as a role model in fighting against fraud and corruption and encourage and promote anti-fraud and corruption policy by communicating with employees and all related parties, reviewing the appropriateness of related policies and measures to better address the changing business environment, rules, regulations and legal requirements.
- (5) Those involved with fraud and corruption shall be subject to disciplinary actions in accordance with the regulations set by the Company and may be subject to legal actions if an illegal act is committed.
- (6) The Company arranges training and disseminates knowledge and information to Directors, executives and employees to ensure their understanding of anti-fraud and corruption policy and to promote ethical practices, integrity, responsibility and their own duties.
- (7) The Company encourages its counterparties, trade partners and other persons performing duties that are related to the Company's operations to report on the infringement of the Company's anti-fraud and corruption policy.
- (8) The Company has a policy to fairly and adequately nominate and select persons, promote, train, assess performance, and determine remuneration of its employees and contractual staff to prevent fraud and corruption within the organization and provides employees and contractual staff with security.

(More information is presented in "Anti-Fraud and Corruption Policy" in the Corporate Governance, Attachment 5 and on the Company's website at <https://investor.param9.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, for executives and all employees for acknowledgement and compliance.

Employee Training on Anti-Fraud and Corruption Policy and Guidelines

1) Employee orientation and training programs and seminars during the year.

The Company includes employee training on ethics and practice guidelines in the orientation program. The training content will be reviewed during the year every year and included as part of the corporate governance and social responsibility training courses. Key policies are as follows:

- Anti-fraud and corruption policy and practice guidelines
- Protection of employees who report clues about fraudulent conduct, or failure to comply with laws, regulations and the Company’s Articles of Association.
- Giving or receiving gifts or entertainment
- Prevention of conflicts of interest
- Insider trading
- Protection of the Company’s confidential information
- Internal control and audit system
- Financial and accounting reporting
- Responsibility toward shareholders
- Treatment of executives and employees
- Behaviors of executives and employees

All employees have to complete certain training hours as required by the Company and have to achieve 100 percent score test. In case of failing to pass the test, the Company provides an opportunity for them to study and review their knowledge and understanding before retake the test until they pass.

2) Communication The company has communicated to all employees in the organization through various channels, such as the internal computer network system (Intranet), announcements at important points within the company, employee LINE groups in the organization, and has also published to external parties on the company’s website at www.pparam9.com, Investor Relations section.

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.pparam9.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.

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	1	0

Details of cases or issues related to corruption

Year of event	Details	Progress status
Sep 2023 - Oct 2023	<p>Case or issue</p> <p>In the year 2023, the Company received information regarding an act of misconduct relate to the misappropriation of Company assets by one employee. The incident was associated with company assets used in the course of duty. The Company took appropriate actions in accordance with internal policies and procedures to address this case of corruption.</p> <p>Furthermore, the matter was reported to the Audit Committee during the 4/2023 on 8 November 2023 and the Board of Directors Committee during the 6/2023 on 9 November 2023, respectively. However, to prevent such issues from recurring, the Company has communicated with executives channels to raise awareness and ensure understanding of the rules, practices, anti-corruption policies, and penalties. This communication includes regular training for new employees during the orientation day and periodic reviews conducted annually.</p> <p>Investigation results</p> <p>Completed</p> <p>Corrective actions</p> <p>The Company took appropriate actions in accordance with internal policies and procedures to address this case of corruption</p>	Incident no longer subject to action

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes
procedures over the past year

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 an 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.pparam9.com, under the Investor Relations Section, on the Whistleblowing Page.

(4) The Company's Website, www.pparam9.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.

Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

The monitoring of compliance with other corporate governance policy and guidelines

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 on the results of duty performance of the audit committee in the past year

8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. KANIT PATSAMAN (Chairman of the audit committee)	4	/	4
2 Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA (Member of the audit committee)	4	/	4
3 Mr. PISET CHIYASAK (Member of the audit committee)	4	/	4

8.2.2 The results of duty performance of the audit committee

The Audit Committee of Praram 9 Hospital Public Company Limited comprises three Independent Directors who have knowledge, capabilities, experience and required qualifications in accordance with the Audit Committee Charter and the notifications of the Stock Exchange of Thailand, namely Mr. Kanit Patsaman, Chairman of the Audit Committee and 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 above

The key performance areas and opinions made by the Audit Committee as well as reports on various matters submitted to the Board of Directors as follows:

1. **Review of Financial Statements** The Audit Committee reviewed the Company's quarterly and annual financial statements which had been reviewed and audited by the certified public accountant that such financial statements had been prepared in accordance with generally-accepted accounting standards and that the information disclosed in financial statements was accurate, complete and reliable. The Audit Committee also invited the certified public accountant and executives responsible for preparing financial statements to attend every meeting where there was an agenda to consider the financial statements before submitting to the Board of Directors for approval. The Audit Committee was of the opinions and certain that the financial statements had been accurately prepared in accordance with generally-accepted accounting standards and adequately disclosed in the Notes to the Financial Statements. In addition, the Audit Committee held a meeting with the external auditor without the presence of the management to enable free exchange of information and opinions.

2. **Assessment and review of internal control system** The Audit Committee reviewed the internal control system taking into account the audit report from the auditor, the report from the internal audit and the Risk Management Working Group and the adequacy of the internal control system in accordance with the guidelines set by the Securities and Exchange Commission (SEC). The Audit Committee regularly reported the assessment results and its opinions to the Board of Directors and the management to ensure that the Company has put in place an effective internal control system that is appropriate and sufficient for its business operations to enable it to achieve operational efficiency and effectiveness, prevent and reduce risks and possible damages, have accurate and reliable financial reports and continuously develop and improve its internal control system.

3. **Internal control Oversight** The Audit Committee approved hiring Accounting Revolution Company Limited with Mrs. Sasivimon Suksai as Head of Internal Audit, whose service proposal had passed the assessment and was benchmarked against other companies' to independently perform duties in accordance with the annual audit plan that had been approved by the Audit

Committee. The Audit Committee has continuously monitored and followed up on the implementation in accordance with the observations made by the Internal Auditor in the audit reports which the Audit Committee had considered and provided its opinions. The consideration and approval of the appointment, removal and transfer of the position and determination of the remuneration of the Head of Internal Audit shall be considered and approved by the Audit Committee. In addition, the Audit Committee held meetings with the Head of Internal Audit without the presence of the management to enable free exchange of information and opinions.

4. **Supervision of Compliance with the Code of Conduct, Laws and Policies** The Audit Committee reviewed the corporate governance procedures and process of receiving complaints in terms of quality of service, ethics, prevention and whistleblowing process or reports of fraud and corruption made by whistleblowers by hearing and making its opinions based on the reports of the Quality Department, the unit directly responsible for the reports of Risk Management Working Group and internal auditors. The Audit Committee acknowledged the changes in the laws on securities and exchange and those relevant to the Company's business operations and reviewed the Company's operations to ensure compliance with the Code of Conduct, relevant laws and rules and regulations and the Company's readiness for continuous changes.

5. **Risk management review** The Audit Committee reviewed and made its opinions on the Company's enterprise risks and risk management plan and regularly followed up on results reporting of the Risk Management Working Group on a quarterly basis. In addition, the Audit Committee supported the analysis of risks relating to the Company's sustainability from its three dimensions: ESG (Environment, Social and Governance) and submitted a risk analysis and monitoring report to the Board of Directors, respectively.

6. **Consideration of Connected Transactions or those with potential conflicts of interest.** The Audit Committee reviewed and made its opinions on the necessity and rationality of connected transactions or those with potential conflicts of interest as well as contracts, agreements and main conditions, including adequate and complete disclosure of information in compliance with the requirements of the Stock Exchange of Thailand.

7. **Consideration of the selection and appointment of the Auditor** Taking into consideration the Auditor's performance, knowledge, capabilities, understanding of the Company's nature of business, quality of services and qualifications as well as appropriateness of the audit fees which had been compared with the proposals of other audit offices, the Audit Committee deemed it appropriate to appoint EY Office Company Limited as the Company's annual auditor and propose annual audit fees to the Board of Directors and the Shareholders' Meeting for approval.

8. **Performance assessment and Charter review** The Audit Committee considered both collective and Individual self-assessment, reviewed the Audit Committee Charter by comparing the scope of duties and responsibilities with the Audit Committee Handbook prepared by the Securities and Exchange Commission (SEC) and proposed it to the Board of Directors for approval.

The Audit Committee performed its duties and responsibilities in accordance with the Audit Committee Charter and as delegated by the Board of Directors with prudence and to the best of its abilities. The Audit Committee was of the opinion that the Company's financial reports and information disclosure were adequate, appropriate and reliable in accordance with generally-accepted accounting standards and has put in place effective internal control and risk management systems which were appropriate and sufficient for its operations. The Company also adequately disclosed its connected transactions and information, adhered to the corporate governance principles and continuously developed and enhanced the quality of its internal control system.

8.3 Summary of the results of duty performance of subcommittees

8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. ATTAPOL SARIDDIPUNTAWAT (Chairman of the executive committee)	12	/	12
2 Mr. SATIAN POOPRASERT (Member of the executive committee)	12	/	12
3 Mr. PRASERT TRAIRATVORAKUL (Member of the executive committee)	11	/	12
4 Mr. VIROON MAVICHAK (Member of the executive committee)	10	/	12
5 Mr. SOMCHAI PINYOPORNPANICH (Member of the executive committee)	12	/	12
6 Mr. SONGSAK PREMSUK (Member of the executive committee)	12	/	12
7 Dr. TANAI CHARINSARN (Member of the executive committee)	6	/	8

The results of duty performance of Executive Committee

In 2024, Param 9 Hospital Public Company Limited held 12 Executive Committee's Meetings and managed significant matters as follows:

1. 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 Param 9 Hospital as a leading medical institution capable of handling complex cases for both domestic and international patients.
2. Facility Upgrades: Renovation of International Center and Main Hall (1st floor, Building A) to accommodate increasing foreign patient demand. Expansion of Outpatient Services (2nd floor, Building A) to manage the growing patient volume. Ongoing design and planning for MRI facilities (1st floor), 12th and 14th floors of Building A, and 16th floor of Building B. Plans to construct staff and nurse accommodation to support the hospital's future expansion.
3. 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 3rd among Thailand’s most trusted private hospitals (Thailand’s Most Admired Company 2023-2024) by BrandAge magazine. Ranked 9th 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.

Meeting attendance Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 2
Committee (times)

List of Directors	Meeting attendance Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. PISET CHIYASAK (The chairman of the subcommittee)	2	/	2
2 Mrs. VILASINEE PUDDHIKARANT (Member of the subcommittee)	2	/	2
3 Wg.Cdr. SIRINTARA SINGHARA NA AYUDHAYA (Member of the subcommittee)	2	/	2

The results of duty performance of 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:

1. Monitored and followed up the implementation of the Succession Plan of senior executives, the Chief Executive Officer, Deputy Managing Directors and Assistant Managing Directors.
2. 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.
3. 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.
4. 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.
5. 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.

Meeting attendance Corporate Governance and Sustainable Development Committee

Meeting Corporate Governance and Sustainable Development Committee (times) : 2

List of Directors	Meeting attendance Corporate Governance and Sustainable Development Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. PISET CHIYASAK (The chairman of the subcommittee)	2	/	2
2 Mr. KANIT PATSAMAN (Member of the subcommittee)	2	/	2
3 Dr. TANAI CHARINSARN (Member of the subcommittee)	2	/	2

The results of duty performance of Corporate Governance and Sustainable

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:

1. 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.
2. 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.

9. Internal control and related party transactions

9.1 Internal control

Summary of the opinion of the board of directors regarding the internal control of the company

The Board of Directors has reviewed and assessed the company's internal control system and is of the opinion that the system is adequate and appropriate for the size and nature of the company's business operations. It also complies with relevant laws, regulations, and adheres to the principles of Good Corporate Governance. Additionally, the company has implemented the internal control system effectively and has ensured that sufficient personnel are in place to carry out the system efficiently.

The internal control system encompasses 5 key components as per the COSO framework, with no significant observations from the auditor and internal audit units regarding shortcomings in internal controls.

9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : COSO - Enterprise Risk Management Framework (ERM)

COSO - Enterprise Risk Management Framework (ERM)

The Company recognizes the importance of internal control systems and ensures that is following the principles of Good Corporate Governance, including internal control guidelines and international frameworks. In order to achieve the corporate objectives, the Board of Directors therefore appointed three audit committee members who were able to perform their duties efficiently and independently. In addition, the appointed audit committee members are responsible for reviewing the internal control system and monitor various internal controls to ensure that it is sufficient and appropriate for business operations and efficient and effective operations and can prevent or mitigate risk or damage that may occur. The appointed audit committee members are as well responsible for providing financial reports that are accurate and reliable, ensuring compliance with laws, rules and regulations related to the Company's business and relevant rules of the Stock Exchange of Thailand and the Securities and Exchange Commission.

The company has internal control system for both medical treatment and medical services which has been certified by the Joint Commission International (JCI), the United States, since 2010 till present, and the Clinical Care Program Certification (CCPC). The Company's the internal control system can ensure compliance with the corporate governance policy while appropriate internal control system has been determined. The Internal Audit Department is independent from other departments in order to perform its duty in assessing the implementation of internal control system and reports the result to the Board of Directors on quarterly basis. The Company has outsourced the assessment activities to Accounting Revolution Co., Ltd. The Internal Audit Department also prepares the annual internal audit plan to be submitted to the Board of Directors for consideration and approval. The plan will be used for reviewing and supervising the implementation that is aligned with the plan and policy set forth by the Company. The internal control system has been continuously improved in terms of quality.

The Board of Directors has reviewed the sufficiency of the internal control system together with the report of internal control system auditing results, which the Audit Committee has reported to the Board of Directors on a quarterly basis. The report covered the details according to the COSO's internal control principles (The Committee of Sponsoring Organization of the Treadway Commission) which consist of five components as follows:

1. Control Environment

The Company has established the organization structure for supervising and managing, and the consideration and approval authority to ensure that the internal control system effectively promotes and supports the achievement of objectives, and compliance with relevant laws, regulations, rules and standards under the principles of good corporate governance as appeared in the Company's Code of Conduct. The Company communicates the requirements and penalties for the executives and employees to be aware of the importance and value of integrity and ethics as a corporate culture. The Code of Conduct covers various practices such as recognizing the roles and responsibilities of the Board of Directors as a leader that creates value for the business sustainably, setting objectives, the main goal of the business that aims for sustainability, effectively strengthening the Board of Directors, nomination and development of senior management and personnel management, promoting innovation and responsible business operations, supervising to ensure that there are appropriate risk management and internal control system; as well as maintaining financial credibility and disclosure the disclosure of information and support participation and communication with shareholders.

To achieve the goal of being a leading private hospital with medical excellence and comprehensive services covering treatment, prevention and control of diseases, rehabilitation and health promotion and to expand to new customers who value health promotion and wellness, the Company has formulated annual plans and strategic plans, including operational plan and budgets which serve as the operation framework. The Company has determined the Unit level Key Performance Indicators (KPI) with the main objective in aiming at developing service quality of the Company and evaluation based on responsible duties both in performance and core competency.

2. Risk Assessment

The company has realized the importance of systematic, effective and timely risk management. Therefore, the Company has appointed Risk Management Committee to report directly to the Audit Committee in order to perform its duties in determining guidelines, measures, action plan, risk management framework and policy that is consistent with the Company’s risk management, supervising, monitoring and assessing the risk management implementation according to the Company’s strategy and business direction; which covers internal and external risk management policies and scopes, strategic risks, operational risk, financial risk, compliance risk and macro risks, including disaster, pandemic, and political unrest. The Committee also manages and ensures that the patients are treated and served well according to the Joint Commission International (JCI) standard and the Company’s policy.

The Company also required the Total Quality Center (TQC) to consider and investigate on complaints related to service quality and ethics and report the result to the Risk Management Working Group. The risk management process has been developed based on the root causes analysis (RCA), Failure Mode Effect Analysis (FMEA) and Leading Key Risks Indicators. The Risk Management Working Committee reports directly to the Audit Committee on quarterly basis.

3.Control Activities

The Company formulated a policy and appropriate operating guidelines covering all process and put them in writing. The Company has clearly specified the scope of authority, preventive internal control process and monitoring process which support effective implementation across the organization. Responsibility to approve and manage assets is separated from accounting record and information technology to create check and balance of power and enable appropriate cross investigation.

The Company has regularly reviewed its internal control process at all levels in order to control risk management in support of the Company’s strategic plan and sustainable growth.

4.Information & Communication

The Company has in place the information system with appropriate security control, enabling the Company to retrieve quality information to support critical decision. Policy, regulations and guidelines are efficiently communicated to support the operation according to the internal control system. For example, executives communicated with employees through the knowledge sharing session with participation of representatives from all departments, meetings, Intranet, e-mail, announcement, and circulation of memorandum in communication channels within department and the organization, as well as appropriately and adequately reporting the Company’s information and news.

The Company assigned the Total Quality Center (TQC) to consider and follow up complaints on service quality and ethics and safely receive complaints and clues of fraudulent act and corruption from within and outside the Company. The Company required adequate report of significant information to the Board of Directors and the Audit Committee on quarterly basis in order to monitor and benchmark the Company’s operating performance with goals, plans and strategic plan, risk management, observations of the auditors and recommendation for improvement, findings and recommendations of the internal auditors and preparation of the written meeting minutes of the Board of Directors and Subcommittees.

5. Monitoring Activities

The Company has in place a monitoring, internal control assessment, and compliance with Code of Conduct process. The Internal Audit Unit, which is independent from other departments, is responsible for reviewing the operations according to the internal control process and reports the results directly to the Audit Committee every quarter or immediately when significant defects are found. So far, no significant defects have been found.

9.1.2 Deficiencies related to the internal control system

	2022	2023	2024
Total number of deficiencies related to the internal control system (cases)	0	0	0

9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal control : No
different from the board of directors' opinions?

Does the auditor have any observations on the company's : No
internal control?

9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Outsourced service

The Company has set up the Internal Audit Unit and outsourced an internal auditor from Accounting Revolution Company Limited. The Audit Committee had considered the qualifications of Accounting Revolution Company Limited and was of the opinion that its qualifications were suitable and sufficient for performing its internal audit duties, assessing compliance with the internal control system set out by the Company and developing an annual internal audit plan for proposing to the Audit Committee for approval due to its independence and experience in performing internal audit functions.

In the year 2024, The auditors and the Internal Audit Department have found no significant observation related to the defect in internal control. The Audit Committee and the Board of Directors considered that the Company's internal control system is sufficient and appropriate for the size and condition of the Company's business operations, appropriately compliant to the related laws and regulations, good corporate governance principles, and internal control system. In addition, the Company has allocated sufficient manpower to effectively implement the internal control system.

9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head of : Yes
the internal audit unit require the audit committee approval?

Guidelines for the appointment, removal, and transfer of the head of the internal audit department.

1. Principles and Objectives: Rama 9 Hospital emphasizes the importance of independence and effectiveness in internal auditing to ensure that risk management, internal control, and corporate governance meet international standards. Therefore, the appointment, removal, and transfer of the head of the internal audit department must be in accordance with clear and transparent guidelines.

2. Appointment of the Head of Internal Audit

2.1 Qualifications of the Head of Internal Audit

- Possesses educational qualifications and professional certifications related to fields such as accounting, finance, auditing, or other relevant disciplines.

- Has at least 5 years of experience in internal auditing, risk management, or internal control.

- Demonstrates an understanding of laws, regulations, and standards relevant to the hospital business.

- Exhibits ethics, morality, and integrity.

- No history of fraud or conflicts of interest that could impact job performance.

2.2 Appointment process

- The Audit Committee is responsible for considering and proposing suitable candidates for the approval of the board of directors

- The board of directors has the authority to officially approve the appointment of the head of internal audit

- There should be a clear specification of the scope of responsibilities and the assessment criteria for performance.

3. Removal of the Internal Audit Supervisor

3.1 Reasons for Removal

- Inability to perform duties as assigned or performance below standard.

- Violation of ethical standards or behavior conflicting with professional ethics.

- Involvement in corruption or actions causing harm to the hospital.

- Conflict of interest that may affect the independence of internal audit work.

- Business reasons justifying removal, such as organizational restructuring.

3.2 Dismissal Process

- The Audit Committee is responsible for reviewing and considering the reasons for dismissal.

- If there are valid grounds, the Audit Committee will propose the matter to the Board of Directors for consideration.

- The Board of Directors has the final authority to decide and approve the dismissal.
- The reasons for dismissal must be communicated in writing to the Head of Internal Audit.

4. Relocation of Internal Audit Supervisors

4.1 Cases Eligible for Relocation

- To align with the organizational structure and hospital management strategies.
- To support career development for personnel in accordance with the human resource management plan.
- In cases of necessity due to business changes or organizational mergers.

4.2 Relocation Process

- Approval must be obtained from the Audit Committee before proceeding.
- The Audit Committee shall propose the matter to the Board of Directors for approval.
- A proper succession plan must be established to transfer responsibilities to the successor.
- Notify relevant departments of the relocation and prepare official announcement documentation.

5. Additional Provisions

- The appointment, dismissal, and transfer of the Head of Internal Audit must comply with the regulations of the Stock Exchange of Thailand and the standards of the internal audit profession.
- The Audit Committee has the authority to monitor the outcomes following the appointment, dismissal, or transfer to ensure that the process is conducted appropriately.
- The Head of Internal Audit who is dismissed or transferred must be treated fairly and provided with written notification of the reasons.

9.2 Related party transactions

Related party transactions

Does the company have any related party transactions? : Yes

9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
SC Asset Corporation Public Company Limited Real Estate & Construction / Real Estate Development	<ul style="list-style-type: none"> - Mr. Panthongthain Shinawatra / Ms. Pintongtha Shinawatra Kunnakornwong / and Ms. Pojman Damapong are the major shareholders with a total of approximately 60.39%. - There are directors with the Company, namely Mr. Attapol Saritpantawat and Mrs. Vilasini Puttikaran . - The Company's Executive Director is a director. Mr. Songsak Premsuk 	31 Dec 2024
OAI Consultant & Management Co., Ltd. Hotel Business	<ul style="list-style-type: none"> - Mr. Panthongthain Shinawatra / Ms. Pintongtha Shinawatra Kunnakornwong / and Ms. Pojman Damapong are the major shareholders with a total of approximately 60.39%. 	31 Dec 2024
SC Able Company Limited Real estate leasing and processing	<ul style="list-style-type: none"> - Mr. Panthongthain Shinawatra / Ms. Pinthongtha Shinawatra Kunnakornwong / Ms. Patongtarn Shinawatra and Ms. Pojman Damapong are indirect major shareholders totaling 60.39%. - There are joint directors, Mr. Attapol Saritpantawat. 	31 Dec 2024
Scope Co., Ltd. Engaged in trading and service business, including real estate management services. Allocate land for condominiums.	<ul style="list-style-type: none"> - Mr. Panthongthain Shinawatra / Ms. Pintongtha Shinawatra Kunnakornwong / Ms. Patongtarn Shinawatra and Ms. Pojman Damapong are the major shareholders with a total of 54.35%. - There are joint directors, Mr. Attapol Saritpantawat. 	31 Dec 2024
V.Land Property Co., Ltd. Sale of residential, rental and real estate operations Real Estate Agents & Brokers	<ul style="list-style-type: none"> - Mr. Panthongthain Shinawatra / Ms. Pintongtha Shinawatra Kunnakornwong / Ms. Patongtarn Shinawatra and Ms. Pojman Damapong are the major shareholders with a total of 60.39%. -There are joint directors, Mr. Attapol Saritpantawat. 	31 Dec 2024
Solid Asset Company Limited 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"> 1. OAI Consultant & Management Co., Ltd. 99.99% 2. Mr. Udomsak Ngo Siri 0.01% 	31 Dec 2024
OAI Management Co., Ltd. Renting or leasing real estate	<p>There are directors. 3 people, namely Ms. Pinthongtha Shinawatra Kunnakornwong. Mr. Udomsak Ngo Siri and Mrs. Kanchanapa Hongyan with 4 shareholders :</p> <ol style="list-style-type: none"> 1. Ms. Pojman Damapong 10% 2. Ms. Pinthongtha Shinawatra Kunnakornwong 30% 3. Ms. Patongtarn Shinawatra 30% 4. Mr. Panthongthain Shinawatra 30% 	31 Dec 2024
OAI Leasing Company Limited Vehicle rental and rental services and real estate utility services.	<p>There are directors. 3 people, namely Ms. Pinthongtha Shinawatra Kunnakornwong. Mr. Udomsak Ngo Siri and Mrs. Kanchanapa Honglai with 8 shareholders :</p> <ol style="list-style-type: none"> 1. Dr. Thaksin Shinawatra 0.01% 2. Ms. Pojman Damapong 0.01% 3. Ms. Pinthongtha Shinawatra Kunnakornwong 2.5% 4. Miss Patongtarn Shinawatra 2.49% 5. P.T. Co., Ltd. Corporation 22.22% 6. Mrs. Kanchanapa Honglei 0.01% 7. OAI Management Co., Ltd. 50.55% 8. SC Office Plaza Co., Ltd . 22.22% 	31 Dec 2024

Name of person or entity/type of business	Nature of relationship	Information as of date
B.B.D. Development Co., Ltd. Rental and business operations	There are directors. 3 people, namely Ms. Pinthongtha Shinawatra Kunnakornwong. Mr. Udomsak Ngo Siri and Mrs. Kanchanapa Honglei with 4 shareholders : 1. Mr. Panthongthain Shinawatra 30% 2. Ms. Pinthongtha Shinawatra Kunnakornwong 30% 3. Ms. Patongtarn Shinawatra 30% 4. Ms. Pojman Damapong 10%	31 Dec 2024
Bridge Group (Thailand) Co., Ltd. Trading-consignment and provision of information on real estate services.	- Mr. Panthongthain Shinawatra / Ms. Pinthongtha Shinawatra Kunnakornwong / Ms. Patongtarn Shinawatra and Kunnu Pojman Damapong are the major shareholders with a total of approximately 54.35%. - There are joint directors, Mr. Attapol Saritpantawat.	31 Dec 2024
Thaicom Foundation -	- Family, major shareholders of the Company are the founders. - The joint directors are Mr. Bannapoj Damapong. Mr. Songsak Prensuk	31 Dec 2024
B.B.D. Property Co., Ltd. Real Estate Business	The Chairman of the Board of Directors is the major shareholder, Mr. Bannapoj Damapong, who holds 99.99% of the direct shares.	31 Dec 2024
SC Expedition Co., Ltd. changed its name to SCX Corporation Co., Ltd. It operates a hotel business and covers other real estate businesses.	- Mr. Panthongthain Shinawatra / Ms. Pinthongtha Shinawatra Kunnakornwong / Ms. Patongtarn Shinawatra and Kunnu Pojman Damapong are the major shareholders with a total of approximately 60.39%. - There are joint directors, Mr. Attapol Saritpantawat.	31 Dec 2024
Voice TV Co., Ltd. Produce programs for general broadcasts	- The Company's director, Mr. Bannapoj Damapong, is the major shareholder with a direct shareholding of 99.99%.	31 Dec 2024
Ms. Pojman Damapong ("Major Shareholder") -	- 48.64% direct majority shareholder in the Company.	31 Dec 2024
Mr. Bannapot Damapong -	- Chairman of the Board of Directors	31 Dec 2024
Dr. Sathian Pooprasert -	- Doctor who holds the position of Vice Chairman of the Board of Directors, Member of the Executive Committee, Chief Executive Officer and Authorized Director	31 Dec 2024
Dr. Prasert Trairatvorakul -	- Doctor who holds the position of Director of the Company, Member of the Executive Committee, Senior Deputy Managing Director and Authorized Director	31 Dec 2024
Dr. Viroon Mavichak -	- Doctor who holds the position of Director of the Company, Member of the Executive Committee, Senior Deputy Managing Director and Authorized Director	31 Dec 2024
Dr. Mongkol Tanjapatkul -	- Doctors who serve as consultants in advising the Company on projects	31 Dec 2024

Name of person or entity/type of business	Nature of relationship	Information as of date
Emeritus Professor. WG. CDR. Dr. Sirindhara Singhara Na Ayutthaya -	- Independent Director, Member of the Audit Committee and Member of Nomination and Remuneration Committee	31 Dec 2024
Dr. Sathaporn Pooprasert -	- Doctors who serve as consultants in advising the Company on projects - and the younger brother of Dr. Sathian Pooprasert.	31 Dec 2024
Mrs. Chutima Trairatvorakul -	- Spouse of Dr. Prasert Trairatvorakul, who is a doctor who holds the position of Director of the Company, Member of the Executive Committee, Senior Deputy Managing Director and Authorized Director	31 Dec 2024
Dr. Thitiwat Sriprasat -	- Spouse of the daughter of Dr. Prasert Triratwarakul, who is a doctor who holds the position of Director of the Company, Executive Director and Deputy Director of the Company.	31 Dec 2024
Dr. Pisit Jiyasak -	- The daughter of Dr. Prasert Triratwarakul, who is a doctor who holds the position of Director of the Company, Executive Director and Deputy Director of the Company.	31 Dec 2024
Dr. Porn Trairatvorakul -	Daughter of Dr. Prasert Trairatvorakul, who is a doctor who holds the position of Director of the Company, Member of the Executive Committee Senior Deputy Managing Director and Authorized Director.	31 Dec 2024
Dr. Pakini Pooprasert -	- The daughter of Dr. Sathian Pooprasert, who is a doctor who holds the position of Vice Chairman of the Board of Directors, Member of the Executive Committee and Chief Executive Officer and Authorized Director	31 Dec 2024
Mr. Attapol Sariddipuntawat -	- Director and Chairman of the Executive Committee	31 Dec 2024
Mr. Kanit Patsaman -	- Independent Director, Chairman of the Audit Committee and Member of the Corporate Governance and Sustainable Business Development Committee	31 Dec 2024
Mr. Pisek Jiyasak -	- Independent Director, Audit Committee, Nomination and Remuneration Committee, and Chairman of the Corporate Governance and Sustainable Business Development Committee of the Company.	31 Dec 2024
Dr. Thanai Charinsan -	- Independent Director Member of the Corporate Governance and Sustainable Business Development Committee of the Company and Executive Director of the Company	31 Dec 2024
Mrs. Vilasinee Puddhikarant -	- Director and Member of the Nomination and Remuneration Committee	31 Dec 2024
Dr. Somchai Pinyopornphanit -	- Executive Director	31 Dec 2024
Mr. Songsak Premsuk -	- Executive Director	31 Dec 2024
Ms. Kamaporn Tampipit -	- Chief Financial Officer and Executive (The highest responsible person in Accounting and Finance)	31 Dec 2024

Name of person or entity/type of business	Nature of relationship	Information as of date
Ms. Paetongtarn Shinawatra -	- A daughter of Khunying Potjaman Damapong.	31 Dec 2024
Doctor Group -	Doctors who hold the position of directors or executives are examined and treated at the hospital	31 Dec 2024

Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
SC Asset Corporation Public Company Limited			
<p>Transaction 1</p> <p>3.33</p> <p>3.75</p> <p>4.13</p> <p><u>Nature of transaction</u></p> <p>Medical service income</p> <p><u>Details</u></p> <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"> 1. OAI Consultant Tent & Management Co., Ltd. 2. SC Able Company Limited 3. Scope Co., Ltd. 4. V.Land Property Co., Ltd. 5. Solid Company Asset Co., Ltd. 6. OAI Management Co., Ltd. 7. OAI Leasing Company Limited 8. B.B.D. Development Co., Ltd. 9. Bridge Group (Thailand) Co., Ltd. 10. Thaicom Foundation 11. B.B.D. Property Co., Ltd. 12. SC Expedition Co., Ltd. <p>The organization will pay the medical expenses to the company on behalf of the employees of each organization.</p> <p><u>Necessity/reasonableness</u></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><u>Audit committee's opinion</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<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>			
<p>Transaction 2</p> <p>0.39</p> <p>0.47</p> <p>0.62</p> <p><u>Nature of transaction</u></p> <p>Outstanding trade receivables at the end of the period</p> <p><u>Details</u></p> <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"> 1. OAI Consultant Tent & Management Co., Ltd. 2. SC Able Company Limited 3. Scope Co., Ltd. 4. V.Land Property Co., Ltd. 5. Solid Company Asset Co., Ltd. 6. OAI Management Co., Ltd. 7. OAI Leasing Company Limited 8. B.B.D. Development Co., Ltd. 9. Bridge Group (Thailand) Co., Ltd. 10. Thaicom Foundation 11. B.B.D. Property Co., Ltd. 12. SC Expedition Co., Ltd. <p>The organization will pay the medical expenses to the company on behalf of the employees of each organization.</p> <p><u>Necessity/reasonableness</u></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><u>Audit committee's opinion</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<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>			
Solid Asset Company Limited			
<p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>Rental income</p> <p><u>Details</u></p> <p>The Company has entered into a lease agreement for space and services. On the 2nd floor of Building B to open Yang Chinese Cafe.</p> <p>The model of serving Hong Kong-style Chinese cuisine is to accommodate customers who come to use the service in Rama 9 Hospital.</p> <p><u>Necessity/reasonableness</u></p> <p>As of 1 August 2024, the Company has entered into a space lease agreement with Solid Asset Co., Ltd. for a period of 1 years from 1 August 2024 to 31 July 2025 to operate the distribution business. Food & Drink</p> <p><u>Audit committee's opinion</u></p> <p>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.</p>	0.85	1.06	0.69
<p>Transaction 2</p> <p><u>Nature of transaction</u></p> <p>Service Fee Revenue</p> <p><u>Details</u></p>	1.44	1.58	1.41

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>The Company has entered into a lease agreement for space and services. On the 2nd floor of Building B to open Yang Chinese Cafe.</p> <p>The model of serving Hong Kong-style Chinese cuisine is to accommodate customers who come to use the service in Rama 9 Hospital.</p> <p><u>Necessity/reasonableness</u></p> <p>As of 1 August 2024, the Company has entered into a space lease agreement with Solid Asset Co., Ltd. for a period of 1 years from 1 August 2024 to 31 July 2025 to operate the distribution business. Food & Drink</p> <p><u>Audit committee's opinion</u></p> <p>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.</p>			
<p>Transaction 3</p> <p><u>Nature of transaction</u></p> <p>Rental income/service fee accrued at the end of the period</p> <p><u>Details</u></p> <p>The Company has entered into a lease agreement for space and services. On the 2nd floor of Building B to open Yang Chinese Cafe.</p> <p>The model of serving Hong Kong-style Chinese cuisine is to accommodate customers who come to use the service in Rama 9 Hospital.</p> <p><u>Necessity/reasonableness</u></p> <p>As of 1 August 2024, the Company has entered into a space lease agreement with Solid Asset Co., Ltd. for a period of 1 years from 1 August 2024 to 31 July 2025 to operate the distribution business. Food & Drink</p> <p><u>Audit committee's opinion</u></p>	0.13	0.13	0.13

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>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.</p>			
<p>Transaction 4</p> <p><u>Nature of transaction</u></p> <p>Other non-current assets</p> <p><u>Details</u></p> <p>The Company has entered into a lease agreement for space and services. On the 2nd floor of Building B to open Yang Chinese Cafe.</p> <p>The model of serving Hong Kong-style Chinese cuisine is to accommodate customers who come to use the service in Rama 9 Hospital.</p> <p><u>Necessity/reasonableness</u></p> <p>As of 1 August 2024, the Company has entered into a space lease agreement with Solid Asset Co., Ltd. for a period of 1 years from 1 August 2024 to 31 July 2025 to operate the distribution business. Food & Drink</p> <p><u>Audit committee's opinion</u></p> <p>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.</p>	0.20	0.20	0.20
<p>Transaction 5</p> <p><u>Nature of transaction</u></p> <p>Expenditure, Food coupons for health check-ups and doctor's meals</p> <p><u>Details</u></p> <p>Food coupons for health check-ups and doctor's meals</p> <p><u>Necessity/reasonableness</u></p>	0.16	0.49	0.57

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>The company has entered into a contract to provide discounts on food and beverage coupons for health check-ups.</p> <p><u>Audit committee's opinion</u></p> <p>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</p>			
<p>Transaction 6</p> <p><u>Nature of transaction</u></p> <p>Accrued expenses at the end of the period, Food coupons for health check-ups and doctor's meals</p> <p><u>Details</u></p> <p>Food coupons for health check-ups and doctor's meals</p> <p><u>Necessity/reasonableness</u></p> <p>The company has entered into a contract to provide discounts on food and beverage coupons for health check-ups.</p> <p><u>Audit committee's opinion</u></p> <p>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</p>	0.12	0.16	0.88
<p>Transaction 7</p> <p><u>Nature of transaction</u></p> <p>Expenditure, Commodity trading and food costs</p> <p><u>Details</u></p> <p>Commodity trading and food costs</p> <p><u>Necessity/reasonableness</u></p> <p>The company purchased food and snacks for the medical team for health check-ups and for the management meeting.</p> <p><u>Audit committee's opinion</u></p> <p>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.</p>	0.00	0.01	0.02
Voice TV Co., Ltd.			
<p>Transaction 1</p> <p><u>Nature of transaction</u></p>	0.13	0.15	0.03

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>Medical service income</p> <p><u>Details</u></p> <p>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.</p> <p><u>Necessity/reasonableness</u></p> <p>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.</p> <p><u>Audit committee's opinion</u></p> <p>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.</p>			
<p>Transaction 2</p> <p><u>Nature of transaction</u></p> <p>Outstanding trade receivables at the end of the period</p> <p><u>Details</u></p> <p>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.</p> <p><u>Necessity/reasonableness</u></p> <p>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.</p> <p><u>Audit committee's opinion</u></p> <p>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.</p>	0.09	0.07	0.00
Ms. Pojman Damapong ("Major Shareholder")			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>Transaction 1</p> <p>5.43</p> <p><u>Nature of transaction</u></p> <p>Medical service income</p> <p><u>Details</u></p> <p>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.</p> <p>Transactions in which the major shareholders pay medical expenses to the Company on behalf of the recipients of such services.</p> <p><u>Necessity/reasonableness</u></p> <p>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.</p> <p><u>Audit committee's opinion</u></p>	<p>1.98</p>	<p>4.00</p>	

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<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>Transaction 2</p> <p><u>Nature of transaction</u></p> <p>Medical service discounts</p> <p><u>Details</u></p> <p>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.</p> <p>Transactions in which the major shareholders pay medical expenses to the Company on behalf of the recipients of such services.</p> <p><u>Necessity/reasonableness</u></p>	0.61	0.22	0.42

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>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.</p> <p><u>Audit committee's opinion</u></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>Transaction 3</p> <p><u>Nature of transaction</u></p> <p>Net Medical service income</p> <p><u>Details</u></p>	4.82	1.75	3.58

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>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.</p> <p>Transactions in which the major shareholders pay medical expenses to the Company on behalf of the recipients of such services.</p> <p><u>Necessity/reasonableness</u></p> <p>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.</p> <p><u>Audit committee's opinion</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<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>Transaction 4</p> <p><u>Nature of transaction</u></p> <p>Outstanding trade receivables at the end of the period</p> <p><u>Details</u></p> <p>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.</p> <p>Transactions in which the major shareholders pay medical expenses to the Company on behalf of the recipients of such services.</p> <p><u>Necessity/reasonableness</u></p>	0.29	0.25	0.53

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>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.</p> <p><u>Audit committee's opinion</u></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>Transaction 5</p> <p><u>Nature of transaction</u></p> <p>Purchase of fixed assets</p> <p><u>Details</u></p>	0.00	100.00	0.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<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>Necessity/reasonableness</u></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 Mittr 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> <p><u>Audit committee's opinion</u></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. Bannapot Damapong			
<p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>Medical service income</p> <p><u>Details</u></p>	0.37	0.44	0.45

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract) The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients.</p> <p><u>Necessity/reasonableness</u></p> <p>As of 1 April 2018, the Company has entered into a medical service contract with Mr. Bannapot Damapong with the characteristics of conditions and discounts for groups of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions including doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic and pathology (special) fees, beauty salon fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set forth in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract.</p> <p><u>Audit committee's opinion</u></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. Bannapot Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.</p>			
<p>Transaction 2</p> <p><u>Nature of transaction</u></p> <p>Medical service discounts</p> <p><u>Details</u></p> <p>The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract) The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients.</p> <p><u>Necessity/reasonableness</u></p>	0.04	0.05	0.05

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>As of 1 April 2018, the Company has entered into a medical service contract with Mr. Bannapot Damapong with the characteristics of conditions and discounts for groups of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions including doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic and pathology (special) fees, beauty salon fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set forth in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract.</p> <p><u>Audit committee's opinion</u></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. Bannapot Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.</p>			
<p>Transaction 3</p> <p>0.33</p>	0.39	0.41	
<p><u>Nature of transaction</u></p> <p>Net Medical service income</p> <p><u>Details</u></p> <p>The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract)</p> <p>The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients.</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>As of 1 April 2018, the Company has entered into a medical service contract with Mr. Bannapot Damapong with the characteristics of conditions and discounts for groups of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions including doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic and pathology (special) fees, beauty salon fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set forth in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract.</p> <p><u>Audit committee's opinion</u></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. Bannapot Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.</p>			
<p>Transaction 4</p> <p><u>Nature of transaction</u></p> <p>Outstanding trade receivables at the end of the period</p> <p><u>Details</u></p> <p>The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract)</p> <p>The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients.</p> <p><u>Necessity/reasonableness</u></p>	0.01	0.05	0.01

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>As of 1 April 2018, the Company has entered into a medical service contract with Mr. Bannapot Damapong with the characteristics of conditions and discounts for groups of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions including doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic and pathology (special) fees, beauty salon fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set forth in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract.</p> <p><u>Audit committee's opinion</u></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. Bannapot 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 Shinawatra			
<p>Transaction 1</p> <p>0.69</p> <p>1.19</p> <p>1.21</p> <p><u>Nature of transaction</u></p> <p>Medical service income</p> <p><u>Details</u></p> <p>The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract)</p> <p>The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients.</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>As of 22 May 2020 , the Company has entered into a medical service contract with Ms. Patongtarn Shinawatra with the characteristics of conditions and discounts for the group of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions such as doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic examination and pathology (special), beauty fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set out in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract.</p> <p><u>Audit committee's opinion</u></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. Bannapot Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.</p>			
<p>Transaction 2</p> <p>0.06</p> <p>0.18</p> <p>0.09</p> <p><u>Nature of transaction</u></p> <p>Medical service discounts</p> <p><u>Details</u></p> <p>The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract)</p> <p>The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients.</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>As of 22 May 2020 , the Company has entered into a medical service contract with Ms. Patongtarn Shinawatra with the characteristics of conditions and discounts for the group of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions such as doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic examination and pathology (special), beauty fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set out in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract.</p> <p><u>Audit committee's opinion</u></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. Bannapot Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.</p>			
<p>Transaction 3</p> <p>0.63</p> <p>1.01</p> <p>1.12</p> <p><u>Nature of transaction</u></p> <p>Net Medical service income</p> <p><u>Details</u></p> <p>The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract)</p> <p>The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients.</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>As of 22 May 2020 , the Company has entered into a medical service contract with Ms. Patongtarn Shinawatra with the characteristics of conditions and discounts for the group of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions such as doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic examination and pathology (special), beauty fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set out in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract.</p> <p><u>Audit committee's opinion</u></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. Bannapot Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.</p>			
<p>Transaction 4</p> <p><u>Nature of transaction</u></p> <p>Outstanding trade receivables at the end of the period</p> <p><u>Details</u></p> <p>The Company provides medical services to a group of individuals under a medical service contract. between the Company and Mr. Bannapot Damapong (the contract covers Mr. Bannapot Damapong and persons under contract)</p> <p>The program in which Mr. Bannapot Damapong paid the medical expenses to the company on behalf of the service recipients.</p> <p><u>Necessity/reasonableness</u></p>	0.07	0.09	0.09

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>As of 22 May 2020 , the Company has entered into a medical service contract with Ms. Patongtarn Shinawatra with the characteristics of conditions and discounts for the group of persons under the contract with a discount rate of 15% (which is a discount rate with exclusion conditions such as doctor's fees, dental fees, physical therapy fees, doctor's reading fees, medical technical diagnostic examination and pathology (special), beauty fees, and lump-sum payment service fees) and payment terms of 30 days from the date of billing, which are in accordance with the discount criteria under the medical service contract set out in the Company's pricing policy. At the time of the preparation of the aforementioned medical service contract.</p> <p><u>Audit committee's opinion</u></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. Bannapot Damapong, are within the normal criteria of customers under the medical service contract and customers according to the Company's price policy guidelines.</p>			
Doctor Group			
<p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>Doctor's Fee Cost</p> <p><u>Details</u></p> <p>The Company pays compensation in the form of doctor's fees to doctors who have been examined in the hospital. Under the Memorandum of Agreement on the Use of the Clinic for Dental Practice, 11 people</p> <p><u>Necessity/reasonableness</u></p>	32.33	34.37	32.28

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>Doctors who hold the position of directors or executives are examined and treated at the hospital by</p> <p>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</p> <p>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><u>Audit committee's opinion</u></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>			
<p>Transaction 2</p> <p><u>Nature of transaction</u></p> <p>The amount of outstanding medical fees at the end of the period</p> <p><u>Details</u></p> <p>The Company pays compensation in the form of doctor's fees to doctors who have been examined in the hospital. Under the Memorandum of Agreement on the Use of the Clinic for Dental Practice, 11 people</p> <p><u>Necessity/reasonableness</u></p> <p>Doctors who hold the position of directors or executives are examined and treated at the hospital by</p> <p>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</p> <p>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><u>Audit committee's opinion</u></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>	4.64	3.63	4.09
Dr. Sathaporn Pooprasert			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>Transaction 1</p> <p><u>Nature of transaction</u></p> <p>Consultant Fee</p> <p><u>Details</u></p> <p>The Company pays monthly remuneration to the Company's external consultants.</p> <p><u>Necessity/reasonableness</u></p> <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><u>Audit committee's opinion</u></p> <p>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>	0.60	0.44	0.36

9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

Measures and procedures for approving related party transactions or connected transactions

However, In the past year, the Company has not conducted any connected transactions that require approval from the Board of Directors or shareholders in accordance with the requirements of the Stock Exchange of Thailand, and has not violated or complied with the rules on disclosure of related party transactions and asset trading.

Policies and Trends for Future Transactions

Possible inter-items in the future The Board of Directors shall comply with the Securities and Exchange Act and the regulations, announcements, orders or requirements of the Capital Market Supervisory Board. The Securities and Exchange Commission and the Stock Exchange of Thailand However, The Company will disclose the related party transactions in the Annual Registration Statement and the notes to the financial statements audited by the Company's auditors, as well as comply with the requirements regarding the disclosure of the Company's related party transactions in accordance with the Financial Reporting Standards issued under the Accounting Profession Act, B.E. 2547 Including amendments

The Company may continue to enter into transactions in the future by determining the prices and trading conditions in accordance with the normal course of business, as well as those assigned to persons and/or companies that are not in conflict or related to each other, such as providing medical services to the contracting companies. Payment of remuneration in the form of medical fees Welfare for medical expenses, etc. The upcoming related party transactions are in accordance with the Company's normal business operations and are primarily for the benefit of the Company and its shareholders.

The Company's inter-party transactions that occur and may occur in the future shall be necessary and/or reasonable for the best interests of the Company and shall be in accordance with the nature of general business operations, and such transactions, prices and conditions of the transactions shall be fair and in accordance with the normal business (Fair and at arm's length basis) There is no transfer of interest between the Company and persons who may have conflicts, and the Audit Committee of the

Company will give an opinion on the necessity and appropriateness of the transaction. In addition, if there is a transaction between the two parties, referee Executives or persons who may have conflicts or interests will not be able to participate or have the right to vote in considering and approving the transaction. In order to ensure transparency and independence in considering and making real transactions, and when considering the structure of the company, it can be seen that the company does not have a business group structure, so there are no transactions between each other, which will cause a conflict of interest.

In addition, if the company has a large-scale inter-party transaction and must obtain approval from shareholders in accordance with the requirements of the Stock Exchange of Thailand. The Company will fully disclose all details as specified by the Stock Exchange, including the date, month, year of the transaction agreement, the parties involved Nature of Interests General characteristics of the list Asset Details: Appraisal price of an independent appraiser authorized by the Securities and Exchange Commission Settlement Criteria used to determine the total value of an item Reason for the transaction (benefits/advantages of the transaction) Size of transaction Independent Financial Advisor's Opinion Directors who do not have the right to vote at the Board of Directors meeting, the opinion of the Board of Directors, the opinion of the Audit Committee and/or the Company's directors that differ from the opinion of the Board of Directors List of shareholders with interests who do not have the right to vote and other information that may have a significant impact on shareholders' decision-making.

Policies or trends in future transactions and compliance with the obligations given by the Company in the prospectus.

Measures and procedures for approving the inter-party transaction

Pursuant to the Board of Directors' Resolution No. 3/2018 on 12 March 2018, the Company's inter-party transaction policy and principles regarding commercial agreements with general trade terms were approved. In transactions between the Company and the directors. The Company will comply with the Securities and Exchange Act and the regulations, announcements, orders or requirements of the Capital Market Supervisory Board. The Securities and Exchange Commission and the Stock Exchange of Thailand However, referee Executives or persons who may have conflicts or interests will not be able to participate or have the right to vote in considering and approving the transaction. However, Entering into a Transaction The company adheres to the principle of as follows

- It is a transaction that has gone through a transparent approval process by the directors. and/or executives (as the case may be) with responsibility, prudence and honesty. Stakeholders are not involved in decision-making.
- It is a transaction that is made with the interests of the company in mind as if it were a transaction with a third party.
- There is a tracking and monitoring system that ensures that transactions are carried out in accordance with the correct procedures.

Measures and procedures for inter-party transactions

The Company has established measures and procedures for inter-party transactions. as follows:

- (1) Consideration of the Transaction The Company will use the same criteria as general customers and/or individuals, as well as in accordance with the Company's normal operating procedures, to support business operations, which must be fair and reasonable and bring maximum benefits to the Company.
- (2) In case there is no such price. The Company will consider comparing the price of the goods or services with the external price. Under the same or similar conditions.
- (3) The Company may make use of the reports of independent appraisers appointed by the Company to compare prices for significant related party transactions to ensure that such prices are reasonable and in the best interests of the Company.
- (4) Transactions of the Company's Directors. Executives or persons who may have conflicts or related interests that are not normal business transactions or have different commercial conditions from transactions with general customers or third parties may proceed only with the approval of the Board of Directors by a majority vote. There must be no directors. Executives or persons who may have conflicts or related interests shall participate in the consideration and approval of the transaction and must not have any special conditions or requirements that deviate from the usual criteria set by the Company.
- (5) If the Company has other related transactions that meet the requirements of the Stock Exchange of Thailand. Such requirements must be strictly observed.
- (6) The Company must disclose information on transactions that may have a conflict of interest or a transaction between parties in accordance with the rules set by the Office of the Securities and Exchange Commission. The Stock Exchange of Thailand and/or related agencies shall be determined and in accordance with accounting standards and disclosed in the Annual Registration Statement. Annual report or any other report form as the case may be.
- (7) The Internal Audit Division shall review the transactions in accordance with the audit plan, which must report to the Audit Committee and have measures to control, audit, and supervise the random review of actual transactions in accordance with the contract or policies or conditions stipulated.

Approval of Connected Transactions or Connected Transactions

In the event that the law requires the approval of the Board of Directors or the shareholders' meeting prior to entering into the related party transaction (if any), the Company will arrange for the Audit Committee to attend the meeting to consider

and give opinions on the necessity of the transaction and the reasonableness of the transaction. In entering into a normal business transaction or a normal business support transaction which is a commercial agreement with general commercial conditions and a transaction that is a commercial agreement that is not a general commercial condition, the following principles shall be followed:

(1) Transactions that are commercial agreements with general terms of trade.

A transaction that is a normal business transaction or a normal business support transaction with a commercial agreement with general commercial conditions and is beneficial to the Company's business or operations. The management or the Board of Directors proposes that the Board of Directors approve the transaction agreement in principle before entering into such a transaction. If the transaction contains a commercial agreement in the same manner as a person would do with a general party in the same situation, with commercial bargaining power without influence in his or her status as a director. Executives or related persons. The management will prepare a summary report of the transaction. To report to the Audit Committee and the Board of Directors meetings every quarter.

However, Transactions that comply with general trade conditions are trade conditions with fair prices and conditions and do not cause transfer of benefits.

- It is the price and conditions received by the Company or to the public.
- It is the price and conditions that the connected person gives to the general public.
- It is the price and condition under which the Company can show that the business operator is in a similar manner to the public.

(2) Transactions that are commercial agreements that are not generally trade terms.

The transaction is a non-conditional commercial agreement in general, and the Audit Committee shall consider and give an opinion on the necessity and reasonableness of the transaction before presenting it to the Board of Directors and/or the shareholders' meeting (as the case may be) for approval. and the Office of the Securities and Exchange Commission, including compliance with the requirements regarding the disclosure of information on connected or connected transactions. The Company will disclose such related transactions in the notes to the Company's financial statements that have been audited or reviewed by the Company's auditors.

In the event that the Audit Committee does not have the expertise to consider the inter-party transactions that may occur. The Company will appoint persons with special knowledge, expertise or expertise, such as auditors, appraisers, or experts in related fields, who are independent of the Company, and persons who may have conflicts with the Company, to provide opinions on such transactions for the purpose of making decisions of the Audit Committee and/or the Board of Directors and/or the Shareholders' Meeting (as the case may be) to ensure that such transactions are necessary and reasonable taking into account the interests of the Company and shareholders.

Policies and Trends in Future Transactions

Transactions that may occur in the future. The Board of Directors shall comply with the Securities and Exchange Act and the regulations, announcements, orders or requirements of the Capital Market Supervisory Board. The Securities and Exchange Commission and the Stock Exchange of Thailand However, The Company discloses the related party transactions in the annual registration statement and notes to the financial statements audited by the Company's auditors, as well as complies with the requirements regarding the disclosure of the Company's related party transactions in accordance with the Financial Reporting Standards issued under the Accounting Profession Act, B.E. 2547 (2004), as amended.

The Company may continue to enter into cross-party transactions in the future. By setting the same prices and normal trading conditions of the business as those assigned to individuals and/or companies that are not in conflict or related, such as providing medical services to the contracting companies. Remuneration in the form of medical fees, etc. The upcoming related party transactions are in accordance with the Company's normal business operations and are primarily for the benefit of the Company and its shareholders.

However, The Company's inter-party transactions that occur and may occur in the future shall be necessary and/or reasonable for the best interests of the Company and shall be subject to the nature of general business operations and the transaction prices and conditions of the transaction which are fair and in accordance with the normal business (Fair and at arm's length basis There is no transfer of interest between the Company and persons who may have conflicts, and the Audit Committee of the Company will give an opinion on the necessity and appropriateness of the transaction. In addition, if there is a transaction between the two parties. referee Executives or persons who may have conflicts or interests will not be able to participate or have the right to vote in considering and approving the transaction.

9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

Part 3 Financial Statement

Board of Directors' Responsibility Statement for the
Financial Report



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

Auditor's Report

Praram 9 Hospital Public Company Limited
Report and financial statements
31 December 2024

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

Financial Statements

Praram 9 Hospital Public Company Limited**Statement of financial position****As at 31 December 2024**

		(Unit: Baht)	
	Note	2024	2023
Assets			
Current assets			
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
Total current assets		2,657,530,685	2,251,492,060
Non-current assets			
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
Total non-current assets		3,741,564,875	3,658,549,927
Total assets		6,399,095,560	5,910,041,987

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
Liabilities and shareholders' equity			
Current liabilities			
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
Total current liabilities		757,739,938	631,976,676
Non-current liabilities			
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
Total non-current liabilities		202,816,028	198,376,450
Total liabilities		960,555,966	830,353,126
Shareholders' equity			
Share capital			
Registered			
800,000,000 ordinary shares of Baht 1 each		800,000,000	800,000,000
Issued and fully paid			
786,300,000 ordinary shares of Baht 1 each		786,300,000	786,300,000
Share premium		1,934,359,580	1,934,359,580
Retained earnings			
Appropriated - statutory reserve	16	80,000,000	80,000,000
Unappropriated		2,637,880,014	2,279,029,281
Total shareholders' equity		5,438,539,594	5,079,688,861
Total liabilities and shareholders' equity		6,399,095,560	5,910,041,987
		-	-

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
Profit or loss:			
Revenues			
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
Total revenues		<u>4,690,544,860</u>	<u>4,252,810,418</u>
Expenses			
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
Total expenses		<u>3,882,659,118</u>	<u>3,593,716,207</u>
Operating profit		807,885,742	659,094,211
Finance income		54,616,786	30,168,608
Finance cost		(491,741)	(636,852)
Profit before income tax expenses		862,010,787	688,625,967
Income tax expenses	17	(149,328,414)	(130,766,114)
Profit for the year		<u>712,682,373</u>	<u>557,859,853</u>
Other comprehensive income:			
<i>Other comprehensive income not to be reclassified</i>			
<i>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
Other comprehensive income for the year		-	<u>14,388,340</u>
Total comprehensive income for the year		<u>712,682,373</u>	<u>572,248,193</u>
Basic earnings per share			
Profit attributable to equity holders of the Company	20	<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
Cash flows from operating activities		
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)
Net cash flows from operating activities	1,039,878,414	804,071,492

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
Cash flows from investing activities		
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 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
Net cash flows used in investing activities	(2,038,224,058)	(377,944,197)
Cash flows from financing activities		
Payment of principal portion of lease liabilities	(6,485,138)	(5,949,803)
Dividend paid	(351,254,626)	(234,327,453)
Net cash flows used in financing activities	(357,739,764)	(240,277,256)
Net increase (decrease) in cash and cash equivalents	(1,356,085,408)	185,850,039
Cash and cash equivalents at beginning of year	1,750,909,385	1,565,059,346
Cash and cash equivalents at end of year	394,823,977	1,750,909,385
	-	-

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 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 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)

	Issued and paid-up		Retained earnings		Total shareholders' equity
	share capital	Share premium	Appropriated - statutory reserve	Unappropriated	
Balance as at 1 January 2023	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)
Balance as at 31 December 2023	<u>786,300,000</u>	<u>1,934,359,580</u>	<u>80,000,000</u>	<u>2,279,029,281</u>	<u>5,079,688,861</u>
Balance as at 1 January 2024	786,300,000	1,934,359,580	80,000,000	2,279,029,281	5,079,688,861
Profit for the year	-	-	-	712,682,373	712,682,373
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	712,682,373	712,682,373
Dividend paid (Note 23)	-	-	-	(353,831,640)	(353,831,640)
Balance as at 31 December 2024	<u>786,300,000</u>	<u>1,934,359,580</u>	<u>80,000,000</u>	<u>2,637,880,014</u>	<u>5,438,539,594</u>

The accompanying notes are an integral part of the financial statements.

Notes to 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:

	<u>Useful lives</u>
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.

	2024	2023	(Unit: Million Baht) 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 (Note 8)</u>		
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 (Note 14)</u>		
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.

	(Unit: Thousand Baht)	
	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

	(Unit: Thousand Baht)	
	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 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

	(Unit: Thousand Baht)	
	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 realisable value		Medicine and supplies - net	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
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)	
	<u>2024</u>	<u>2023</u>
<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
Cost									
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
Accumulated depreciation									
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
Allowance for impairment loss									
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
Net book value									
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
Depreciation for the year									
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 software	Computer software under installation	Total
Cost			
As at 1 January 2023	244,639	6,416	251,055
Additions	10,792	6,941	17,733
Transfer from advance for purchase of 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 intangible assets	605	720	1,325
As at 31 December 2024	212,402	8,523	220,925
Accumulated amortisation			
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
Allowance for impairment loss			
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	-	-	-
Net book value			
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
Provision for long-term employee benefits at beginning of year	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)
Provision for long-term employee benefits at end of year	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
Current income tax:		
Current income tax charge	149,415	132,478
Deferred tax:		
Relating to origination and reversal of temporary differences	(87)	(1,712)
Income tax expenses reported in profit or loss	149,328	130,766

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)
Income tax expenses reported in profit or loss	149,328	130,766

The components of deferred tax assets and deferred tax liabilities are as follows:

	(Unit: Thousand Baht)	
	Statement of financial position	
	2024	2023
Deferred tax assets		
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
Deferred tax liabilities		
Unrealised fair value gain on investments	209	-
Total	209	-
Deferred tax assets - net	58,318	58,230

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	<u>1,665,035</u>	<u>-</u>	<u>3,025,510</u>	<u>4,252,810</u>	<u>4,690,545</u>	<u>4,252,810</u>

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 (Thousand Baht)	Dividend per share (Baht)
Final dividends for 2022	Annual General Meeting of the 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 shareholders on 23 April 2024	235,887	0.30
Interim dividends for 2024	Board of Directors' meeting on 8 November 2024	117,945	0.15
Total dividends for 2024		353,832	0.45

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
Asset measured at fair value			
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
Asset measured at fair value			
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.

Back up attachment

Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment: <https://eonemedia.setlink.set.or.th/report/1463/2024/1742775872628.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment: <https://eonemedia.setlink.set.or.th/report/1463/2024/1742518740397.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment: <https://eonemedia.setlink.set.or.th/report/1463/2024/1742518740399.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment: <https://eonemedia.setlink.set.or.th/report/1463/2024/1742518740401.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment: <https://eonemedia.setlink.set.or.th/report/1463/2024/1742518740403.pdf>



Attachment 6 : Report of the Audit Committee

Link to attachment: <https://eonemedia.setlink.set.or.th/report/1463/2024/1742518740588.pdf>

