



ESG Performance Report for Listed Companies in 2025

PRARAM 9 HOSPITAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : PRARAM 9 HOSPITAL PUBLIC COMPANY LIMITED Symbol : PR9

Market : SET Industry Group : Services Sector : Health Care Services

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

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

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

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

Climate Risk

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

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

Climate-Related Opportunities and Adaptation

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

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

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

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

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

1. **Climate and Environmental Governance Structure**

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

Governance Body	Roles and Responsibilities
Board of Directors (2 meetings per year)	<ul style="list-style-type: none"> ● Approves the environmental policy, which covers climate change management and other material issues relevant to the Company, as well as strategies for sustainable business development. ● Allocates resources to support the effective implementation of strategic initiatives and ensure that targets are achieved. ● Monitors performance under the policy and provides recommendations.
Corporate Governance and Sustainable Committee (2 meetings per year)	<ul style="list-style-type: none"> ● Establishes guidelines and frameworks for climate change and environmental management in alignment with the Company's policies, strategies, and business operations. ● Oversees the integration of climate and environmental considerations into risk management processes, business planning, and strategic decision-making. ● Reviews and provides recommendations on targets, action plans, and performance indicators related to greenhouse gas management, resource utilization, and environmental impacts. ● Monitors and evaluates the impacts of climate change on the Company's operations, including environmental risks and opportunities (Outside-in). ● Oversees the systematic management of environmental and climate impacts arising from the Company's operations (Inside-out). ● Monitors progress, performance outcomes, and the effectiveness of climate and environmental initiatives, and provides recommendations to management.
Chief Executive Officer (4 meetings per year)	<ul style="list-style-type: none"> ● Oversee and monitor the performance of the Sustainable Development Working Group, including the integration of ESG-related risks and opportunities, as well as climate change considerations, into the Enterprise Risk Management (ERM) framework on a quarterly basis. ● Review and approve the allocation of appropriate budgets and resources to support sustainability initiatives, including energy efficiency improvement projects and climate impact reduction programs. ● Communicate sustainability policies and objectives to employees and stakeholders.
Sustainable Development Working Group (6 meetings per year)	<ul style="list-style-type: none"> ● Implements activities in accordance with the established policies. ● Coordinates with relevant departments to ensure cooperation in implementing policies and management practices, including organizing training programs or activities to raise awareness among employees. ● Reports policy implementation results to senior management. ● Provides recommendations regarding the establishment or review of environmental policies, performance indicators, improvement measures, and related actions for consideration by senior management.

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

2. Climate Strategy

2.1 Scope of Climate Risk and Opportunity Assessment

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

Time Horizon	Year Range (B.E. / C.E.)	Description
Short-term	25682570 (20252027)	Annual year-on-year assessment to monitor progress and adjust operational plans in line with current conditions.
Medium-term	By 2570 (2027)	Aligned with the medium-term greenhouse gas reduction target compared with the base year 2565 (2022), covering a five-year period.
Long-term	By 2608 (2065)	Aligned with the Company's Net Zero target and long-term climate change commitments.

2.2 Climate Scenario Analysis

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

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

Key Characteristics	Business Impacts	Company Response
<ul style="list-style-type: none"> ● Stricter low-carbon policies are implemented, such as carbon taxation and energy efficiency measures. ● Consumers and investors place greater importance on organizations that operate in a sustainable manner. ● Clean technologies become more affordable and accessible as costs decline. 	<ul style="list-style-type: none"> ● Operating costs may increase due to carbon taxes and regulatory compliance requirements. For example, if a carbon tax of Baht 450 per tCO₂e is imposed, the Company could incur additional costs of approximately Baht 5.8 million per year, based on an emissions baseline of 12,889 tCO₂e in 2025, representing around 0.5% of 2025 EBITDA, if emission reductions cannot be achieved. ● Demand for environmentally friendly healthcare services may increase, creating new business opportunities for the Company. ● Financing costs may decrease if the Company is able to access green finance. It is estimated that financing costs could be reduced by approximately 0.51.0% per year, equivalent to about Baht 24 million annually. 	<ul style="list-style-type: none"> ● Accelerate the implementation of the Decarbonization Roadmap to reduce greenhouse gas emissions. ● Develop Telemedicine and Digital Health services to meet the needs of modern consumers. ● Pursue Green Building certification and promote Green Procurement practices.

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

Key Characteristics	Business Impacts	Company Response
<ul style="list-style-type: none"> ● Natural disasters occur more frequently and with greater severity (e.g., floods, heatwaves, droughts). ● An increase in epidemics and climate-related diseases. ● Natural resources (water and energy) become more volatile and scarce. 	<ul style="list-style-type: none"> ● Potential asset damage and repair costs under a Maximum Loss Scenario, with estimated damages ranging from Baht 50150 million. ● Business disruption caused by disaster events and potential patient evacuation, resulting in revenue losses of approximately Baht 1015 million per day. ● Rising energy and water costs due to higher demand and resource scarcity. Electricity and water tariffs are projected to increase by 510% per year, potentially increasing total operating costs by Baht 36 million. 	<ul style="list-style-type: none"> ● An increase in patient volume due to climate-related illnesses (e.g., respiratory diseases and vector-borne diseases). ● Invest in climate-resilient infrastructure, such as flood protection systems and backup power systems. ● Develop a Business Continuity Plan (BCP) that addresses climate disruption scenarios and conduct regular drills to ensure preparedness. ● Obtain insurance coverage for climate-related damages. ● Prepare healthcare capacity to accommodate the growing number of patients affected by climate-related diseases.

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

Strategy	Implementation Approach
<p>1. Decarbonization Strategy: Aims to reduce greenhouse gas emissions from both direct and indirect activities of the Company, covering emissions across Scope 1, Scope 2, and Scope 3.</p>	<ul style="list-style-type: none"> ● Continuously expand the installation of solar rooftop power generation systems. ● Replace medical equipment and devices with high energy-efficiency alternatives. ● Establish an internal carbon price at Baht 450 per tCO₂e to support decision-making in evaluating new investment projects. ● Promote the development of a low-carbon supply chain, starting with key suppliers.
<p>2. Adaptation and Resilience Strategy: Strengthen preparedness to address physical risks from climate change in order to ensure the continuity of medical services.</p>	<ul style="list-style-type: none"> ● Develop infrastructure capable of withstanding climate risks, such as flood protection systems. ● Install high-reliability backup power generators to support emergency situations. ● Develop and regularly test the Business Continuity Plan (BCP) through annual scenario-based drills. ● Consider obtaining insurance coverage for climate-related risks.
<p>3. Sustainable Healthcare and Innovation Strategy: Develop healthcare services and treatment processes that incorporate sustainability considerations, aiming to reduce environmental impacts while enhancing the quality of patient care.</p>	<ul style="list-style-type: none"> ● Develop Telemedicine services and at-home care services to reduce travel. ● Apply digital technologies and artificial intelligence (AI) to improve resource efficiency. ● Promote digital health systems and electronic documentation to reduce paper usage. ● Design healing environments using environmentally friendly materials.
<p>4. Engagement and Governance Strategy: Foster an organizational culture that prioritizes environmental responsibility while encouraging participation from employees, suppliers, and stakeholders.</p>	<ul style="list-style-type: none"> ● Implement a Green Procurement Policy. ● Drive employee engagement initiatives such as PR9 GO Green and Care the Bear programs. ● Disclose climate-related information in accordance with international reporting frameworks such as TCFD and GRI. ● Establish environmental KPIs and link them to executive remuneration.

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

1. Climate-Related Risk and Opportunity Management

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

1. Risk Identification

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

2. Risk Assessment

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

3. Risk Prioritization

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

4. Risk Mitigation

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

5. Monitoring and Reporting

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

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

Risk Category	Risk Issue	Details and Factors Affecting the Business	Financial Impact	Management Strategy
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Physical Risk	Physical Risk High Risk	<ul style="list-style-type: none"> ● Floods and storms: May affect infrastructure, building engineering systems, and the safety of patient transportation and transfers. ● Heatwaves: Increase the load on cooling systems and pose risks to vulnerable patient groups. ● Drought and air pollution. 	<ul style="list-style-type: none"> ● Asset damage: Repair costs for buildings and medical equipment, as well as potential damage to reserved medical supplies, which may amount to Baht 50150 million. ● Business disruption: Revenue losses from appointment cancellations or postponed surgeries of approximately Baht 1015 million per day. ● Insurance expenses: Property insurance premiums are likely to increase. ● Higher operating costs: Electricity and water costs may increase in line with higher demand by 510% per year, potentially raising total operating expenses by Baht 36 million. 	<p>Mitigation Strategy</p> <ul style="list-style-type: none"> ● Decarbonization Roadmap: Focus on reducing greenhouse gas emissions across all three scopes by establishing clear performance indicators to achieve the Net Zero target. ● Energy Efficiency: Improve energy efficiency within buildings to reduce operating costs and lower carbon emissions from operations. <p>Adaptation Strategy</p> <ul style="list-style-type: none"> ● Resilient Infrastructure: Invest in disaster-resilient infrastructure, such as proactive flood protection system design and the installation of high-reliability backup power generators. ● Emergency Readiness: Develop a Mass Casualty Incident Plan and a Business Continuity Plan (BCP), with
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	<p>Chronic Risk</p> <p>High Risk</p>	<ul style="list-style-type: none"> ● Rising temperatures: May affect long-term energy costs and the control of pharmaceutical storage conditions. ● Drought conditions: May impact the availability of clean water used in sterilization processes and general consumption. ● Air pollution (PM2.5): May affect staff health and the buildings air filtration systems. 	<ul style="list-style-type: none"> ● Rising temperatures: May affect long-term energy costs and the control of pharmaceutical storage conditions. ● Drought conditions: May impact the availability of clean water used in sterilization processes and general consumption. ● Air pollution (PM2.5): May affect staff health and the buildings air filtration systems. 	<p>regular simulation drills conducted with personnel in accordance with policy requirements.</p> <ul style="list-style-type: none"> ● Climate Risk Insurance: Manage financial risks through appropriate insurance coverage for climate-related damages.
<p>Transition Risk</p>	<p>Policy and Legal - Carbon tax and energy regulation</p> <p>High Risk</p>	<p>Stricter environmental regulations, such as carbon taxes and energy efficiency requirements for controlled buildings.</p>		<ul style="list-style-type: none"> ● Decarbonization Roadmap Focus on reducing greenhouse gas emissions across all three scopes. ● Energy Efficiency Improve energy efficiency to reduce costs and lower carbon emissions.

			<ul style="list-style-type: none"> ● Regulatory compliance costs Expenses associated with upgrading pollution control systems and fulfilling reporting requirements. ● Carbon tax If implemented through an internal carbon price, the Company may incur additional costs of approximately Baht 5.8 million per year if greenhouse gas emissions cannot be reduced. 	<ul style="list-style-type: none"> ● Green Procurement Promote environmentally responsible procurement practices. ● Monitoring Closely monitor changes in government policies and environmental standards. ● Innovation Development Invest in green technologies and develop environmentally friendly healthcare services (eco-friendly healthcare). ● Stakeholder Engagement Foster collaboration with communities and suppliers, and disclose information in accordance with TCFD standards to enhance transparency.
Market and Consumer Behavior Low Risk	Customers increasingly prioritize hospitals with environmentally responsible policies (Green Hospitals) and prefer environmentally friendly healthcare services.	Loss of market opportunities Risk of losing customers if the organizations sustainability image is not clearly communicated.		
Economy and Energy High Risk	Volatility in clean energy prices and fuel prices in the global market.	Cost volatility Rising electricity prices and higher transportation costs for medical supplies.		

	Technology High Risk	Need for investment in new medical innovations and AI to improve energy efficiency.	Access to financing Lending conditions from financial institutions that emphasize ESG criteria (Green Loans).	
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Assessment of Climate-Related Opportunities in accordance with TCFD and IFRS S2

Opportunity Category	Description	Details and Approaches to Seize Opportunities	Financial Impact
Development of service innovations aligned with evolving customer trends while reducing greenhouse gas emissions. High Opportunity	Adoption of modern medical technologies and service models that reduce resource consumption and travel, addressing the expectations of health- and environmentally conscious consumers.	<ul style="list-style-type: none"> ● Enhancement of Telemedicine and At-home Care services to reduce patient travel, thereby lowering greenhouse gas emissions from transportation. ● Implementation of Digital Health and paperless systems for customer data management to reduce waste and paper consumption. 	<ul style="list-style-type: none"> ● Revenue base expansion: Attract target customers with strong purchasing power who prefer healthcare providers that reflect sustainability values. ● Cost efficiency improvement: Reduce long-term expenses related to document management, storage space, and consumable materials.

<p>Access to Sustainable Finance</p> <p>Medium Opportunity</p>	<p>Improved access to green finance, including loans, debt instruments, and bond issuances from banks and capital markets, helping reduce the Company's financing costs.</p>	<p>Advancing toward becoming an AI-driven hospital by fully leveraging artificial intelligence technologies, while emphasizing sustainability and strengthening preparedness to address climate change.</p>	<ul style="list-style-type: none"> ● Lower Cost of Capital: Access to preferential financing terms, including interest rate discounts through environmental project financing such as Green Loans or Sustainability Bonds. ● Diversified Funding Sources: Expands future fundraising options and enables access to institutional investors with an ESG investment focus, thereby broadening the company's capital base. ● Valuation and Market Capitalization: Enhances corporate value and strengthens investor confidence.
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All the above risks and opportunities have been analyzed across the short-, medium-, and long-term horizons, in accordance with the scope and timeframes defined earlier.

1. Metrics and Targets

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

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

- Thailand's Nationally Determined Contribution (NDC) under the Paris Agreement

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

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

Performance Results

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

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

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

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

Environmental Policy and Climate Change Management

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

The policy also defines the roles and responsibilities of the Board of Directors, management, the Sustainable Development Working Committee, and the Energy Management Committee Chair to oversee implementation in alignment with the Company's business plan and budget. Performance is monitored and measured in accordance with international standards to ensure transparency and build confidence among partners, employees, and all stakeholders. In 2025, the Company recorded no environmental disputes or complaints from surrounding communities.

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

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

Performance indicators are established and benchmarked against total patient days and hospital revenue. The Company also promotes environmental awareness and training among employees. Environmental performance and complaints are continuously monitored with the goal of maintaining zero complaints, while buildings and environmental conditions are inspected to ensure 100% compliance with safety standards. These efforts lay the foundation for efficient resource management and support the future development of Smart Building initiatives.

Metrics and Targets

Key Focus Areas	Short-term Targets	Medium-term Goals	Long-term Targets
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Climate Change Management	<p>Greenhouse Gas Emissions</p> <p><u>Reduction</u> <u>Absolute Emissions</u></p> <p>Reduction</p> <ul style="list-style-type: none"> ● Scope 1+2+3: >0.5% reduction compared with the previous year ● Scope 1+2: >0.5% reduction compared with the previous year <p><u>Carbon Intensity</u></p> <ul style="list-style-type: none"> ● GHG emissions per patient day reduced by >0.5% YoY ● GHG emissions per total revenue reduced by >0.5% YoY 	<p>Greenhouse Gas Emissions</p> <p><u>Reduction</u> <u>Absolute Emissions</u></p> <p>Reduction</p> <ul style="list-style-type: none"> ● Scope 1+2+3: >5% reduction by 2027 compared with the 2022 base year ● Scope 1+2: >5% reduction by 2027 compared with the 2022 base year <p><u>Carbon Intensity</u></p> <ul style="list-style-type: none"> ● GHG emissions per patient day reduced by >1% by 2027 compared with the 2022 base year ● GHG emissions per total revenue reduced by >1% by 2027 compared with the 2022 base year 	<ul style="list-style-type: none"> ● Carbon Neutrality by 2050 ● Net Zero Emissions by 2065 ● Scope 1, 2 and 3 emissions reduced by more than 5% by 2028 compared with the 2022 base year
Energy Conservation	<p>Reduce energy consumption</p> <ul style="list-style-type: none"> ● Total energy consumption reduced by >0.5% compared with the previous year ● Energy consumption per patient day reduced by >0.5% YoY ● Energy consumption per total revenue reduced by >0.5% YoY 	<p>Reduce energy consumption</p> <ul style="list-style-type: none"> ● Total energy consumption reduced by >0.5% ● Energy consumption per patient day reduced by >0.5% ● Energy consumption per total revenue reduced by >0.5% 	
Water Management and Conservation	<p>Reduce water consumption</p> <ul style="list-style-type: none"> ● Total water consumption reduced by >0.5% compared with the previous year ● Water consumption per patient day reduced by >0.5% YoY ● Water consumption per total revenue reduced by >0.5% YoY 	<p>Reduce water consumption</p> <ul style="list-style-type: none"> ● Total water consumption reduced by >0.5% ● Water consumption per patient day reduced by >0.5% ● Water consumption per total revenue reduced by >0.5% 	

Waste Management	<p>Reduce waste volume</p> <ul style="list-style-type: none"> ● Total waste generation reduced by >0.5% compared with the previous year ● Waste generation per patient day reduced by >0.5% YoY ● Waste generation per total revenue reduced by >0.5% YoY 	<p>Reduce waste generation</p> <ul style="list-style-type: none"> ● Total waste generation reduced by >2% by 2028 compared with the 2022 base year ● Waste generation per patient day reduced by >2% by 2028 compared with the 2022 base year ● Waste generation per total revenue reduced by >2% by 2028 compared with the 2022 base year 	
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Information on review of environmental policies, guidelines, and/or objectives over the past years

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

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

Changes in environmental policies, guidelines, and/or goals : Electricity management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management, Noise pollution management

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

Compliance with greenhouse gas or climate change management principles and standards

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

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Pollution Management

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

Promotion of Sustainable Resource Utilization

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

Renewable Energy Projects

The Company has continuously installed solar power generation systems (Solar Cell), with installation capacity expanded each year to promote the use of clean energy and support environmental conservation. This initiative forms part of the Companys approach to promoting sustainable resource use and is aligned with the Companys pollution management policy, with the aim of reducing environmental impacts and strengthening long-term energy balance.



Installed Capacity of Solar Power Generation Systems (Solar Cell) within Hospital Buildings

Solar Cell (Unit: Kilowatt)	Year 2022	Year 2023	Year 2024	Year 2025
Office Building (Office)	0.80	9.00	34.80	-
Building A Parking Area	-	-	14.60	-
Wastewater Treatment Pond	-	-	-	20.74
Building C	-	-	-	80 .00

Remark: The symbol - in the table indicates that the system had not yet been installed in that particular year.

Renewable Energy Consumption from Solar Power

In 2025, the Company utilized a total of 64,416.76 kilowatt-hours (kWh) of renewable energy generated from solar power systems. This increased from 13,792.70 kilowatt-hours (kWh) in 2024, representing an increase of 367 percent, and accounted for 0.49 percent of the hospitals total electricity consumption. This reflects the Companys commitment to increasing the share of clean energy and reducing reliance on fossil fuel-based energy within the hospital. The Company has therefore set a target to further expand the installation of renewable energy systems in order to increase the share of clean energy to more than 1 percent of total electricity consumption within the healthcare facility by 2028. This initiative is aligned with the Companys Facility Management and Safety (FMS) plan to systematically reduce greenhouse gas emissions and strengthen energy sustainability in accordance with JCI standards, particularly in relation to environmental management within the constraints of installation space within the hospital. This approach forms part of the Companys strategy for effective energy management and greenhouse gas emission reduction, which is aligned with the Companys sustainable business development goals toward becoming a Low-Carbon Healthcare Organization and systematically reducing environmental impacts.

Information on incidents related to legal violations or negative environmental impacts

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

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy Management

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

Establishing Policies, Targets, and Continuous Monitoring for Energy Conservation

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

Assess energy consumption proportion.

h

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

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

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Solar Cell Installation Project for Wastewater Treatment System, Building A

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

Performance Results (February 1 – December 31, 2025)

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



Solar Rooftop Installation Project, Building C

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

Performance Results (July 1 – December 31, 2025)

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



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

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

Performance Results (July 1 – December 31, 2025)

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



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

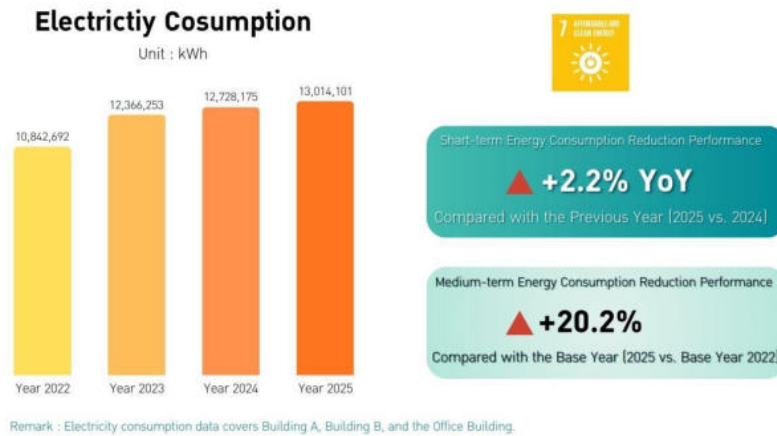
The B2 floor of Building B is generally used as a parking area and engineering service rooms; however, some areas are designated as functional rooms equipped with air-conditioning units. Previously, the chilled water piping system from the chiller plant was not installed on this floor, resulting in all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

Performance Results (March 1 – December 31, 2025)

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



Energy Management Performance

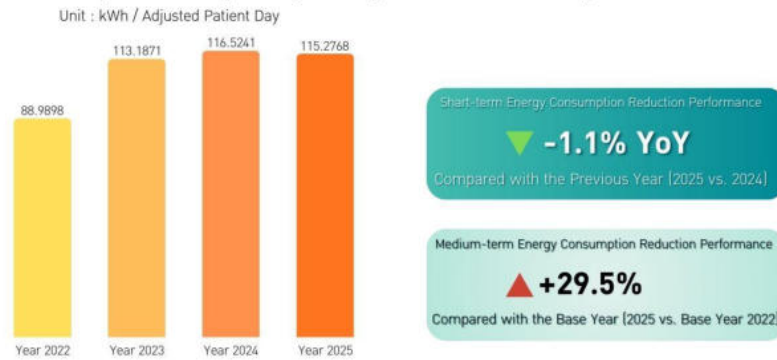


Energy Consumption by Type

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

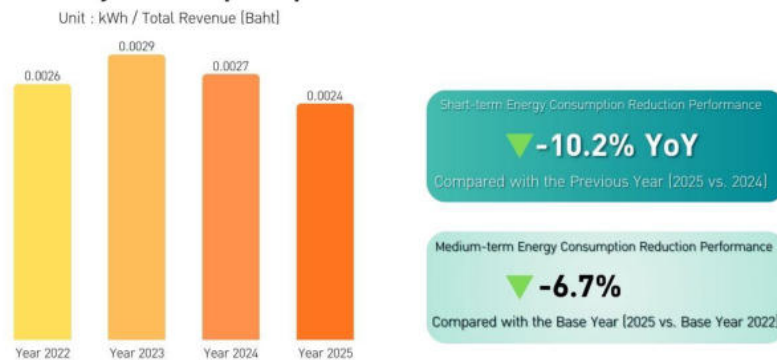
The Company has designated 2022 as the base year for calculating and monitoring energy consumption, covering three operational buildings: Building A, Building B, and the Office Building. Energy performance is reported in terms of total energy consumption using the absolute approach, as well as energy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

Electricity Consumption per Adjusted Patient Day



Remark : Electricity consumption data covers Building A, Building B, and the Office Building.

Electricity Consumption per Total Revenue



Remark : Electricity consumption data covers Building A, Building B, and the Office Building.

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

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

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

Energy development and management guidelines

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

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	12,366,253.00	12,741,967.70	13,085,068.42
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	12,366,253.00	12,728,175.00	13,024,101.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	13,792.70	60,967.42
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	8,114.34	8,069.64	7,959.29

Additional explanation : ^(*) Exclude electricity consumption outside of the Company

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	N/A	N/A	N/A

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	58,450,361.91	53,880,961.47	57,438,718.35
Percentage of total electricity expense to total expenses (%) ^(**)	1.63	1.39	1.31
Percentage of total electricity expense to total revenues (%) ^(**)	1.36	1.14	1.07
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	38,353.26	34,123.47	34,938.39

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Company's fuel consumption

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

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	2,088,512.36	2,180,305.64	2,290,214.60
Percentage of total fuel expense to total expenses (%) ^(**)	0.06	0.06	0.05
Percentage of total fuel expense to total revenues (%) ^(**)	0.05	0.05	0.04

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	0.00	0.00	0.00

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00000000	0.00000000	0.00000000

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on water management plan

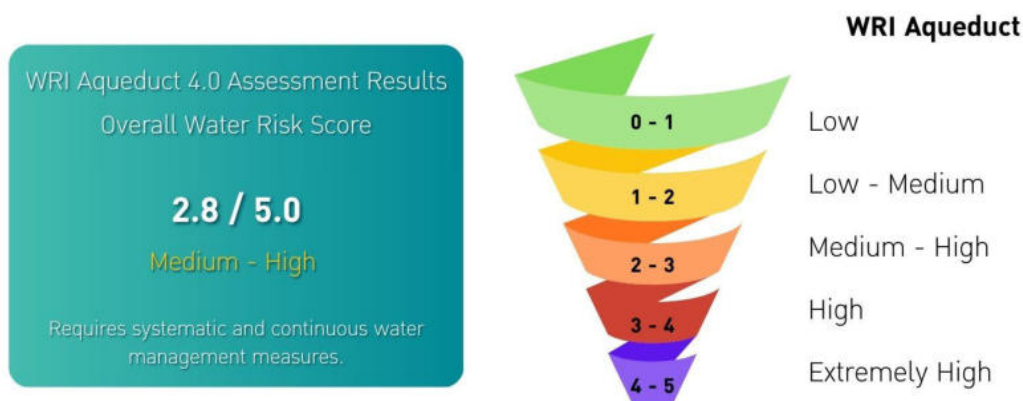
Water management plan

The Company's water management plan : Yes

Water Management

Water resources are one of the essential operational factors for hospitals, including maintaining cleanliness, sterilization, performing medical procedures, and ensuring a safe environment for patients and personnel. The Company recognizes the importance of effective water management within its business operations and has therefore established a water management policy that covers the entire water use cycle, from water withdrawal and treatment to reuse and the discharge of wastewater into the public drainage system in accordance with legal standards. This approach is aligned with the United Nations Sustainable Development Goals (SDGs), particularly Goal 6: Clean Water and Sanitation and Goal 13: Climate Action. The Company integrates water management into its ESG governance framework, with the Board of Directors and the Corporate Governance and Sustainable Business Development Committee overseeing the policy, while the Sustainable Business Development Working Group is responsible for implementation and reporting. This structure aims to ensure balanced and sustainable water resource management in the long term.

Water Stress Assessment



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

Indicator	Score	Level	Implications for the Hospital
Physical Quantity			
Baseline Water Stress (ratio of water withdrawals to available supply in the basin)	2.6	Medium -High	Bangkok withdraws a high proportion of water from the Chao Phraya River basin, particularly during the dry season (JanApr). Water supply in the municipal system may decline and water pressure may be reduced.
Seasonal Variability	3.5	High	During the monsoon season (MayOct), excess water increases flood risk; during the dry season (JanApr), water availability decreases and quality may decline, affecting water costs and supply reliability.
Interannually Variability	3.1	High	In years (e.g., 2019, 2024), water levels in upstream reservoirs may fall significantly below normal, while La years may bring severe flooding. Preparedness for both scenarios is required.
Groundwater Table Decline	2.9	Medium -High	Bangkok faces land subsidence of approximately 12 cm per year due to groundwater extraction. The hospital uses MEA (Metropolitan Electricity Authority) water supply entirely and therefore does not contribute to this issue, but may still be affected by land subsidence in the surrounding area.
Physical Quality			
Coastal Eutrophication Potential	2.2	Medium -High	Wastewater in the Huai Khwang area contains relatively high levels of nitrogen and phosphorus, affecting the quality of water in nearby canals. The hospital treats wastewater to meet regulatory standards before discharge
Natural Hazard			
Riverine Flood Risk (highest indicator)	3.8	High	The Huai Khwang district was directly affected by the 2011 flood. The area is approximately 12 meters above sea level and connected to several canal networks. This represents a key risk to hospital assets and service continuity
Drought Risk	2.0	Low -Medium	Bangkoks well-developed municipal water infrastructure helps reduce drought risk; however, during severe drought years, upstream reservoirs such as Bhumibol and Sirikit dams may experience low water levels.
Summary: Overall Water Risk = 2.8/5.0, Medium -High level (Sector weighting: Services/Healthcare WRI Aqueduct 4.0 Baseline Annual 19792019)			

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

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

Projections from the CMIP6 climate model used in WRI Aqueduct 4.0 indicate that the Baseline Water Stress level in the area is expected to increase from 2.6 at present to 3.1 (High level) by 2050 under the Business-as-Usual scenario (SSP3RCP7.0). The Company therefore plans to review the Water Stress Assessment every three years to ensure that mitigation measures remain aligned with evolving water-related conditions in the area.

Information on setting goals for water management

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

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Water Management Project 2025

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

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

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

Performance Results

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

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

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

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

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

Performance Results (May 1 – December 31, 2025)

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



Project to Reuse Treated Wastewater for Landscape Irrigation (Recycle)

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

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

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

Performance Results (March 1 – December 31, 2025)

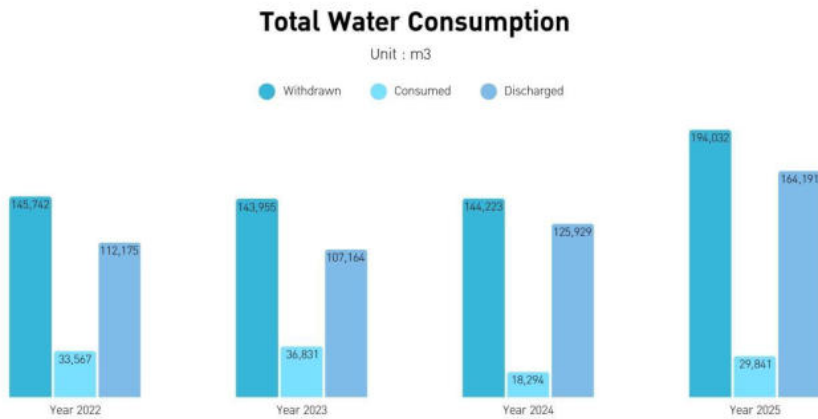
- The project increased the volume of recycled water used for irrigation by 281 cubic meters.

- The estimated full-year performance is expected to reach approximately 1,007 cubic meters of recycled water per year, significantly reducing the consumption of municipal water.



Water Consumption Data

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



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

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

Wastewater discharge data and water quality monitoring.

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

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

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

Wastewater Recycling Data

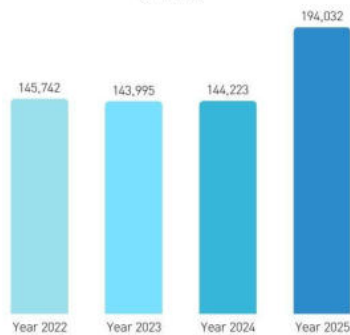
Project	2022	2023	2024	2025
Wastewater management by reusing treated water for plant irrigation (Unit: cubic meters).	540	540	1007	917
Water Recycling Rate (%)	0.48%	0.50%	0.80%	0.56%

Water Management and Conservation Targets and Performance

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

Total Water Consumption

Unit : m3

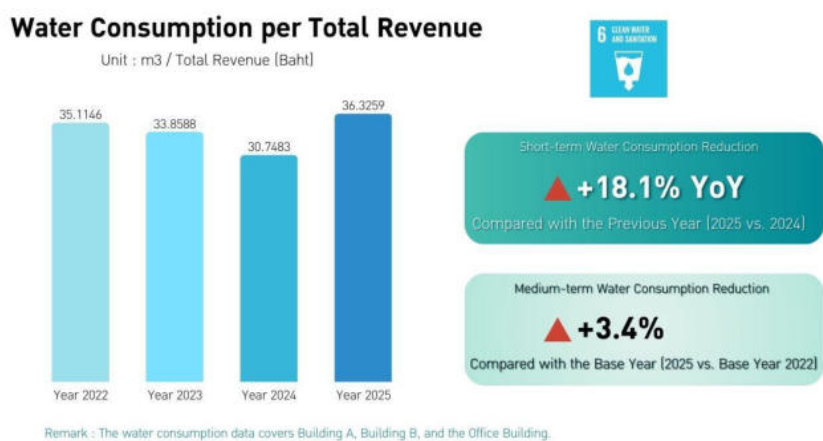
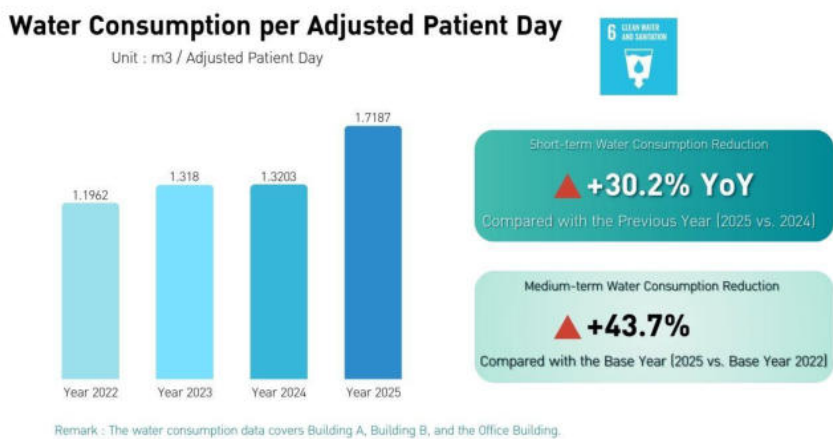


Short-term Water Consumption Reduction
+34.5% YoY
 Compared with the Previous Year [2025 vs. 2024]

Medium-term Water Consumption Reduction
+33.1%
 Compared with the Base Year [2025 vs. Base Year 2022]

Remark : The water consumption data covers Building A, Building B, and the Office Building.

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



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

Water Management and Development Approaches

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

Governance and Business Continuity Plan (BCP - Water Risk)

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

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

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	143,995.00	144,223.00	194,032.00
Water withdrawal by third-party water (cubic meters)	143,995.00	144,223.00	194,032.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	94.48	91.34	118.02

	2023	2024	2025
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.03	0.03	0.04

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water discharge by destinations

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

Water consumption

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

Recycled water consumption

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

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00859939	0.00385530	0.00553355

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	2,462,258.00	2,687,477.00	3,251,339.80
Total water withdrawal expense from third-party water (Baht)	2,462,258.00	2,687,477.00	3,251,339.80
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.07	0.07	0.07
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.06	0.06	0.06
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	1,615.65	1,702.01	1,977.70

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Waste Management

The management of hazardous waste and non-hazardous waste is a key challenge in mitigating climate change impacts. These types of waste may serve as breeding grounds for pathogens, generate unpleasant odors, and disrupt ecological balance. If disposed of in landfills without proper management, they may also generate methane gas, a significant contributor to global warming. To address these issues, the Company has implemented a systematic waste management policy that covers the entire business value chain. The approach focuses on waste reduction, waste segregation, and proper disposal in order to minimize greenhouse gas emissions and reduce environmental impacts. This approach is aligned with the United Nations Sustainable Development Goals (SDGs), Goal 12: Responsible Consumption and Production, which emphasizes efficient resource utilization, waste reduction, and the promotion of sustainable development practices. The Company is currently reviewing the declaration of a target to achieve Zero Waste to Landfill by 2032, through increasing recycling rates, promoting reuse, and converting waste into energy. These measures represent key approaches to reducing environmental impacts and supporting the Company's transition toward a Circular Economy.

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

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

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

The Company promotes proper waste segregation at the source and places emphasis on avoiding materials that generate waste (Avoid) and reducing single-use materials (Reduce), particularly foam and plastics. Campaigns are conducted to encourage personnel to use personal lunch boxes, water bottles, or cups, and to promote the use of cloth bags or reusable bags. In addition, the Company supports resource reuse (Reuse), such as double-sided paper usage, in order to reduce resource consumption and decrease the volume of waste generated within the organization. Waste is also managed appropriately according to its type, including hazardous waste. This operational approach helps reduce the volume of waste sent to landfills, minimize hazardous waste, and lower greenhouse gas emissions. It also reinforces the Company's commitment to conducting business in parallel with environmental responsibility and sustainable development.

Information on setting goals for waste management

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

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

Reusable Medicine Bag Project

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

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

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

Performance Result

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

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



Reusable Zip Lock Bag Project

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

Performance Result

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

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



Used Blister Packs Have Value Dont Throw Them Away Project

The Company, in collaboration with Bangkok Mass Transit System Public Company Limited (BTS), has implemented the Used Blister Packs Have Value Dont Throw Them Away project. Previously, used medicine blister packs from the hospital were disposed of together with general waste. This project was therefore initiated to help reduce plastic waste, mitigate environmental impacts in a tangible manner, and create added value from used materials. The collected blister packs are sent for recycling and further processed into useful products for communities, such as concrete blocks, benches, and paving blocks. The project was initiated during the year.

Performance Result (Jul-Dec 2025)

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

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



Other Ongoing Initiatives

The Company has continuously implemented projects to reduce resource consumption, particularly waste management. These initiatives have been carried out continuously for 23 years and remain ongoing. The projects include initiatives that directly reduce resource use, promote reuse, encourage proper waste segregation, and involve collaboration with business partners and large corporations to reduce environmental impacts.

Plastic Bag Upcycling for Reuse as Garbage Bags Project

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



E-Waste Management Project

Praram 9 Hospital has continuously operated an electronic waste (E-Waste) collection point since 2024 to the present. The initiative is carried out in collaboration with Advanced Info Service Public Company Limited (AIS) to

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

Objective

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

Targets and Performance

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

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

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



Plastic Bag Reduction Project

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

Performance Result

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

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



Care the Bear Project

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

รางวัลโครงการประกวด Care the Bear

Division เงินรางวัล 20,000 บาท	Inter Department เงินรางวัล 15,000 บาท	Department เงินรางวัล 5,000 บาท
ฝ่ายการพยาบาล รัชชโลภ ร่วมลดกระดาษ	อู๋ย! ไม่ต้องใช้กระดาษ ก็ได้นะ	ELECTRONIC CONSENT
		PR9 HEALTH CHECK UP E-REPORT
		ลดกระดาษ ช่างฉลาดใช้ IPAD

CARE THE BEAR
Change the Climate Change
ลด-โลก-ร้อน

PR9 GO GREEN Project

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

Objective

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

Care the Whale Project

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



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



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



ขวดน้ำ 6 ขวด



ของขวัญวันเกิดสำหรับพนักงาน เพื่อสื่อถึง CAT culture

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

Waste Management Performance

Net Waste Volume By Waste Type

Unit : KG



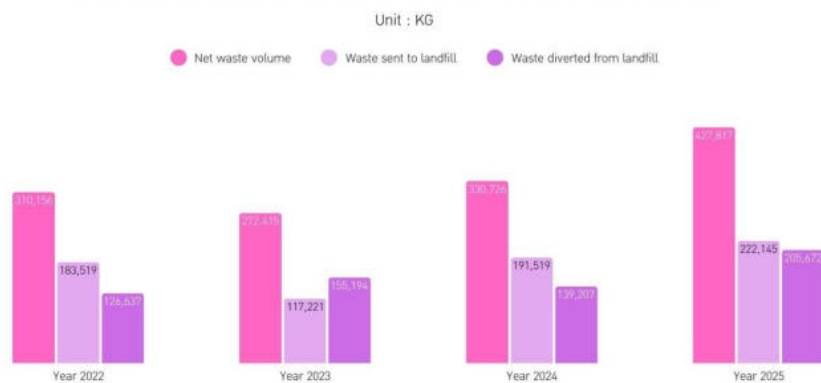
Remark : Waste volume data for Building A, Building B, and the Office Building

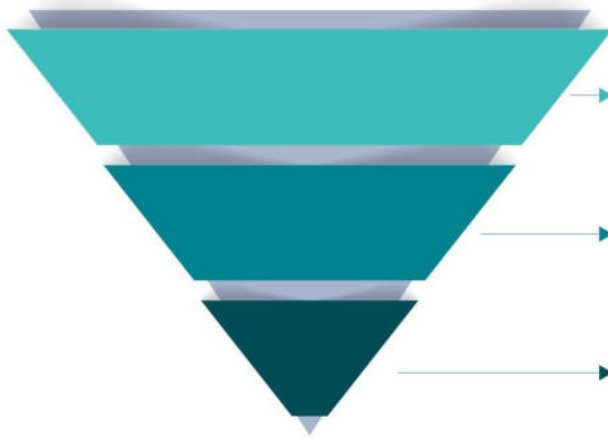
Waste volume by type

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

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

Net Waste Sent to Landfill and Diverted from Landfill





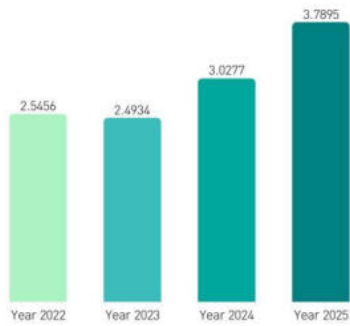
Total waste volume 427,969 KG
 (Increase due to the growing number of patients)

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

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

Waste per Adjusted Patient Day

Unit : KG / Adjusted Patient Day



Short-term Waste Consumption Reduction
+25.2% YoY
 Compared with the Previous Year (2025 vs. 2024)

Medium-term Waste Consumption Reduction
+48.9%
 Compared with the Base Year (2025 vs. Base Year 2022)

Remark : The waste consumption data covers Building A, Building B, and the Office Building.

Waste per Total Revenue

Unit : KG / Total Revenue [Baht]



Remark : The waste consumption data covers Building A, Building B, and the Office Building.

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

Waste disposal process by waste type

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

Waste development and management approaches

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

Waste development and management approaches

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

Key strategies include:

- End-to-End Waste Management covering waste control at the source, effective segregation, standardized collection and transportation, and proper utilization or disposal in accordance with environmental principles.
- Continuous monitoring and analysis of waste management data (Data-Driven Management) to support decision-making and improve operational efficiency.

- Increasing the proportion of recycling and waste utilization to reduce the amount of waste requiring disposal and reduce waste management costs.
- Linking waste management with the reduction of the organizations carbon footprint to support environmental targets under the ESG framework.

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

Engagement & Awareness

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

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

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

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	214,815.00	281,568.00	370,727.00
Total non-hazardous waste (kilograms)	210,390.00	275,053.00	363,970.00
Non-hazardous waste - Landfilling (Kilograms)	117,221.00	191,519.00	222,145.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	93,169.00	83,534.00	141,825.00
Non-hazardous waste Others (kilograms)	0.00	0.00	0.00
Total hazardous waste (kilograms)	4,425.00	6,515.00	6,757.00
Hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	4,425.00	6,515.00	6,757.00
Hazardous waste Others (kilograms)	0.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.05	0.06	0.07
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.05	0.06	0.07
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00

Additional explanation : ^(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

^(**) Total revenues and expenses from consolidated financial statement

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	57,600.00	49,158.00	57,090.00
Reused/Recycled non-hazardous waste (Kilograms)	57,600.00	49,158.00	57,090.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	57,600.00	49,158.00	57,090.00
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	26.81	17.46	15.40
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	27.38	17.87	15.69
Percentage of reused/recycled hazardous waste to hazardous waste (%)	0.00	0.00	0.00

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

Greenhouse Gas and Environmental Management Guidelines

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

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

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

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% tCO ₂ e	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

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Performance in reducing greenhouse gas emissions

Greenhouse Gas Emissions



Short-term GHG Emissions Reduction Reduction Compared with the Previous Year (2025 vs. 2024)

SCOPE I (Ia- II) ▼ -0.4%

SCOPE III ▲ +12.6%

Total ▲ +5.3%

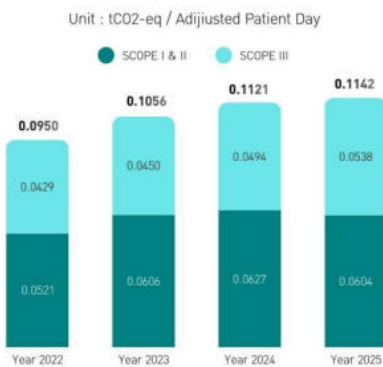
Medium-term GHG Emissions Reduction Reduction Compared with the Base Year (2025 vs. Base Year 2022)

SCOPE I (Ia- II) ▲ +7.3%

SCOPE III ▲ +16.2%

Total ▲ +11.3%

Greenhouse Gas Emissions per Adjusted Patient Day



Short-term GHG Emissions Reduction Reduction Compared with the Previous Year (2025 vs. 2024)

SCOPE I (Ia- II) ▼ -3.7%

SCOPE III ▲ +8.9%

Total ▲ +1.9%

Medium-term GHG Emissions Reduction Reduction Compared with the Base Year (2025 vs. Base Year 2022)

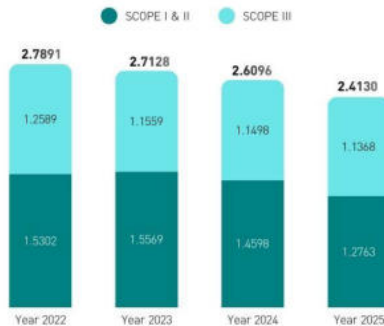
SCOPE I (Ia- II) ▲ +15.8%

SCOPE III ▲ +25.4%

Total ▲ +20.2%

Greenhouse Gas Emissions per Total Revenue

Unit : tCO₂-eq / Total Revenue [Baht]



Short-term GHG Emissions Reduction
Compared with the Previous Year (2025 vs. 2024)

SCOPE I & II ▼ -12.6%

SCOPE III ▼ -1.1%

Total ▼ -7.5%

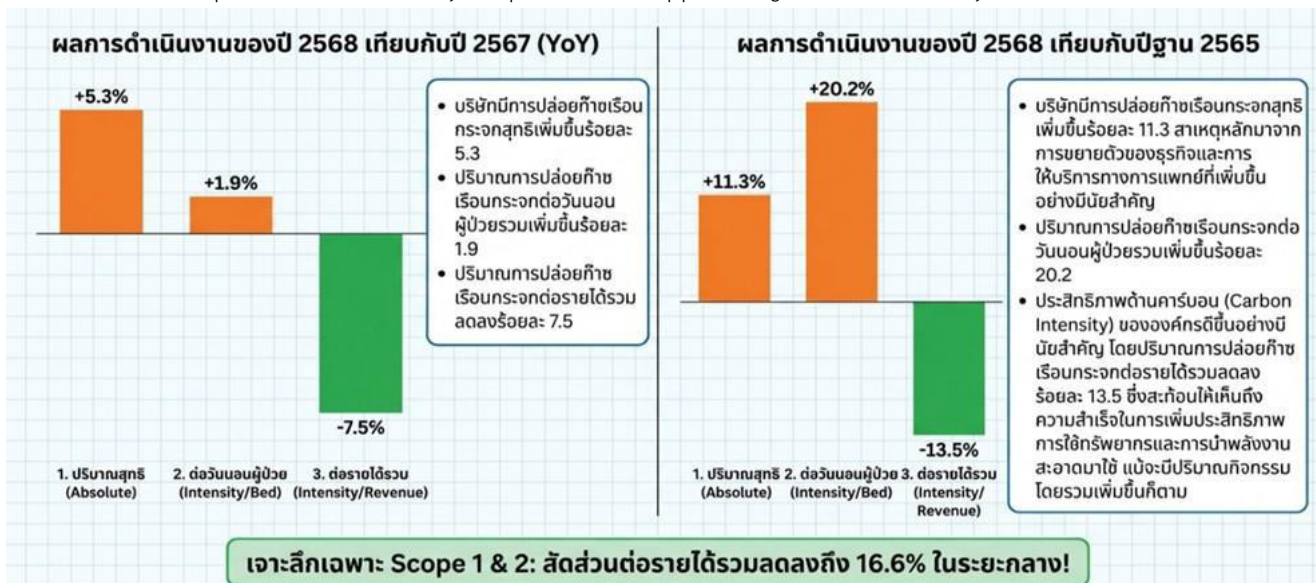
Medium-term GHG Emissions Reduction
Compared with the Base Year (2025 vs. Base Year 2022)

SCOPE I & II ▼ -16.6%

SCOPE III ▼ -9.7%

Total ▼ -13.5%

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



Carbon Intensity per Patient Bed Day

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

Performance in 2025

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

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

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

Carbon Intensity per Revenue

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

This trend reflects

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

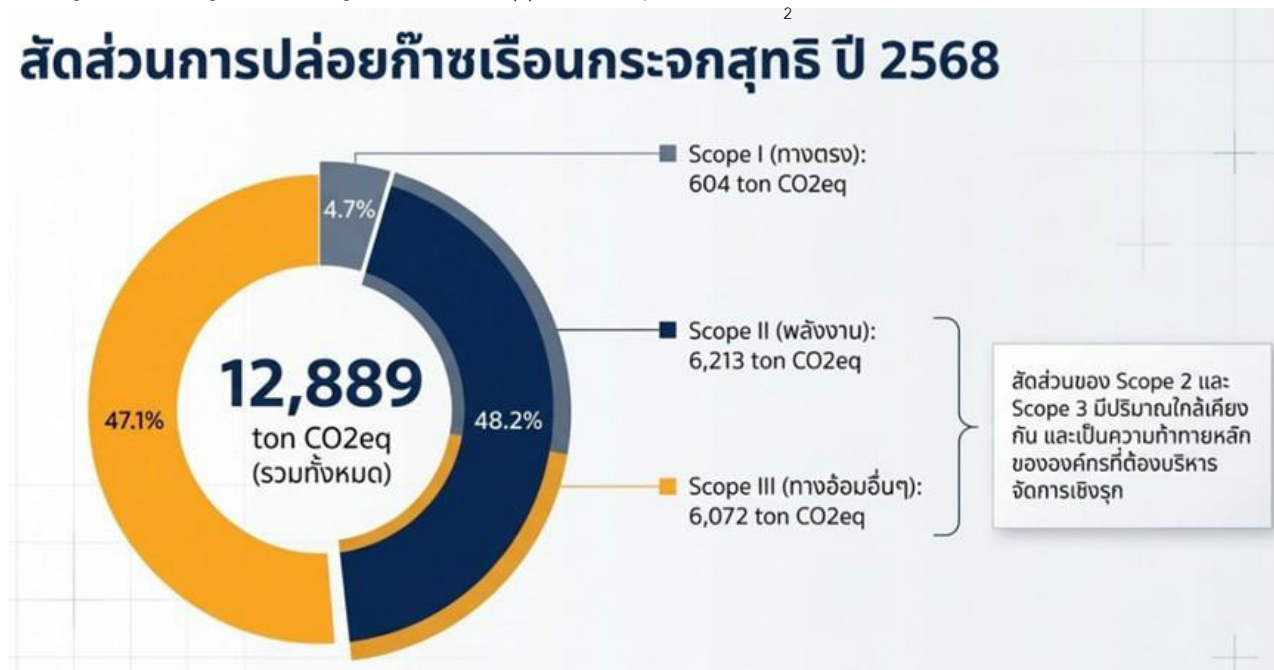
The results demonstrate the organizations success in improving operational efficiency and signal a positive trend toward decoupling, where economic growth is increasingly separated from resource consumption and greenhouse gas emissions. This is considered one of the key indicators for assessing environmental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

The Companys Greenhouse Gas Emissions Structure

In 2025, the companys greenhouse gas emissions were categorized as follows:

- Scope 1 (Direct emissions from organizational activities): 604 tCO₂e
- Scope 2 (Indirect emissions from purchased electricity): 6,213 tCO₂e
- Scope 3 (Other indirect emissions across the value chain): 6,072 tCO₂e

Total organizational greenhouse gas emissions: approximately 12,889 tCO₂e²



This emissions structure reflects the nature of hospital operations, which require a high level of electricity consumption to support medical systems and building infrastructure on a 24-hour basis. The Company therefore places

strong emphasis on improving energy efficiency, adopting energy-efficient medical technologies, and continuously implementing measures to reduce greenhouse gas emissions.

Scope 3 Greenhouse Gas Emissions by Category (tCO₂-eq)

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

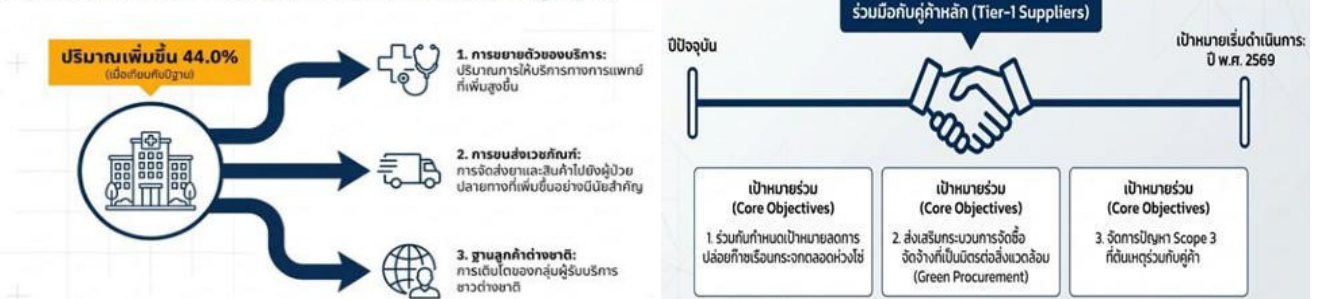
Remark : The Company conducted a materiality assessment and determined that the items indicated as Not Material in the table fall outside the scope of core operational activities or represent an insignificant proportion of the Company's overall business impact. The reporting boundary is reviewed annually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



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

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

การวิเคราะห์ความท้าทาย: การขนส่งปลายน้ำ (Category 9)



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

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

In addition, the Company has begun studying the implementation of Internal Carbon Pricing, set at Baht 450 per ton of carbon dioxide equivalent (tCO₂e), as a tool to evaluate the economic feasibility of energy investments and

greenhouse gas emissions reduction projects, as well as to support risk analysis under the TCFD framework. The reference price is based on the average trading price in Thailand's voluntary carbon credit market (T-VER) in 2024, which has increased in response to growing private sector demand for achieving carbon neutrality targets. In 2024, the price range was Baht 400600 per tCO₂e. This mechanism will serve as one of the approaches for assessing the viability of investments in green technologies and preparing for potential future carbon tax policies.

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

Projects Supporting the Net Zero Goal

The Company and Siam Commercial Bank have announced an important collaboration to develop financial products that support businesses focused on sustainability. Praram 9 Hospital is the first private hospital to participate in the Sustainability Deposit program, which aligns with business practices that emphasize Environmental, Social, and Governance (ESG) principles. This collaboration is consistent with the Company's sustainable business policy framework, which emphasizes social and environmental responsibility alongside the continuous enhancement of high-quality and efficient medical services. The Company remains committed to creating value for all stakeholders while playing an important role in driving positive change for society and the environment in the future.

Information on greenhouse gas management

The company's greenhouse gas emissions

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

Greenhouse Gas Emissions Intensity

	2023	2024	2025

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.002694	0.002579	0.002390
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	7.57	7.75	7.84

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Information on verification of the company's greenhouse gas emissions over the past year

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

Verification of the company's greenhouse gas emissions : Yes

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

Reference file for the greenhouse-gas verifier entity. : <https://eonemedia.setlink.set.or.th/report/1463/2025/1774062447519.pdf>

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	45,297.63	36,959.57	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	45,297.63	36,959.57	0.00
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : PRARAM 9 HOSPITAL PUBLIC COMPANY LIMITED Symbol : PR9

Market : SET Industry Group : Services Sector : Health Care Services

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

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

Commitment and Management Approach

The Company is committed to conducting its business in a manner that creates positive change for society. The Company aims to promote sustainable well-being in a balanced manner across all contexts, which represents a core mission of the organization in delivering healthcare services and genuinely improving peoples quality of life. The Company conveys this commitment through four material issues: 1) Respect for Human Rights and Labor Practices 2) Talent Attraction and Retention 3) Customer Responsibility 4) Contributing to Community and Social Well-Being



In addition, the Company places importance on promoting Inside-Out Value Creation, beginning with strengthening employee capabilities through the development of knowledge and skills, together with fostering a culture of safety and employee health and well-being. The Company also promotes career development pathways and strengthens employee engagement in order to support the delivery of Service Excellence, both through the development of specialized medical centers and the expansion of access to Digital Health services. At the same time, the Company aims to extend its impact to society by improving the quality of life of vulnerable groups, developing healthcare service innovations, and sharing knowledge to promote the well-being of people in society. These efforts contribute to the creation of Shared Value between the organization and stakeholders across all sectors, thereby supporting sustainable growth. To achieve this mission, the Company has conducted an assessment of business risks

and opportunities, taking into consideration the operational context and strategic direction of the Company, as well as the expectations of stakeholders, the public, and surrounding communities.



Scan the QR Code to access the full Human Rights policy.

Social Strategies (4 Aspects)	Associated Risks and Opportunities (The Why)	Strategic Approach (The How)	Examples of Implemented Activities (Strategic Responses)
1. Respect for Human Rights and Labor Practices	Risk: Violations of rights and lack of transparency in the medical supply chain Opportunity: Establishing governance standards recognized at the international level	Emphasizing the principle of Zero Discrimination and providing safe grievance mechanisms	<ul style="list-style-type: none"> ● Business Code of Conduct and Supplier Code of Conduct: Establishment and implementation of the Business Code of Conduct and Supplier Code of Conduct to promote cooperation and strict adherence to ethical practices, along with annual human rights assessments of suppliers. ● Fair Recruitment and Promotion Policy Safe Grievance Mechanism: Establishment of a Whistleblowing channel with whistleblower protection processes in accordance with international standards.
2. Talent Attraction and Retention	Risk: Shortage of specialized personnel Opportunity: Becoming an Employer of Choice	Developing employee skills, fostering a culture of safety, supporting career growth, and strengthening employee engagement	<ul style="list-style-type: none"> ● Praram 9 Academy: A simulation-based training center designed to enhance specialized skills. ● Holistic Employee Well-Being Program: Provision of annual in-depth health check-ups and mental health promotion activities to help reduce work-related stress.

3. Customer Responsibility	Risk: Patient safety and cybersecurity threats Opportunity: Healthcare service innovation and Digital Health	Developing specialized medical centers and enhancing services through digital technologies and Artificial Intelligence (AI)	<ul style="list-style-type: none"> ● Integrated Digital Hospital: Development of an application to enable a seamless healthcare journey, from appointment scheduling to accessing health check-up results. ● Centers of Medical Excellence: Development of a Comprehensive Kidney Center and other specialized disease centers accredited to international standards to ensure the safest treatment outcomes.
4. Contributing to Community and Social Well-Being	Risk: Inequality in access to the healthcare system Opportunity: Creating Shared Value and strengthening the Company's corporate image	Expanding access to public healthcare services for all groups of people in Thailand	<ul style="list-style-type: none"> ● Health Literacy Programs: Online seminars delivered by specialist physicians via Facebook Live to provide knowledge on complex diseases to the public free of charge. ● Neighborhood Wellness Program: Community health promotion through proactive health screening services and the establishment of first aid units at community events in the Huai Khwang and Rama 9 areas.

Information on 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

Review of social and human rights policies, guidelines, and/or goals over the past year : No

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

None

Information on compliance with human rights principles and standards

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

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

Human Rights Due Diligence (HRDD) and Safety Risk Assessment

The Company conducts Human Rights Due Diligence (HRDD), covering 100 percent of its business activities, stakeholder groups, and key suppliers. The process provides opportunities for participation from personnel at all levels, ranging from executives to operational employees, as well as vulnerable groups such as women and persons with disabilities to share their perspectives. Through this due diligence process, the Company identifies potential human rights risks and establishes appropriate mitigation measures. The scope of assessment is also extended to key business partners, including Critical Tier 1 and Critical Non-Tier 1 suppliers, in order to identify and manage potential risks that may affect the health and well-being of employees and service recipients. These efforts are implemented alongside systematic occupational health, safety, and working environment management to prevent potential impacts on employees, service recipients, and stakeholders throughout the business value chain. The assessment covers personnel at all levels, from executives to operational staff, including vulnerable groups such as women and persons with disabilities. The Company also implements appropriate mitigation measures and extends the HRDD process to key suppliers in the Critical Tier 1 and Critical Non-Tier 1 groups to identify and manage potential human rights risks. This process helps ensure that the Company's business operations comply with ethical principles and promote the well-being of all stakeholders. One hundred percent of suppliers in the Critical Tier 1 group and one hundred percent of suppliers in the Critical Non-Tier 1 group have undergone Human Rights Due Diligence (HRDD).

The Company implements an internal Human Rights Due Diligence (HRDD) process that covers personnel at all levels as follows:

1. Executive Level: Governance and Policy Foundation

- Strategic Assessment by Executives: Senior management is responsible for identifying structural risks that may affect human rights and occupational health. These include risks related to fair procurement policies, the establishment of systems to prevent workplace harassment, and the allocation of budgets to improve the physical working environment in accordance with international safety standards.
- Safety Leadership: Executives serve as role models in promoting a culture of safety and integrate safety considerations into the organization's Key Performance Indicators (KPIs). This reflects the highest level of responsibility for the welfare and well-being of all employees.

2. Employee Level: Operational Assessment and Active Participation

- Task-based Risk Assessment: Employees across all departments, including both medical and support functions, participate in identifying operational risks encountered in their daily work. Examples include exposure to bodily fluids, physical or verbal threats from service recipients, and risks associated with the use of medical equipment.

- Workplace Environment Survey: The Company conducts assessments of employees mental health and well-being to prevent risks associated with overwork or burnout, which may affect the quality of healthcare services and patient safety.

3. Monitoring and Mitigation Process

- Comprehensive Due Diligence Review: Assessment results are reviewed regularly, incorporating information obtained through grievance channels and internal audits. These insights are analyzed to determine corrective and preventive measures aimed at preventing the recurrence of risks.

- Communication and Training: Risk management guidelines are communicated to employees at all levels to ensure understanding and enable timely responses to unsafe situations or potential human rights violations.

Human Rights Due Diligence (HRDD)

The Company places importance on respecting human rights throughout its value chain by conducting Human Rights Due Diligence (HRDD) to assess actual impacts and identify potential risks that may arise in the future. The Human Resources Department serves as the central coordinating unit, working in collaboration with a multidisciplinary assessment team, including occupational safety officers, the Business Development Department, and the Engineering Department, to evaluate risks across all stakeholder groups.

No.	Stakeholder Groups / Related Business Activities	Primary Assessor / Reviewer	Assessment Period		
			Before the Activity	During the Activity	Annually
1.	Migrant Workers	Human Resources Department / Occupational Safety Officer	/	/	/
2.	Contract Labor	Contract Labor / Occupational Safety Officer			/
3.	Business Partners	Business Development Department	/	/	/
4.	Full-time Employees	Employees / Occupational Safety Officer			/
5.	Part-time Employees	Employees/Professional Safety Officers*			/
6.	Employees of Subcontractor Companies Working in the Hospital (Outsource)	Outsource / Human Resources Department / Occupational Safety Officer			/
7.	Customers	Service Recipients			/

Internal Human Rights Due Diligence Process

No.	HRDD Process	Approach
1.	Assess actual and potential human rights impacts	<ul style="list-style-type: none"> The Quality Department reviews the results from HRDD and past human rights violation incidents. Actual or potential human rights impacts are assessed and reported to the Enterprise Risk Management Committee.
2.	Integrate findings and take action to prevent or mitigate impacts	<ul style="list-style-type: none"> The Enterprise Risk Management Committee reviews and analyzes the root causes of issues and develops prevention or mitigation plans. The outcomes are documented in reports, operational guidelines, or formal announcements and submitted to management for approval.
3.	Track the effectiveness of the Companys responses to impacts	<ul style="list-style-type: none"> The Quality Department monitors whether responsible parties effectively manage the identified impacts.
4.	Communicate procedures and outcomes of impact management to executives, employees, and relevant stakeholders	<ul style="list-style-type: none"> The Quality Department prepares reports and improvement plans for submission to the Enterprise Risk Management Committee and communicates impacts, actions taken, and monitoring results to executives, employees, and relevant stakeholders.
5.	Establish remediation or compensation processes for human rights impacts caused by the Company	<ul style="list-style-type: none"> Hospital management provides initial assistance. The Risk Management Department investigates the facts involving relevant parties and submits the case to the Companys Ethics Committee, which consists of senior executives from all departments and the Companys legal counsel, to determine appropriate assistance and conclude remediation measures. The results are then submitted to the Board of Directors for consideration and approval of the relevant human rights risk management actions.

Human Rights Due Diligence (HRDD) Goals and Performance

Operational Targets

1) Process

- 100 percent of business activities, internal departments, stakeholder groups, and key business partners (Critical Tier 1 and Critical Non-Tier 1) are subject to annual human rights risk and impact assessments.

2) Mitigation and Remediation

- 100 percent of identified risk issues must have preventive and mitigation measures in place.
- 100 percent of issues with actual or potential impacts must have remediation mechanisms that are accessible, transparent, and accountable.

3) Outcome

- No significant human rights violation incidents.
- 100 percent of complaints related to human rights and discrimination are investigated and resolved within the specified timeframe.

4) Awareness

- 100 percent of full-time employees receive training on human rights and non-discrimination at least once per year.
- 100 percent of key business partners are informed of the Companys human rights policies and requirements.

Performance Result in 2025

1) Human Rights Due Diligence (HRDD)

The Company conducted human rights risk and impact assessments covering 100 percent of the following:

- All business activities
- Key stakeholder groups
- 30 Critical Tier 1 suppliers
- 30 Critical Non-Tier 1 suppliers

2) Risk Management and Remediation

- The assessment identified no salient human rights risks or serious violations within the supply chain.
- For any identified risk issues, mitigation measures and remediation mechanisms are implemented in accordance with established standards.

3) Incidents

- No confirmed complaints related to significant human rights violations or discrimination were reported during the reporting year.
- All complaints (if any) were reviewed and addressed in accordance with the established procedures.

4) Awareness and Training

- 100 percent of employees received training on human rights, safety, and occupational health.
- The Company continuously communicates its human rights policy to key business partners to enhance operational standards across the value chain.

HRDD Process in the Supply Chain:

The Company has established a human rights due diligence process within its supply chain, focusing on Critical Tier 1 and Critical Non-Tier 1 suppliers through the following four operational steps:

1. Identification: The Company identifies critical suppliers by considering procurement volume, geographic risk exposure, and industry-related risks. These include suppliers such as manufacturers of labor-intensive medical supplies, as well as service providers for cleaning and security, which may present potential labor and human rights risks.
2. ESG and Human Rights Self-Assessment: Suppliers are required to complete ESG assessments, including labor and human rights aspects. Key topics include child labor and forced labor, payment of legally required minimum wages, working hours, occupational health and safety and working conditions, and non-discrimination.
3. In-depth Audit: For suppliers identified as high risk, the Company conducts on-site audits at their business premises to verify compliance with the Supplier Code of Conduct.
4. Mitigation Plan: In cases where risks are identified, the Company works with suppliers to develop a Corrective Action Plan (CAP), with defined timelines and systematic follow-up until the issues are fully resolved.

Performance Results in 2025

The Company conducted human rights risk assessments covering a total of 60 critical suppliers, comprising:

- 30 Critical Tier 1 suppliers, representing 100 percent of suppliers in this category; and
- 30 Critical Non-Tier 1 suppliers, representing 100 percent of suppliers in this category.

In 2025, the Company conducted on site audits at the operational facilities of two key suppliers, namely Thai Otsuka Pharmaceutical Co., Ltd. and Master Laundry Co., Ltd. The audit results indicated that both suppliers met the evaluation criteria in all aspects, demonstrating excellent environmental and safety management practices, and no risks or human rights violations were identified. This process was conducted to confirm compliance with the Supplier Code of Conduct.

- Thai Otsuka Pharmaceutical Co., Ltd. passed the assessment in all areas. The company maintains internationally recognized quality control systems, appropriate storage of raw materials and finished products, and strong environmental and safety management practices. No human rights risks or violations were identified.
- Master Laundry Co., Ltd. passed the assessment in all areas. The company operates standardized service procedures, maintains hygienic working practices among employees, and appropriately manages waste and wastewater generated from its laundry processes. No human rights risks or violations were identified.

No severe human rights violations were identified within the supply chain.

No salient human rights issues were identified. However, the Company continues to document observations and improvement points, where applicable, and follows up on the completion of corrective actions within the specified timeframe. These measures support the management of reputational risk and help maintain transparent healthcare service standards.

The above performance results reflect the effectiveness of the Company's due diligence process, enabling the Company to effectively manage reputational risks while maintaining transparent and responsible healthcare service standards. Based on the comprehensive human rights risk assessment conducted in 2025, no salient human rights risks were identified for the Company or its business partners. Although no severe cases were identified, the Company continues to document observations and areas for improvement, where applicable, and follows up on the completion of corrective action plans within the specified timeframe.

The Company remains committed to preventive measures and preparedness through its Remediation Mechanism in the event that unintended human rights impacts occur. The Company has established a remediation and management process to ensure that affected individuals receive fair and attentive support. The operational framework is outlined as follows:

Grievance Channel

Employees, suppliers, and external parties may submit complaints at any time through several channels, including the Contact Center hotline at 1270, email at procurement@praram9.com, and an online complaint form. The Company provides whistleblower protection under a non-retaliation policy, and complainants may choose to submit reports anonymously. All complaints will be acknowledged within 5 business days and investigated, with the results communicated within 30 days.

Remediation Process

In the event of an incident that unintentionally affects human rights, the Risk Management Department will conduct a fact-finding investigation and present the findings to the Ethics Committee to determine appropriate remediation measures. The proposed measures will then be submitted to the Board of Directors for approval to ensure that assistance is provided in a fair and transparent manner. The remediation process covers the following steps.

- Immediate Assistance: Senior management will promptly intervene to address the situation and provide immediate support to affected individuals to mitigate impacts.
- o Fact-Finding Investigation: The Risk Management Department conducts a transparent investigation of the incident and submits the findings to the Ethics Committee, which consists of senior executives from all functions and the Company's legal counsel.
- o Approval and Monitoring: The Ethics Committee determines appropriate remediation measures and submits them to the Board of Directors for approval. The implementation will then be monitored, and relevant information may be disclosed publicly where appropriate to ensure that affected individuals receive fair and attentive treatment.

Information on other social management

Plans, performance, and outcomes related to other social management

Human Rights and Labor Laws

The company recognizes that respect for human rights is a fundamental cornerstone of sustainable business operations, committing to conduct business responsibly, transparently, and with respect for the human dignity of all stakeholder groups, both internal and external. The company has pledged to conduct business with respect for human rights and adhere to international standards.

The company prioritizes human resource management based on principles of equality, fairness, and ethics, strictly adhering to labor standards and relevant laws. It aims to create a work environment free from discrimination at every

stage of employment and service, regardless of race, religion, gender, age, sexual orientation, disability, nationality, or social status. Furthermore, it promotes diversity, equality, and a harassment-free workplace.

As a medical organization, the company places special emphasis on protecting the rights of patients, patient relatives, medical personnel, and all stakeholder groups, considering medical ethics, non-discrimination in service provision, protection of personal and health information, and equitable access to services.

The company places the highest importance on occupational health, safety, and working environment, systematically implementing measures to prevent accidents and work-related illnesses, and striving for a Zero Lost Time Injury target.

All operations are conducted under the framework of international principles and relevant laws, including:

- United Nations Global Compact
- UN Guiding Principles on Business and Human Rights
- International Labor Organization Declaration on Fundamental Principles and Rights at Work
- Labor Laws and Related Laws of Thailand

The company extends its scope of oversight throughout the business value chain, covering partners, contractors, and business allies, to collectively prevent risks related to human rights, labor, and safety.

Directors, executives, and employees at all levels, as well as partners, contractors, and stakeholders involved in the company's operations, must strictly adhere to and comply with these principles. The company has established an open, accessible, and fair complaint mechanism to appropriately prevent, investigate, rectify, and remedy potential impacts. This includes continuous monitoring, risk assessment, and operational improvement. The company has set policies and guidelines to ensure that business activities do not violate human rights throughout the business value chain, under the principles of the Universal Declaration of Human Rights (UDHR), which employees at all levels must strictly follow as a guideline. The operational approach begins with:

1. Promoting respect for human rights principles and treating others with equality and non-discrimination, regardless of differences in race, skin color, gender, age, language, religion, mental status, disability or infirmity, social status, political beliefs, marital status, etc.
2. Providing protection by allowing employees or stakeholders affected by human rights violations to express opinions or file complaints regarding unfair treatment or improper actions within the company. This includes accessible and rapid online and offline complaint channels available 24 hours a day, such as the Contact Center phone line at 1270, a complaint/feedback box, and the submission of information to responsible departments. Measures are in place to appropriately and fairly protect individuals who report or provide feedback.
3. Remediation: When the company's operations cause human rights violations, development and corrective actions are implemented, and reported to the Executive Committee for consideration of appropriate assistance and remedies for those affected by human rights violations.

Goals

- Number of complaints regarding human rights violations and discrimination = 0 cases
- 100% of permanent employees completed human rights and non-discrimination training within the reporting year.

Performance Results

- The company found no confirmed complaints regarding human rights violations and discrimination (0 cases).
- 100% of permanent employees received human rights and non-discrimination training, fully meeting the set target.

Human Rights and Labor Practices

Creating Value and Gender Equality

The company provides equal access to rights, duties, and opportunities for all individuals, including women, men, and gender-diverse persons, in accordance with human rights principles, without direct or indirect discrimination. Gender equality is an integral part of human rights and a principle the company adheres to in its operations. The key is to

create and expand equal opportunities for employees, regardless of their gender, sexual orientation, or gender identity. Furthermore, the company actively strengthens women's empowerment; in 2025, the proportion of female employees to all employees was 83.70%.



Care for Retirees

In 2025, the company had 10 retirees, and the company provided legal severance pay in accordance with the retirees' entitlements. Additionally, the company hired one retired executive-level employee as a consultant to assist in managing clinical nursing work, which is highly specialized. Three additional operational-level employees requiring expertise were also hired, based on their knowledge and work capabilities, resulting in a re-employment rate of 40.00% for retired employees.



Job creation for persons with disabilities

In 2025, Param 9 Hospital supported employment for a total of 16 persons with disabilities through the Social Innovation Foundation by contracting services for persons with disabilities to have monthly employment in government organizations (10 persons, 62.50%), providing financial support for career creation for persons with disabilities (5 persons, 31.25%), and employing one permanent female staff member at Phra Ram 9 Hospital (6.25%).

Human Rights and Labor Practices

1. Reviewing human rights risk management approaches in the business value chain
2. Comprehensive human rights risk assessment
3. Offer IT training to business value observers.

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

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

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners 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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

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

Human Resources Responsibility

The Company believes that its personnel are the core of delivering excellence in medical services. Therefore, the Company emphasizes systematic human resource management in accordance with international standards to create a working environment that is safe, equitable, and supportive of continuous learning. The Company recognizes that human resources are the most critical strategic factor for the Company's long-term success in combining medical excellence with a human touch in service delivery. The Company therefore places strong importance on systematic Human Capital Management, covering recruitment and selection, capability development and capacity building, fair compensation management, employee well-being, as well as the creation of a safe working environment that respects human dignity. The Board of Directors oversees the strategic direction and policies related to human resources to ensure that workforce management aligns with the business strategy and that human capital risks are integrated into the Company's Enterprise Risk Management (ERM) framework. This includes consideration of trends in the highly competitive and rapidly evolving healthcare industry, including demographic shifts, shortages of medical professionals, and the expectations of the new generation of employees. The Company is committed to operating in accordance with human rights principles and fair labor practices under Thai law and international standards, in alignment with the United Nations Guiding Principles on Business and Human Rights (UNGPs). The Company integrates Human Rights Due Diligence (HRDD) into its human resource management processes through four steps: risk identification, self-assessment, in-depth review, and mitigation planning. These processes aim to prevent and address potential human rights risks both within the Company and throughout the value chain, with the objective of achieving Zero Human Rights Violations. In 2025, the Company conducted a comprehensive organization-wide human rights risk assessment. The results indicated that the Company did not have any salient human rights issues. However, as part of proactive risk management and to further strengthen stakeholder protection, the Company continues to document observations and identify human rights risks that require monitoring, such as risks related to health data privacy. For these monitoring areas, the Company has established systematic preventive and mitigation measures, along with measurable indicators to track performance and link them to the Company's sustainability performance, ensuring that such issues do not develop into significant risks in the future. The Company believes that continuous investment in human capital

is a fundamental foundation for service quality, organizational competitiveness, and the creation of sustainable value for all stakeholders.

Scan the QR Code to access the full Corporate Governance policy.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : Yes
and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Average training hours not less than 40 hours per person	-	2028: Average training hours: a minimum of 30 hours per person.
• Promoting employee relations and participation	Employee engagement rate not less than 80 percent.	-	2028: Employee engagement rate not less than 80 percent.
• Others : Resignation Rate	Turnover rate less than 9 percent	-	2028: Turnover rate less than 10 percent
• Safety and occupational health at work	Lost Time Injury Frequency Rate (LTIFR) is zero.	-	2025: Lost Time Injury Frequency Rate (LTIFR) is zero.
• Safety and occupational health at work	One hundred percent of permanent employees completed training in safety, occupational health, and human rights.	-	2026: One hundred percent of permanent employees completed training in safety, occupational health, and human rights.

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

Performance in 2025

- Lost Time Injury Frequency Rate (LTIFR): 0.28 percent
- 100 percent of permanent employees completed training on safety, occupational health, and human rights
- Average training hours: 87.67 hours per employee per year
- Employee engagement rate: 79.25 percent
- Total employee turnover rate: 9.21 percent

1.Implementation of the Strategy

Employee and Labor Management Plan

As of 31 December 2025, the Company had a total of 1,693 employees. The Company's workforce structure primarily consists of medical and nursing personnel, who represent the majority of total employees. Support and administrative personnel also play an important role in supporting operational efficiency in areas such as operational systems, information technology, management, and governance. This ensures that medical services are delivered in accordance with standards of quality, safety, and professional ethics. In terms of age structure, employees are appropriately distributed across age groups, with the 30-50 age group serving as the core workforce of the organization.

This age group represents a stage characterized by experience, expertise, and the potential for further knowledge development. The Company has established Strategic Workforce Planning to address risks related to shortages of medical personnel, the aging society trend, as well as future expansion of medical services and investments in new technologies. The Company regularly monitors, analyzes, and reviews its workforce structure to ensure alignment with the Company's strategic plan, business growth, and Workforce Sustainability objectives. The Company aims to maintain a balance between operational efficiency, employee engagement, and long-term competitiveness[R].

All employee data (excluding doctors)

Group		Year 2022	Year 2023	Year 2024	Year 2025
Gender	Male	237	250	264	268
	Female	1,145	1,274	1,315	1,376
Age	Under 30 years	518	577	535	503
	30 - 50 years	685	761	858	948
	Over 50 Year	179	186	186	193
Nationality	Thai	1,362	1,500	1,558	1,622
	Foreigners	20	24	21	22
Other Groups	Disabled	1	1	1	1
Type of Employment Contract	Unlimited	1,620	1,748	1,758	1,651
	Fixed Term	54	42	45	42

New Employee Data (excluding doctors)

Group		Year 2022	Year 2023	Year 2024	Year 2025
Gender	Male	34	43	32	30
	Female	269	292	190	208
Age	Under 30 years	224	248	140	139
	30 - 50 years	75	84	81	98
	Over 50 Year	4	3	1	1
Nationality	Thai	290	335	220	234
	Foreigners	13	0	2	4
Other Groups	Disabled	0	0	0	0
Type of Employment Contract	Unlimited	20	24	15	10
	Fixed Term	1	6	5	1

Information on employees who have resigned voluntarily (excluding doctors)

Group		Year 2022	Year 2023	Year 2024	Year 2025
Gender	Male	17	25	16	16
	Female	155	113	140	132
Age	Under 30 years	86	79	89	78
	30 - 50 years	79	56	58	63
	Over 50 Year	7	3	9	7
Nationality	Thai	168	135	154	146
	Foreigners	4	3	2	2
Other Groups	Disabled	0	0	0	0
Type of Employment Contract	Unlimited	172	135	156	148
	Fixed Term	0	3	0	0

Company personnel categorized by department as of 31 December as follows:

Line of Work	Year 2023				Year 2024				Year 2025			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
Full-Time Doctor	62	2.8	72	3.3	66	3.1	70	3.3	62	2.7	74	3.2
Part-Time Doctor	249	11.3	241	10.9	175	8.3	157	7.4	247	10.7	197	8.5
Consultant Doctor	36	1.6	21	1.0	44	2.1	26	1.2	48	2.1	38	1.6
Nurse	14	0.6	412	18.6	16	0.7	428	20.2	28	1.2	444	19.2
Other Medical Personnel ⁽¹⁾	114	5.2	596	27.0	117	5.5	611	28.9	128	5.5	626	27.1
Other Departments ⁽²⁾	123	5.6	268	12.1	131	6.2	276	13.1	153	6.6	265	11.5
Total	598	27.1	1,610	72.9	549	25.9	1,568	74.1	666	28.8	1,644	71.2
Total employees	2,208				2,117				2,310			

Remark : (1) Healthcare professionals include other medical service divisions such as pharmacists, radiologic technologists, nutritionists, and physical therapists

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

Age	Year 2023				Year 2024				Year 2025			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
Under 30 years	57	3.7	520	34.1	59	3.7	476	30.2	57	3.5	446	27.1
30 - 50 years	158	10.4	603	39.6	172	10.9	686	43.4	179	10.9	769	46.8
Over 50 Year	35	2.3	151	9.9	33	2.1	153	9.7	32	1.9	161	9.8
Total	250	16.4	1,274	83.6	264	16.7	1,315	83.3	268	16.3	1,376	83.7
Total employees	1,524				1,579				1,644			

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

Job Levels	Year 2023				Year 2024				Year 2025			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
Operational-level employees	226	14.8	1,210	79.4	240	15.2	1,241	78.6	244	14.8	1,304	79.3
Management-level employees	16	1.1	60	3.9	17	1.1	70	4.4	16	1.0	67	4.1
Executive-level employees	8	0.5	4	0.3	7	0.4	4	0.3	8	0.5	5	0.3
Total	250	16.4	1,274	83.6	264	16.7	1,315	83.3	268	16.3	1,376	83.7
Total employees	1,524				1,579				1,644			

From 2024 to 2025, the Company provided employee compensation (excluding doctors)

Employee Compensation (Million Baht)	Year 2024				Year 2025			
	Male	%	Female	%	Male	%	Female	%
Salaries and Benefits	154.8	15.0	685	66.4	133.5	12.7	739.5	70.1
Bonuses	42	4.1	112.5	10.9	20.1	1.9	115.8	11.0
Other Compensation	7.8	0.7	29.9	2.9	7.1	0.7	38.1	3.6
Total	204.6	19.8	827.4	80.2	160.7	15.3	893.4	84.7
Total employees	1,032.0				1,054.1			

Fair Employment and Remuneration

The Company manages employment and remuneration based on the principles of fairness, transparency, and non-discrimination. The Company adheres to international standards, Thai labor laws, and international labor standards under the ILO Core Conventions on equal remuneration, non-discrimination, gender equality, and the elimination of forced labor. The Company also follows the principles of the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises. The Company places importance on Equal Employment Opportunity and on treating employees at all levels with respect for human dignity, with consideration based primarily on knowledge, capability, and performance. The Company pays wages above the legally required minimum wage and strives toward providing a Living Wage, while managing working conditions to eliminate excessive working hours to support employees quality of life.

Systematic and Continuously Reviewed Remuneration Structure

In 2025, the Company managed its remuneration structure based on a Job Evaluation system and Job Grade classification, which have been continuously developed and improved to ensure Internal Equity within the organization and to reflect job responsibilities, job complexity, and the impact on service quality. The Companys policy does not allow discrimination and ensures fairness in pay for work of equal value. In addition, the Company regularly reviews its salary structure to align with labor market conditions in the private hospital industry (External Competitiveness) and to maintain competitiveness in Talent Attraction and Retention. The Company provides Fair Wages, which are not lower than the legally required minimum wage and aims to provide a Living Wage in accordance with the cost of living in the area of operation.

Performance-Based Compensation Adjustment

Annual compensation adjustments are based on the Performance Management System, which is linked to Corporate KPIs, Patient Service Quality, Department Performance, and Behavioral Competencies aligned with the Companys core values. This system encourages employees to continuously develop their capabilities and improve service standards. Employees with strong performance receive salary increases and bonuses at rates higher than the average.

Employee Benefits and Well-being

In addition to base compensation, the Company provides comprehensive and equitable benefits for all employees without discrimination based on employment contract type (except for legal limitations), including the following:

- Health: medical benefits for employees, spouses, and children; annual health check-ups; and preventive vaccinations
- Financial: provident fund (maximum contribution rate of 5 percent), employee welfare loans, and attendance incentives
- Family: maternity leave of 120 days (with salary for the first 60 days), paternity leave of 15 days with full pay to support the spouse after childbirth, and other statutory leave entitlements
- Development: support for further education and professional development programs
- Well-being: mental health promotion program (Talk to Me), exercise activities, and BMI Challenge

Governance Mechanisms

The Company has established independent, confidential, and accessible grievance channels for labor and remuneration matters through the Companys website (Whistleblowing Channel) and the Talk to Me channel for employees. These channels are supported by whistleblower protection measures to prevent retaliation and promote a corporate culture that is transparent, accountable, and respectful of labor rights.

Employee Engagement

The Company conducts an Employee Engagement Survey annually to assess employee satisfaction, organizational pride, and employees intention to remain with the Company.

In 2025, the average engagement score was 79.25, slightly below the target of 80.00. Nevertheless, the survey results reflected employees confidence in the Companys direction and overall management quality.

The Company conducted an in-depth analysis across dimensions to identify areas for improvement, particularly in internal communication and recognition. Improvement plans have been developed at both the organizational and departmental levels to enhance engagement scores in the following year.

สิ่งที่ต้องทำ	จำนวน พนักงาน	จำนวนผู้ตอบ		
		จำนวน	อัตรา	
การพยาบาล	904	672	74.34%	
Patient Experience	137	131	95.62%	
การบริการทางการแพทย์	110	100	90.91%	
บัญชีและการเงิน	113	63	55.75%	
เภสัชกรรม	107	49	45.79%	
พัฒนาระงูกิจ	87	52	59.77%	
อำนวยการ	30	29	96.67%	
ทรัพยากรบุคคล	15	16	106.67%	
สำนักงานแบบยุทธศาสตร์	14	15	107.14%	
สำนักผู้อำนวยการ	24	12	50.00%	
คุณภาพ	9	8	88.89%	
เทคโนโลยีสารสนเทศ	23	8	34.78%	
วิศวกรรมและอาคาร	49	7	14.29%	
บริหารความเสี่ยง	5	4	80.00%	
สำนักงานเลขานุการแพทย์	6	1	16.67%	
จัดซื้อ	6	0	0.00%	
	รวม	1639	1167	71.20%

The survey results were communicated transparently and comprehensively through multiple channels to ensure awareness and participation at all levels of the organization. The results were reported via email to department heads for further communication to employees within their respective units. They were also presented during War Room meetings conducted through an online system to inform unit heads and enable them to establish improvement actions. In addition, the results were reported to senior management meetings for close oversight and follow-up, and were disseminated through internal communication channels.

Health Promotion and Exercise Programs

The Company promotes employees physical and mental well-being by supporting a variety of exercise activities, such as badminton, football, and yoga, to encourage a balance between work and personal health. These activities help reduce stress, strengthen relationships within teams, and support an organizational culture that continuously values employees quality of life.

Mental Health Support and Counseling

The Company has established the Talk to Me channel to provide employees with an opportunity to communicate opinions, suggestions, and complaints directly to management. The channel operates based on the principles of transparency, confidentiality, and non-discrimination. Feedback received through this channel is systematically reviewed and addressed to support an open communication culture and strengthen trust within the organization.

Resilience Builders Project

The Company organizes mental health training programs for employees identified as being at risk in order to strengthen their ability to cope with stress, manage emotions, and recover from work-related pressure. The program focuses on developing psychological resilience through practical activities and experience sharing. This initiative is part of the Company's preventive mental health approach to reduce the risk of accumulated stress and support the long-term sustainability of human capital.

Employee Engagement and Organizational Culture Activities

The Company organizes activities during the Songkran Festival to preserve Thai cultural traditions and strengthen engagement within the organization. These activities include the traditional water-pouring ceremony to pay respect to senior members, merit-making activities, and recreational activities for employees. Such activities help create a warm working atmosphere, strengthen positive relationships between management and employees, and support an organizational culture that values collaboration and mutual respect



Employee Recognition Program

Retirement Ceremony

The Company organizes a ceremony to express appreciation and recognize employees upon their retirement, honoring their dedication, commitment, and contributions to the organization throughout their years of service. The ceremony reflects the Company's culture of valuing employees at every stage of their career and helps foster pride and motivation among current employees to grow together with the Company.



In addition, the Company implements recognition programs for employees who demonstrate outstanding performance and conduct themselves in accordance with the organization's ethical principles. Examples include the Outstanding Nurse Award and recognition of employees who demonstrate honesty and integrity, such as returning patients or relatives lost belongings to their rightful owners. This approach reflects an organizational culture that upholds integrity, responsibility, and professional standards, while fostering positive motivation for employees to perform their duties with professionalism and ethics. These values form an important foundation for building trust among patients and other stakeholders.



The Company places importance on fostering an organizational culture based on the CAT principles: Collaboration, Agility, and Trust, to strengthen cooperation, adaptability, and mutual trust within the organization. These principles form the foundation for delivering services with care and professionalism. The Company believes that systematically supporting employees' quality of life and engagement helps reduce the risk of employee turnover, improve work efficiency, and strengthen organizational stability in the long term.

Praram 9 Hospital and its employees jointly contributed funds from the Praram 9 Family Support Fund to provide assistance to employees affected by flooding in the southern region. This initiative reflects care, unity, and social responsibility within the organization during times of crisis.

Annual Performance Appraisal

The Company conducts annual performance appraisals for employees, covering 100 percent of employees who are eligible for evaluation across the organization. This ensures that employee performance aligns with strategic objectives, service quality standards, and the Company's core values.

The appraisal system covers both performance outcomes and behavioral competencies. Key performance indicators (KPIs) are established at the organizational, departmental, and individual levels to clearly reflect responsibilities according to each role in a fair and verifiable manner.

The appraisal process is conducted through the Company's Human Resource Information System (HRIS), which enables consistent documentation, monitoring, and reporting of appraisal results. This system ensures transparency, standardized processes across the organization, and the ability to conduct retrospective reviews. Employees are able to access their appraisal results and scores directly through the system. Following the evaluation, supervisors conduct performance discussions with employees on an individual basis to explain the evaluation results, reflect on strengths, identify areas for improvement, and jointly establish a concrete Individual Development Plan (IDP) to support continuous development. The appraisal results are used to support decisions regarding career advancement, capability development, and appropriate compensation management, under the principles of transparency and fairness.

2.Occupational Health and Safety

The Company places the highest priority on the safety of its personnel and emphasizes the creation of a working environment that is safe and supportive of the well-being of employees at all levels. The Company recognizes that the healthcare service business involves specific risks, such as exposure to infectious diseases, the use of medical chemicals, machinery and equipment, and environmental factors within healthcare facilities.

The Company manages the hospital environment in accordance with healthcare safety standards and relevant laws. A Safety, Health, and Environment Committee has been established to implement the Safety, Health, and Environment (SHE) management system. This system covers risk identification and assessment, the implementation of control measures, training, and regular monitoring to prevent workplace accidents and occupational illnesses. Workplace risks are regularly monitored and assessed, with committee meetings held at least 12 times per year, and results reported regularly to management to ensure that safety measures are effective and aligned with relevant regulations and international standards. Knowledge Development: The Company has designated occupational health and safety training as a mandatory course for all personnel, starting from the employee orientation program. In 2025, 100 percent of the Company's personnel, from executives to operational staff, completed this training. As a result, 100 percent of employees received safety training, representing a total of 9,864 training hours. The Company also implements systematic occupational health risk management programs, including:

- Hearing Conservation Program (HCP)
- Annual health check-ups for employees in high-risk groups
- Provision of Personal Protective Equipment (PPE) according to the risk profile of each department, such as the Emergency Department and laboratories
- Promotion of disease immunity through vaccination programs for emerging and seasonal diseases. In the past year, 99.88 percent of employees received influenza vaccinations.

The Company promotes safety in the working environment alongside comprehensive employee well-being.

The Company aims to create a workplace that is safe, supportive of physical and mental health, and conducive to Workforce Sustainability through the following initiatives:

1. Ergonomics: The Company places importance on designing workplaces and job tasks to align with employees physical ergonomics to reduce the risk of work-related injuries and prevent occupational illnesses in the long term. Measures include:
 - The use of patient transfer equipment to reduce the physical burden on personnel
 - Improvements to work areas in accordance with ergonomic principles to enhance safety and work efficiency
2. Promotion of Well-being and Preventive Health Behaviors: The Company continuously organizes health promotion activities to encourage employees to take care of their health and to support a sustainable organizational culture of well-being. Examples include:
 - BMI Challenge: a campaign encouraging appropriate nutrition and exercise behaviors.
 - The Walking Challenge: An initiative that encourages employees to increase daily physical activity by setting goals for cumulative walking distance or step counts.
 - These activities help enhance employees quality of life, reduce the risk of non-communicable diseases (NCDs), and support the development of a healthy workforce capable of performing their duties to their full potential.

The Company conducts human rights due diligence in parallel with occupational health risk assessments across all operational areas to identify and control potential risk points that may affect the health of employees as well as customers.

Human Rights & Occupational Health Risk Assessment

The Company conducts Human Rights Due Diligence (HRDD) in parallel with occupational health and safety risk assessments across all operational areas, in alignment with international standards under the United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles on Business and Human Rights: UNGP). This process aims to identify, control, prevent, and mitigate risk factors that may affect the health, safety, and dignity of employees, customers, and surrounding communities.

Integrated Human Rights Risk Assessment

In 2025, the Company conducted an organization-wide human rights risk assessment covering both internal operations and the supply chain, following the four-step Human Rights Due Diligence (HRDD) process, which includes:

Process	Implementation
1. Risk Identification	Screening groups of employees and stakeholders who may be affected by human rights risks, such as medical personnel working night shifts, contract employees, and cleaning staff.
2. Self-Assessment	Assessing risks through questionnaires and interviews with representative samples covering all departments.
3. In-Depth Assessment	Conducting detailed assessments in high-risk operational areas such as the emergency department, operating rooms, laboratories, and infectious waste management areas.
4. Mitigation and Remediation Plan	Establishing preventive and corrective measures for significant risk issues (Salient Issues).

Safety Targets

The Company places the highest priority on the safety of medical personnel and employees at all levels. The Company has established a goal of achieving Zero Accident and continuously strives toward Zero Serious Injury in order to create a safe working environment for all personnel.

Performance in 2025

- The Lost Time Injury Frequency Rate (LTIFR) remained at a very low level of 0.28.

- The Company integrated human rights assessments with occupational safety assessments across all operational areas and provided Personal Protective Equipment (PPE) to high-risk groups. In addition, the Company ensured that the management of chemicals, infectious waste, and radiation complied with 100 percent of applicable safety standards. The Company has implemented systematic preventive measures to reduce the Lost Time Injury Frequency Rate (LTIFR) to zero, in line with its established target. These measures include workplace risk assessments, safety awareness campaigns, employee safety training, and regular incident reviews to continuously improve occupational safety performance.

These results reflect the Company's strong commitment to fostering a Safety Culture as a fundamental element in protecting employees while maintaining sustainable patient safety standards.

Human Rights Performance: The Company has established a target of Zero Human Rights Violations. In 2025, no significant human rights violations were identified within the Company's operations or across its supply chain.

Hazardous Materials and Waste Management

The Company manages hazardous materials and waste in accordance with international standards and relevant regulations in order to prevent impacts on the health of employees and surrounding communities.

- Infectious and Hazardous Waste Management System: The Company has established systematic procedures for the segregation, collection, transportation, and disposal of medical waste to prevent impacts on the environment and surrounding communities.
- Performance in 2025: Waste was properly segregated according to its categories, and no incidents of infectious waste affecting surrounding communities were reported.
- Chemical and Radiation Control: The Company has implemented measures to control the storage and use of chemicals in laboratories, as well as regular safety inspections of X-ray rooms and radiation-related equipment.

Chemical and Radiation Control

Type	Control Measures	Inspection Frequency
Laboratory Chemicals	Chemical inventory and safety data documentation- Storage system separated by hazard classification- Personal protective equipment (PPE) readily available	Daily inspection / Monthly random inspection
X-ray and Radiation Equipment	Measurement of residual radiation levels in operational areas- Personal dosimeters for employees exposed to radiation risks- Equipment inspection in accordance with legal standards	Quarterly monitoring / Annual certification

Performance in 2025:

- 100 percent of employees in high-risk groups received annual health check-ups.
- 100 percent of radiation levels in operational areas were within the standard limits.
- No accidents related to exposure to chemicals or radiation were reported.

Emergency and Fire Preparedness

- Fire Protection System: Installation and maintenance of smoke detectors, automatic sprinkler systems, and regular inspection of emergency exits to ensure they are operational 24 hours a day.

Equipment / System	Standard
Smoke and Heat Detectors	Installed in all high-risk areas
Automatic Fire Suppression System (Sprinkler)	Installed in storage areas and corridors
Portable Fire Extinguishers	Provided in accordance with legal requirements
Emergency Exit Routes	Clearly marked signage / Fire exit doors open outward

- Emergency Drill

The Company conducts annual fire evacuation drills and mass casualty incident drills to ensure that employees at all levels, including management, are prepared to respond to emergencies and can assist themselves and patients quickly and safely.

- Disaster Preparedness
 - Development and regular drills of disaster response plans
 - Provision of backup supplies, including electricity, water, fuel, and medical supplies for emergency situations

Performance in 2025: Basic firefighting training and emergency drills were conducted in accordance with the established plan.

Environmental and Energy Management

The Company recognizes that healthcare services may have both direct and indirect environmental impacts. Therefore, the Company places importance on systematic environmental management in accordance with international standards and relevant regulations in order to minimize impacts on surrounding communities and maintain a safe environment for customers and personnel.

- Environmentally Friendly Air Quality Management: The Company regularly monitors and controls environmental quality. Indoor air quality within the hospital buildings is measured to ensure it meets standard requirements, supporting respiratory safety for both personnel and patients. Key Measures:
 - Ventilation and HEPA filtration systems in high-risk areas such as operating rooms and intensive care units (ICU)
 - Preventive maintenance of air conditioning and ventilation systems according to maintenance plans
 - Air quality monitoring conducted by accredited laboratories

Performance in 2025: 100 percent of service areas met the indoor air quality standards.

- Indoor Air Quality (IAQ) Monitoring: Indoor air quality measurements also complied with legal requirements. Carbon dioxide (CO₂) levels did not exceed 1,000 ppm, and the levels of airborne bacteria and fungi were within limits that are not harmful to the health of personnel and customers.

- Wastewater Management: The Company operates an effective wastewater treatment system covering wastewater from medical activities, laboratories, and general service areas to ensure that discharged water is safe and does not impact surrounding communities. Test results comply with legal standards, such as Biochemical Oxygen Demand (BOD) not exceeding 20 mg/L and pH levels between 5.09.0. Key Measures:
 - High-efficiency wastewater treatment system
 - Inspection and maintenance of the wastewater treatment system according to the annual maintenance plan
 - Wastewater sampling and analysis conducted by accredited external laboratories

Performance in 2025: Wastewater quality complied with the legally required standards.

- Strengthening Safe and Resilient Infrastructure : To ensure the continuity of medical services without disruption, even during crisis situations, the Company has established an Emergency Power Supply management system that is ready to operate immediately in the event of an emergency. In addition, strict building security measures are implemented through CCTV systems covering all critical areas, along with 24-hour security personnel, to safeguard the safety of employees, patients, and visitors, as well as protect property within the hospital premises.

3.Training and Employee Development

The Company recognizes that human capital is a strategic factor for competitiveness and sustainable growth. The organization is committed to developing its workforce under the concept of a Professional Healthcare Community while fostering an organizational culture through the ESG DNA framework. This approach encourages employees at all levels to recognize their responsibilities in environmental, social, and governance dimensions, alongside the Company's core value of Trust (Business Trust, People Trust, and Eco Trust).

The Company has also established a strategic goal to develop employees into People Coaches who are capable of providing guidance and continuously unlocking the potential of their teams. This supports the organizations transformation toward becoming a Smart Hospital.

- Future Skills Development (Digital Literacy and AI Skills): The Company encourages employees to learn and work with modern technologies, including the application of AI in work processes and the development of digital skills to support the 9 CARE Platform and telemedicine services. These initiatives enable employees to respond quickly and effectively to evolving medical technologies, strengthening organizational agility.
- Professional and International Communication Training Center:
 - Clinical Training: Specialized professional training programs for physicians and nurses to maintain global standards and support the development of Centers of Excellence.
 - Medical Language Training: Programs to develop medical English communication skills for nurses and physiotherapists, enhancing their ability to confidently communicate with international patients and reduce communication-related errors.

The Company establishes an annual employee development plan aligned with:

- Corporate strategy
- Medical service expansion plans
- The transition toward a Smart Hospital and Digital Healthcare
- The needs of stakeholders, covering all employee groups including physicians, nurses, support staff, and executives

Four Key Dimensions of Employee Development

1. Clinical and Professional Excellence

- Support for clinical training programs
- Participation in national and international academic conferences
- Compliance with standards required by regulatory authorities
- Development of Centers of Excellence to enhance treatment quality and patient safety

Standardized Resuscitation Training Program

In 2025, Praram 9 Hospital organized training and competency assessments in standardized resuscitation programs for relevant professional staff in accordance with international standards. The training covered key courses including BLS (Basic Life Support), which provides basic life-saving skills for employees at all levels to ensure readiness to provide immediate assistance in emergency situations; ACLS (Advanced Cardiovascular Life Support), which focuses on advanced life support for effective management of cardiac arrest and circulatory emergencies; PALS (Pediatric Advanced Life Support), which provides resuscitation training for critically ill children in accordance with pediatric physiology; and NRP (Neonatal Resuscitation Program), which focuses on neonatal resuscitation to ensure the highest level of safety during newborn admission and the care of infants experiencing critical conditions after birth.



Academic Conference on Advances in Brain Disease Treatment

Praram 9 Hospital promotes the professional development of registered nurses to keep pace with evolving medical treatments and enhance their capacity to provide high-quality patient care. The hospital recognizes the importance of treating neurological and brain-related conditions, which involve highly complex systems and have a direct impact on patients quality of life. In 2025, the hospital organized an academic conference aimed at strengthening specialized knowledge among registered nurses, with a focus on updating medical knowledge and treatment technologies related to stroke, one of the leading health concerns in the country. The conference included knowledge sharing and updates on brain-related diseases as well as current treatment technologies. Topics covered included Advancements in Stroke Treatment, Updated Clinical Practice Guidelines for Stroke, Nursing Care for Advanced Stroke Treatment, Holistic Care for Stroke Patients, Stroke Case Studies, and updates on care standards for patients with dementia.



2. Leadership and Succession

- Executive and supervisory development programs
- Career path development
- Individual Development Plan (IDP)
- Integration of IDPs with succession planning

The Company systematically implements leadership and supervisory development programs by establishing clear career paths and developing Individual Development Plans (IDPs) for employees. These plans are integrated with the Company's succession planning framework to prepare high-potential employees for key positions within the organization in the long term.

Executive Training Program on Safety, Occupational Health, and Working Environment

In 2025, the Company organized the training program Safety, Occupational Health, and Working Environment for Executives to enhance leaders awareness and responsibilities in driving proactive safety policies. The program emphasized systematic risk management in accordance with international standards. This program forms part of the Leadership Development Program and is integrated into the Individual Development Plans (IDPs) of executives to support their readiness for key leadership roles and strengthen sustainable safety governance. The program was conducted in one session, with 16 executives participating, representing 100 percent of the target group.



3. Digital Literacy and AI Skills

- Use of medical information systems
- Application of AI in work processes
- Data analytics capabilities
- Support for digital platforms and telemedicine services

These initiatives aim to improve operational efficiency and enhance the overall patient experience

Digital Competency Development Program

Praram 9 Hospital recognizes the importance of digital skills in driving the organization toward becoming a Smart Hospital. In 2025, the hospital organized a program to assess employees computer and information technology skills based on the international ICDL (International Computer Driving License) standard. The program aimed to evaluate and certify employees competencies in using digital technologies effectively and securely, while encouraging personnel to apply digital skills in their daily work and medical service delivery to improve accuracy and efficiency



4. Communication Skills Development and International Service Standards

- Medical English Training
- Service Excellence Program
- Strengthening the People Coach culture

These initiatives support the delivery of services to both Thai and international patients and contribute to the Company's goal of becoming an international-standard hospital.



English Language Competency Development Program

In 2025, Praram 9 Hospital implemented an English language competency development program to support the increasing number of international customers and to elevate service standards to the international level. The program focuses on developing practical communication skills that can be applied in daily work, covering both medical communication and hospitality-oriented service communication.

The development program was delivered through various learning formats, including classroom training conducted by native-speaking instructors, application-based online learning, and internally developed e-learning English courses. These approaches enable continuous and flexible learning opportunities for employees. In addition, the organization conducted post-training English proficiency assessments to evaluate learning outcomes.

The results are used to support systematic individual development planning in alignment with the Individual Development Plan (IDP) framework and to further strengthen employees professional service capabilities.

Employee Capability Development

In 2025, the organization continued to invest in human capital development, focusing on both professional skills and future skills, including Digital and AI capabilities. The total budget allocated for employee training and development amounted to Baht 4.10 million.

Indicator	Target	Performance in 2025
Average Training Hours	≥ 40 hours/person/year	87.67 hours/person/year
Employees Receiving Development	≥ 95 percent	100 percent

Performance in 2025: 100 percent of employees received annual performance evaluations. The average training hours reached 87.67 hours per person per year (target: 40 hours), representing a total of 144,129 training hours.

Clear Career Path and Individual Development Plan (IDP): The Company places importance on the career growth of all employees by implementing Individual Development Plans (IDPs) to clearly identify each employees strengths and development opportunities. These plans are linked to the succession planning framework and leadership development programs to prepare high-performing employees for key positions in the future. This approach supports career stability and helps retain talented personnel, enabling them to grow sustainably alongside the organization.

4. Diversity and Equal Opportunity

The Company believes that workforce diversity is a key driver of innovation in healthcare services. We are committed to creating an inclusive workplace that respects differences in gender, age, experience, and professional expertise. The Company follows a merit-based approach (Meritocracy), emphasizing capability and performance to ensure that all employees can fully utilize their knowledge and skills in delivering quality care without limitations related to personal status.

The Company promotes diversity, equality, and non-discrimination in the workplace based on the following principles:

1. Respect for human dignity All employees are treated with respect and fairness without discrimination under any circumstances.
2. Adherence to international human rights principles Operations align with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the core conventions of the International Labor Organization (ILO Core Conventions).
3. Equal opportunity All employees are provided opportunities to demonstrate their potential regardless of gender, sexual orientation, age, religion, ethnicity, nationality, or disability.

- These diversity, equality, and non-discrimination practices are aligned with and form part of the Companys Human Rights Policy, which respects fundamental human rights in accordance with international standards. Human rights principles are integrated into the Companys human resource management processes to ensure that no violations or discrimination occur at any level of the organization.

- The Company has established a Board Diversity Policy, considering a Board Skill Matrix that covers essential expertise in healthcare, business management, law, and technology. The policy also takes into account gender balance and age diversity to ensure well-rounded perspectives and effective governance aligned with evolving healthcare trends.
- Gender Equality in Recruitment and Career Advancement
 - The Company is committed to reducing gender inequality in the workplace. Recruitment and employee selection processes focus on qualifications, experience, and competencies, without gender restrictions unless specific job requirements apply. The Company also encourages and supports female employees to advance into management and decision-making positions (Women in Management) using the same performance standards applied to male employees. Compensation and benefits are managed fairly, and employees receive equal opportunities for professional development to ensure genuine equality in employment.
 - Gender diversity in management is monitored as part of the Company's Workforce Sustainability Metrics, with performance tracked and reported annually. The information is used to support leadership development planning and succession planning to build a balanced talent pipeline and reduce long-term human capital concentration risk. This approach aligns with international ESG principles on Equal Opportunity and Diversity & Inclusion.
 - The Company's workforce structure reflects the nature of the healthcare sector, where nursing and medical support roles are predominantly female. In 2025, female employees accounted for 83.7 percent of the total workforce.
 - The Company also recognizes leadership diversity as a strategic factor supporting organizational sustainability. In 2025, female employees represented 83.70 percent of the total workforce, while women in management positions (M1M3 and E1E4) accounted for 11.80 percent, an increase from 10.50 percent in 2024. This reflects positive progress in developing female talent for leadership roles.
 - The Company determines compensation structures based on job level, responsibilities, and performance, without regard to gender, age, or other personal characteristics unrelated to job performance. No significant gender pay gap has been identified in comparable positions, and the compensation structure is regularly reviewed to ensure fairness and prevent structural inequality within the organization.
 - Non-Discrimination Policy: The Company conducts its business with transparency and fairness and has established a Non-Discrimination Policy, clearly outlined in the Code of Conduct, to prevent inequality or discrimination across all human resource processes. These processes include recruitment, development, promotion, performance evaluation, and compensation management. All decisions are based on competence, job suitability, and performance, while fostering a respectful working environment where all employees are treated with dignity.
- Anti-Harassment and Grievance Mechanism: The Company maintains a zero tolerance policy for harassment and bullying in all forms. Training programs are provided for managers to equip them with the knowledge and skills needed to prevent and appropriately address such situations. Employees may submit complaints through independent channels, including the Whistleblowing Channel and the Talk to Me platform, with the option to remain anonymous. The Company also implements non-retaliation measures to protect whistleblowers. Performance in 2025: No complaints related to discrimination, harassment, or human rights violations were reported (0 cases).



- Family Support and Gender Equality Policy: The Company recognizes the importance of family well-being and the equal roles of both parents in childcare. Therefore, the Company has established comprehensive leave policies as follows:

Maternity Leave: Female employees are entitled to 120 days of maternity leave. During this period, employees receive their regular salary for at least 60 days, while the Social Security Fund provides an additional 50 percent of the average salary for up to 120 days. This policy enables employees to recover from childbirth and care for their newborn without financial concerns during the leave period.

Parental Leave: Male employees are entitled to up to 15 days of paid parental leave to support their spouses in caring for their newborn child. This policy encourages the role of fathers in building strong family foundations and helps balance caregiving responsibilities between parents.

The Company has achieved a 100 percent return-to-work rate after maternity leave, reflecting the effectiveness of its policies in supporting employees and retaining talented personnel.

Prevention and Governance Mechanisms

To ensure the effective implementation of diversity and non-discrimination policies, the Company has established the following key measures:

- Fostering a Culture of Mutual Respect: The Company provides training and awareness programs for employees at all levels regarding the Non-Discrimination Policy and the importance of inclusion, promoting understanding and respect for diversity in order to reduce potential conflicts arising from personal bias. In the past year, all employees received communication and awareness initiatives related to these principles.

- Grievance Mechanism: The Company provides secure and confidential reporting channels for employees who witness or are affected by unfair treatment. Complaints can be submitted through the Company's website via the whistleblowing channel at <https://investor.pram9.com/th/company-info/corporate-governance/whistleblowing-channel>

The Company also implements Whistleblower Protection measures and ensures that all investigations are conducted in a neutral, transparent, and verifiable manner in order to restore fairness to affected individuals and prevent retaliation.

Grievance Performance in 2025

- No complaints related to discrimination in employment (0 cases)
- No incidents of violations of the workplace non-discrimination policy (0 cases)
- No complaints related to workplace harassment (0 cases)
- No complaints related to human rights violations (0 cases)

Employment of Vulnerable Groups

The Company supports the employment of persons with disabilities (Disability Inclusion) in accordance with the Empowerment of Persons with Disabilities Act B.E. 2550 (2007) and the principle of promoting equal opportunities in employment.

Employment Type	Year 2024	Year 2025
Direct employment of persons with disabilities	1 person	1 person
Employment through a public benefit organization (Innovation Foundation)	16 persons	16 persons
Total support for employment of persons with disabilities	17 persons	17 persons

Performance in 2025:

- The Company has continuously supported the employment of 17 persons with disabilities since 2024.
- Employees with disabilities who are directly employed receive the same treatment and benefits as other employees.
- The Company provides an appropriate working environment that supports and facilitates the performance of employees with disabilities.

5.Employee Engagement and Freedom of Association

The Company respects employees rights to organize and participate in collective discussions to propose improvements for the organization. The Company adheres to the principle of Freedom of Association in accordance with Thai labor laws and international labor standards. Employees have the right to establish or join labor unions as permitted under the Labor Relations Act. The Company supports and does not obstruct the exercise of such rights and maintains policies that prohibit discrimination or retaliation against employees who choose to exercise their right to association. The Company believes that open communication between management and employee representatives is an important mechanism for building trust and promoting a fair and sustainable working environment. To facilitate this, the Company has established a Welfare Committee, elected by employees, to represent staff in discussions and negotiations with management regarding employment conditions and employee benefits. In addition, the Company provides two-way communication channels through Town Hall meetings and digital communication platforms, allowing employees to freely express opinions and suggestions. The Company has established a Welfare Committee composed of elected employee representatives to systematically gather feedback and represent employees voices, while encouraging constructive participation in organizational development. The committees key responsibilities include:

1. Consultation and Development of Employee Welfare: The committee meets with management on a quarterly basis to discuss and determine improvements to employee welfare programs in response to employees needs. Topics may include enhancements to medical benefits, quality-of-life initiatives, and improvements to the working environment. Outcomes from these meetings are translated into concrete actions, with ongoing monitoring and follow-up.
2. Policy Communication Mechanism: The committee serves as an intermediary channel to communicate important information from management to employees and to collect feedback and suggestions from employees for management consideration. This helps ensure mutual understanding and reduces potential miscommunication or conflict. The committee also reviews matters related to employment conditions and welfare within the scope defined by applicable laws.
3. Participation in Town Hall Activities: The Welfare Committee plays an important role in gathering employee questions and suggestions for presentation during Town Hall Meetings. In 2025, two Town Hall sessions were held on
 - 27 May 2025
 - 9 December 2025

These events provided opportunities for senior executives to listen directly to employee feedback and promptly address key issues. This reflects the Companys commitment to participatory governance and responsive management.

4. Meetings and Follow-up:

The committee holds formal meetings at least once per quarter (four times per year). In 2025, all four scheduled meetings were conducted as planned to report progress, receive employee feedback, and monitor the implementation of agreed actions. In cases involving urgent or significant matters that may affect employees or working conditions, special meetings may be convened as necessary to ensure timely, transparent, and effective resolution. These practices demonstrate the Company's commitment to respecting Freedom of Association and promoting employee participation mechanisms in line with international labor principles and Thai labor laws.

6. Mechanisms to Promote Employee Engagement through Social Networks

The Company believes that employees are a key driving force in creating social value. Therefore, the Company has established mechanisms to encourage participation through skilled-based volunteering, supporting employees in applying their medical knowledge and professional expertise to benefit society in collaboration with partner organizations and charitable institutions. This approach promotes structured engagement among employees at all levels with external partners and community networks, as follows:

- **Medical Outreach Partners:** The Company collaborates with foundations and partner organizations to organize volunteer teams of doctors and nurses to conduct proactive community health screenings, provide health education, and deliver training on Cardiopulmonary Resuscitation (CPR) and the use of Automated External Defibrillators (AED) for community members.
- **Knowledge Sharing Network:** The Company encourages support staff (Back Office personnel) to participate as speakers or advisors, sharing knowledge on sanitation system management and occupational health with nearby educational institutions and religious organizations.
- **Digital Engagement Platform**
- **Collaborative Crowdsourcing:** The Company utilizes internal communication platforms to gather employee input in selecting charitable partners or social issues of interest. This approach fosters a sense of participation and ownership among employees in the Company's social initiatives.

7. Employee Retention and Turnover

The Company recognizes that medical professionals and support personnel are critical resources in maintaining service quality and building trust with patients. Retaining talented employees is therefore one of the key factors supporting the Company's long-term business sustainability. The Company places importance on analyzing employee turnover and implementing proactive measures to strengthen employee engagement and reduce the loss of valuable personnel. The Company monitors the Voluntary Turnover Rate on an annual basis and conducts in-depth analysis of the underlying causes. The findings are used to continuously improve human resource policies and management practices.

Year	Total Employees	Voluntary Turnover	Turnover Rate	Chang (%)
2023	1,524	138	9.06	
2024	1,579	156	9.88	+0.82
2025	1,644	148	9.21	-0.67

Performance in 2025:

The Voluntary Turnover Rate was 9.21 percent. The Company monitors employee turnover annually and analyzes the underlying causes of resignations to improve human resource policies and management practices. Compared with 2024, when the voluntary turnover rate was 9.88 percent, the decrease reflects positive outcomes from initiatives related to employee development, employee benefits, and engagement programs. The Company has implemented several measures to strengthen employee engagement and reduce turnover, including the development of career paths, fair performance evaluation systems, support for worklife balance, and the collection of employee

feedback through the Employee Engagement Survey. The Company aims to maintain its turnover rate at a level appropriate for the healthcare industry while continuing to enhance proactive workforce management strategies to retain talented employees in the long term.

The Company also places importance on strategic human capital governance, with the Board of Directors providing direction and oversight of human capital management to ensure alignment with business strategy, risk management, and the organizations sustainability goals. Management is responsible for translating the Companys human resource policies into operational practices by establishing Workforce KPIs, such as the voluntary turnover rate, employee engagement level, average training hours per employee, and the rate of workplace accidents. Performance against these indicators is regularly monitored and reported to management.

The Company recognizes emerging challenges in the healthcare industry, including the shortage of medical professionals, demographic shifts, and the evolving expectations of the new workforce generation. In response, the Company has established a Workforce Sustainability Strategy that encompasses workforce planning, leadership development for the next generation, the development of clear career pathways, and the strengthening of an organizational culture that supports long-term employee retention. The Company aims to

- Maintain employee turnover at a level appropriate for the industry
- Continuously enhance employee engagement
- Promote capability development for employees at all levels
- Foster an organizational culture based on Collaboration, Agility, and Trust

The Company believes that systematic and goal-oriented human capital governance will strengthen organizational stability, enhance competitiveness, and create sustainable value for all stakeholders.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	1,524	1,579	1,644
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
Total employees (persons)	1524	1579	1644
Male employees (persons)	250	264	268
Percentage of male employees (%)	16.40	16.72	16.30

	2023	2024	2025
Female employees (persons)	1274	1315	1376
Percentage of female employees (%)	83.60	83.28	83.70
Total of workers who are not employees (Person)	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	577	535	503
Percentage of employees under 30 years old (%)	37.86	33.88	30.60
Total number of employees 30-50 years old (Persons)	761	858	948
Percentage of employees 30-50 years old (%)	49.93	54.34	57.66
Total number of employees over 50 years old (Persons)	186	186	193
Percentage of employees over 50 years old (%)	12.20	11.78	11.74

Number of male employees categorized by age

	2023	2024	2025
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	2023	2024	2025
Total number of male employees under 30 years old (Persons)	57	59	57
Percentage of male employees under 30 years old (%)	22.80	22.35	21.27
Total number of male employees 30-50 years old (Persons)	158	172	179
Percentage of male employees 30-50 years old (%)	63.20	65.15	66.79
Total number of male employees over 50 years old (Persons)	35	33	32
Percentage of male employees over 50 years old (%)	14.00	12.50	11.94

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	520	476	446
Percentage of female employees under 30 years old (%)	40.82	36.20	32.41
Total number of female employees 30-50 years old (Persons)	603	686	769
Percentage of female employees 30-50 years old (%)	47.33	52.17	55.89
Total number of female employees over 50 years old (Persons)	151	153	161
Percentage of female employees over 50 years old (%)	11.85	11.63	11.70

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	1,436	1,481	1,548
Percentage of employees in operational level (%)	94.23	93.79	94.16
Total number of employees in management level (Persons)	76	87	83
Percentage of employees in management level (%)	4.99	5.51	5.05
Total number of employees in executive level (Persons)	12	11	13
Percentage of employees in executive level (%)	0.79	0.70	0.79

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	226	240	244
Percentage of male employees in operational level (%)	90.40	90.91	91.04
Total number of male employees in management level (Persons)	16	17	16
Percentage of male employees in management level (%)	6.40	6.44	5.97
Total number of male employees in executive level (Persons)	8	7	8
Percentage of male employees in executive level (%)	3.20	2.65	2.99

Number of female employees categorized by position

	2023	2024	2025
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	2023	2024	2025
Total number of female employees in operational level (Persons)	1,210	1,241	1,304
Percentage of female employees in operational level (%)	94.98	94.37	94.77
Total number of female employees in management level (Persons)	60	70	67
Percentage of female employees in management level (%)	4.71	5.32	4.87
Total number of female employees in executive level (Persons)	4	4	5
Percentage of female employees in executive level (%)	0.31	0.30	0.36

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
Nurse	472
Other Medical	754
Other Departments	418
Total number of employees	1,644

Significant changes in the number of employees

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

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	7	6	6
Percentage of disabled workers to total employment (%)	0.46	0.38	0.36
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
Percentage of disabled employees to total employees (%)	0.07	0.06	0.06
Total number of workers who are not employees with disabilities (persons)	6	5	5
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	921,600,000.00	1,032,000,000.00	1,054,100,000.00
Total male employee remuneration (baht)	163,800,000.00	204,600,000.00	160,700,000.00
Percentage of remuneration for male employees (%)	17.77	19.83	15.25
Total female employee remuneration (baht)	757,800,000.00	827,400,000.00	893,400,000.00

	2023	2024	2025
Percentage of remuneration for female employees (%)	82.23	80.17	84.75
Average of remuneration of employees (Baht/persons)	604,724.41	653,578.21	641,180.05
Average of remuneration for male employees (Baht/persons)	655,200.00	775,000.00	599,626.87
Average of remuneration for female employees (Baht/persons)	594,819.47	629,201.52	649,273.26
Rate of average of remuneration between female employees and male employees	0.91	0.81	1.08

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

Provident Fund

The Company has established a provident fund in accordance with the Provident Fund Act BE 2530 (1987) (including the additional amendment) by entering into a provident fund, K Master Pool Fund, with Registration No. 23/2536 (1993). The Company has assigned Kasikorn Asset Management Company Limited, a juristic person with experience in managing funds in accordance with the principles of corporate governance, to be the Companys provident fund manager. The main objective is to create morale and to motivate employees to work with the Company in the long run, the Companys contributions of 3% or 5% of the employees salary and will pay their own contributions to the fund at the rate of 3%, 5%, 10% or 15% of the salary base depending on their years of service. And since 1 January 2024, the Company has appointed TISCO Asset Management Company Limited is a management company. provident fund TISCO Master joint venture which registration No. 1/2552 (2009)

Overview of methods for determining employee and employer contribution Rates

The Companys contributions of 3% or 5% of the employees salary and will pay their own contributions to the fund at the rate of 3%, 5%, 10% or 15% of the salary base depending on their years of service.

Implementation of Investment Governance Code for : Yes

Institutional Investors ("I Code") by Company's
Provident Fund Committee

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1524	1579	1644
Number of employees joining in PVD (persons)	1110	1285	1281
Number of PVD members / Total employees (%)	72.83	81.38	77.92
Number of PVD members / Total eligible employees (%)	72.83	81.38	77.92

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	13,307,285.00	14,844,101.00	16,138,584.00
Total amount of provident fund contributed by employee (baht)	21,699,982.00	32,404,749.00	36,502,258.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
PRARAM 9 HOSPITAL PUBLIC COMPANY LIMITED	Yes	1,644	1,644	1,281	77.92	77.92

Employee Capability Development

Employee Capability Development

The company supports training and development for employees at all levels, starting from the moment they begin employment. This includes learning rules and regulations, best practices, and work ethics. After joining the company, further training is provided in mandatory courses to enhance skills and ensure compliance with international standards, as well as general courses tailored to individual interests. Training is conducted in both physical and e-

learning formats to accommodate participants' readiness. In 2025, the company conducted 12 orientation training sessions for new employees, each lasting four days, with a total of 212 employees participating in classroom-based training. Details are as follows:

- First 2 days of training:

General staff and nursing staff will receive a joint basic training course.

- Last 2 days of training:

This training is exclusively for nursing staff and focuses on additional professional skills. General staff are exempt from this training.

Summary table of new employee orientation training

New Employee Orientation Training	Training Topics
<p>1. Between January 2, 2025 and December 1, 2025, 12 training sessions will be held.</p>	<p>General staff and nursing staff will undergo joint training for the first two days.</p> <ol style="list-style-type: none"> 1. Vision, Mission, Organizational Strategy, Organizational Structure, Core Values, and Outstanding Services of the Hospital 2. Climate Change and Environmental Sustainability (GHI) 3. Organizational Structure / Discipline and Regulations / Welfare and Benefits / Probationary Evaluation / Cooperative 4. Culture & Service Standard 5. Management of Undesirable Behaviors 6. Risk Management 7. Rama IX Hospital Quality System, including International Patient Safety Goals (IPSG), Patient-Centered Standards, and Healthcare Facility Management Standards 8. Introduction to the various departments in Rama IX Hospital 9. Employee Health and Safety Program, including employee health care and vaccinations, workplace violence management, and managing second victims. 10. Organizational Ethics and Code of Conduct in the Workplace 11. Anti-Corruption Policy 12. Personal Data Protection Act B.E. 2562 (PDPA) (Law) 13. Human Rights Policy 14. Prevention and Control of Hospital-Acquired Infections 15. Information Management, Communication, and Patient Medical Record System 16. Building and Facility Management and Safety 17. Welfare and Safety 18. Hazardous Materials 19. Disaster Preparedness 20. Fire Safety 21. Medical Equipment 22. Utilities 23. Principles of Patient Transfer 24. Safety, Occupational Health, and Working Environment / Various Codes in the Hospital

	<p>25. Basic Life Support</p> <p>The nursing department will receive an additional 2 days of training covering:</p> <ol style="list-style-type: none"> 1. Chain of command and nursing department regulations 2. Service behavior, personality development, and dress code 3. Laboratory testing 4. Hospital medication administration 5. Nursing records Quality, Legal, and Ethical Issues 6. OPD Patient Flow and Related Documents 7. IPD Patient Flow and Related Documents 8. Nutrition Services and Nutrition Assessment 9. Patient Assessment (AOP) 10. Patient Care (COP) 11. Radiological Examination Referral + Radiation Safety Program 12. Access to Care and Continuity of Care (ACC) 13. Hospital Medical Equipment and Key Examination Referrals 14. Hospital Pharmacy System + Medications Requiring Special Techniques for Administration + Aseptic Technique Preparation 15. Prevention and Control of Hospital-Acquired Infections, including Personal Protective Equipment, Isolation Precautions, Cleaning of Equipment, Supplies, and Medical Instruments, Linen Management, and Patient Care for Infection Prevention 16. Reporting to Nursing Supervisors and Reporting of Adverse Events
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Mandatory Training Schedule for Employees

Mandatory training for general staff / target staff groups	Training topics
For the Sustainable Development Working Group February 5, 2025 Number of participants: 20	First year of FTSE Russell ESG Scores: Taking a step toward sustainability with international standards
For the target audience related to Mind Center Clinic: Session 1: February 28, 2025 Session 2: March 14, 2025 Number of participants: 24	Workshop on Resilience Builder Skills
For all new employees and employees who did not attend Lean training in the previous year (2024): Session 1: March 6, 2025 Session 2: March 3, 2025 Number of participants: 64	Lean for all new employees at Rama IX Hospital.

<p>For the FMS Committee: Session 1: March 10, 2025 Session 2: March 11, 2025 Number of participants: 21</p>	Occupational Safety, Health and Environment Committee
<p>For Occupational Safety Officers at Management Level Date: July 9-10, 2025 Number of Participants: 42</p>	Occupational Safety Officer (Management Level)
<p>For doctors and registered nurses: Session 1: June 24-25, 2025 Session 2: July 29-30, 2025 Session 3: August 28-29, 2025 Number of participants: 70</p>	Advanced Pediatric Life Support (PALS Provider)
<p>For employees at the department head level and above: Date: June 27, 2025 Number of participants: 56</p>	Training to raise environmental awareness : Hospitals in the Climate Crisis: Opportunities and Challenges Towards Sustainability
<p>For Rama IX Hospital staff: Date: August 20, 2025 (On-Site / E-Learning) Number of participants: 1,558</p>	<p>Cybersecurity Awareness Training Courses:</p> <ol style="list-style-type: none"> 1. Password Protection 2. Malware and Ransomware: Silent Threats in Cyberspace 3. Safeguards for Sensitive Data
<p>Target audience: Department representatives using the program. Period: July October 2025 Number of participants: 29 people</p>	Using K2 to create non-clinical documents
<p>For new physicians and staff in 2025 / Physicians and staff who joined in 2024 and have not yet received training: Session 1: September 22, 2025 Session 2: September 23, 2025 Session 3: October 6, 2025 Number of participants: 195</p>	Annual fire fighting and basic firefighting training, 2025
<p>For registered nurses in the Emergency Room, ICU-CCU, Internal Medicine, and IPD (Inpatient Department) Session 1: Thursday, June 12, 2025 Session 2: Monday, June 30, 2025 Session 3: Tuesday, July 15, 2025 Number of participants: 80</p>	Keeping pace with the treatment of brain diseases
<p>For multidisciplinary professionals, excluding registered nurses in ICU, CCU, ER, and PACU departments who have completed Advanced Life Support (ACLS Provider) training: Session 1: July 21, 2025, 7:30 AM - 12:00 PM Session 2: July 21, 2025, 12:30 PM - 5:00 PM Session 3: July 22, 2025, 7:30 AM - 12:00 PM Session 4: July 22, 2025, 12:30 PM - 5:00 PM Session 5: July 23, 2025, 7:30 AM - 12:00 PM Session 6: July 23, 2025, 12:30 PM - 5:00 PM Total number of participants: 144</p>	Basic Life Support for Healthcare Professionals (BLS Provider for HCP)

For all administrators, physicians, and department heads: Dates: August 7, 2025 and August 28, 2025 Number of participants: 91	Business Strategy
For Rama 9 Hospital staff, outsourced employees, and tenants: September 15, 2025: 4 sessions September 16, 2025: 4 sessions September 17, 2025: 4 sessions September 18, 2025: 4 sessions September 19, 2025: 4 sessions Total participants: 1,629	For Rama 9 Hospital staff, outsourced employees, and tenants: September 15, 2025: 4 sessions September 16, 2025: 4 sessions September 17, 2025: 4 sessions September 18, 2025: 4 sessions September 19, 2025: 4 sessions Total participants: 1,629
For staff of Rama IX Hospital: October 20, 2025 October 22, 2025 Number of participants: 285	Fire evacuation drill (annual) 2025
For staff of Rama IX Hospital who care for patients: Session 1: September 22, 2025 Session 2: September 23, 2025 Session 3: September 24, 2025 Session 4: September 25, 2025 Session 5: September 26, 2025 Number of participants: 389	N95 mask respiratory fit testing
For Rama IX Hospital personnel with professional licenses (excluding those who have completed ACLS and BLS for HCP 2025 training), and general personnel. And for Back Office personnel: Session 1: October 28, 2025, 13:00 - 14:00 Session 2: October 28, 2025, 14:00 - 15:00 Session 3: October 28, 2025, 15:00 - 16:00 Session 4: October 29, 2025, 13:00 - 14:00 Session 5: October 29, 2025, 14:00 - 15:00 Session 6: October 29, 2025, 15:00 - 16:00 Session 7: October 30, 2025, 13:00 - 14:00 Session 8: October 30, 2025, 14:00 - 3:00 PM Batch 9, October 30, 2025, 3:00 PM - 4:00 PM 593 participants	Basic Life Support
For all employees using ERP software. October 28 - November 27, 2025 99 participants	Training on Enterprise Resource Planning (new software)
For all employees using the HIS program. December 2-26, 2025 Number of participants: 126	Training on the HIS program (new program) for the Super-User group
For registered nurses, nursing assistants, and medical assistants. Course duration: March 4-31, 2025 (E-Learning) Target participants: 1,020 people	CLABSI BUNDLE: Guidelines for preventing bloodstream infections associated with central venous catheters

<p>For registered nurses, nursing assistants, and medical assistants. Course duration: March 4-31, 2025 (E-Learning) Number of participants: 748</p>	<p>SSI Bundle: Guidelines for preventing surgical site infection</p>
<p>For staff of Rama IX Hospital. Course duration: April 1-30, 2025 (E-Learning) Number of participants: 1,419</p>	<p>Hand Hygiene</p>
<p>For registered nurses, nursing assistants, medical assistants, and all nursing staff. Course duration: February 24 - March 31, 2025 (E-Learning) Target participants: 1,080 people</p>	<p>Guidelines for preventing injuries from needles, sharp objects, and bodily fluids during work.</p>
<p>For staff of Rama IX Hospital. Course duration: August 25 - October 31, 2025 (E-Learning) Number of participants: 1,411</p>	<p>Prevention and Management of Workplace Violence</p>
<p>For staff of Rama IX Hospital. Course duration: December 1-31, 2025 (E-Learning) Number of participants: 1,540</p>	<ul style="list-style-type: none"> - PR9 contributes to transparency and sustainability. - Anti-corruption efforts. - Laws related to corruption.
<p>For staff of Rama IX Hospital. Course duration: December 1-31, 2025 (E-Learning) Number of participants: 1,541</p>	<ul style="list-style-type: none"> - Business Ethics, Code of Conduct, and Work Practices - Conflict of Interest Policy - Policy on the Protection and Use of Company Assets and Information/Confidentiality - Policy on Giving or Receiving Gifts or Entertainment - Policy on Securities Trading and the Use of Inside Information - Policy on Internal Control and Audit Systems, and Accounting and Financial Reporting - Shareholder Responsibility Policy - Policy on the Conduct of Executives or Employees - Policy on the Conduct of Executives or Employees - Social Responsibility Policy - Policy on Good Corporate Governance

<p>For Rama IX Hospital staff: Duration: April - September 2025 (Classroom / E-Learning) Number of participants: 1,325</p>	<ul style="list-style-type: none"> - Developing digital skills and English language skills. - A course on using Chat GPT to improve work efficiency. - A course on using Google Translate for language translation and communication with patients. - An English language skills development program for hospital services and daily life, taught by native English-speaking teachers in the classroom and via the LINE platform.
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In 2025, the number of training hours of the Company's employees attending both in-house and external training courses are detailed below.

Numbers of employees	Number of training hours	Average training hours per person
1,644	144,129	87.67

Remark : Number of training hours excludes those of the physicians.

Employees Safety and Hygiene

Employees Safety and Hygiene

The company recognizes the higher-than-normal risks to hospital staff due to exposure to chemicals or pathogens from patients. Therefore, in 2025, the company promoted and provided training to its personnel on safety and hygiene issues. A total of 1,223 employees participated in the training, which was divided into 13 different courses as follows:

Regarding the safety and occupational health of employees:

The company recognizes the higher-than-normal risks faced by hospital staff in performing their duties, particularly exposure to chemicals or pathogens from patients. Therefore, in 2025, the company promoted and provided training to its personnel on safety and hygiene issues, divided into various courses as follows:

Course Name
<p>Basic Life Support (BLS) drills for 2025 (9 sessions total):</p> <ul style="list-style-type: none"> Code Pink drill Code Back drill Code Gray drill Silver drill Surgical Fire drill MRI Fire Drill Mass Incident Drill: Code Rainbow Infection Influx drill Earthquake Response Drill Emergency Code and Fire Evacuation Drill Fire Fighting and Basic Firefighting Drills for 2025 Fire Evacuation Drills for 2025

The company's employees have the following statistics regarding absenteeism, accidents, and work-related illnesses:

Type of Event	Number of Days/Times				Average Number of Days per Person			
	2022	2023	2024	2025	2022	2023	2024	2025
Employee leave								
Personal Leave	161	239	320	286	0.12	0.16	0.20	0.17
Sick Leave	2,365	1,668	1,747	1,696	1.71	1.09	1.10	1.03
Annual Leave	12,190	13,079	14,214	14,299	8.82	8.58	9.00	8.67
Maternity Leave	2,641/33	1,740/24	2,537/30	2,038/27	80.0	72.5	84.57	82.67
Total Leave	17,357	16,726	18,818	18,319	12.56	10.95	11.92	11.14

Accidents and illnesses from work	Year 2023	Year 2024	Year 2025
Number of work accidents	5	0	11
Work accident rate	0.32%	0.32%	0.67%
Number of work-related illnesses	None	None	None
Number of cases of injury resulting in work stoppage.	0	0	1
Lost Time Injury Frequency Rate (LTIFR)	0%	0%	0.31%
Number of deaths from work (Fatality)	None	None	None

The company's employees/contractors/partners have the following statistics regarding absenteeism, accidents, and work-related illnesses:

Item type	2022	2023	2024	2025
The rate of work-related accidents among employees/contractors/partners	0.21%	0.32%	0%	0.61%
The rate of work-related illness among employees/contractors/business partners.	0	0	0	0
The rate of work-stopping injuries to employees/contractors/partners.	0	0	0	0.28%
Number of work-related deaths among employees/contractors/business partners.	0	0	0	0

Note: - The Lost Time Injury Frequency Rate (LTIFR) is a statistical figure showing the rate of work-related injuries resulting in one or more days of absence. The formula for calculation is (Number of Injuries / Total Working Hours) x 1,000,000.

- The Absentee Rate (AR) is the rate of hours or days an employee is absent from work divided by the total number of hours or days an employee works.

Human Resource Management Performance Results 2021 2025

Number	Indicator	Target	2021	2022	2023	2024	2025
1	The turnover rate includes resignations due to termination of employment.	<= 9%/Y*	10.3%	12.8%	9.6%	10.24%	8.49%
2	Work environment satisfaction rate (Employee engagement)	> 80%**	67.2%	80.9%	81.1%	80.93%	79.25%
3	Hospital regulation violation rate.	< 1%/Y	0.16%	0.14%	0.19%	2.73%	0.24%
4	The speed of personnel recruitment within 60 days.	> 80%	64.0%	59.0%	66.4%	72%	94.64%
5	The overtime pay rate is correct.	100%	100%	100%	100%	100%	100%

Remarks: *The turnover rate for the years 2021-2024 is targeted at less than or equal to 10% per year, and for 2025 it is targeted at less than or equal to 9% per year.

**The employee engagement rate for the years 2021-2023 is targeted at greater than 70%, and for 2024-2025 it is targeted at greater than 80%.

Major Labor Disputes over the Past 3 Years

-None-

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	53.10	46.66	87.35
Total amount spent on employee training and development (Baht)	7,053,756.66	2,496,538.32	4,100,000.00
Percentage of training and development expenses to total expenses (%) ^(*)	0.001963	0.000643	0.000936
Percentage of training and development expenses to total revenue (%) ^(*)	0.001647	0.000526	0.000760

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	3,737,440.25	4,002,096.40	4,295,302.49
Total number of hours worked by employees (Hours)	3,717,418.00	3,963,609.90	4,249,663.99
Total number of hours work by non-employee (Hours)	20,022.25	38,486.50	45,638.50

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	1
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.00	0.00	0.00

Additional explanation : (*) The company with the total number of employees over 100 or more

(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	138	156	148
Total number of male employee turnover leaving the company voluntarily (persons)	25	16	16
Total number of female employee turnover leaving the company voluntarily (persons)	113	140	132
Proportion of voluntary resignations (%)	9.06	9.88	9.00
Percentage of male employee turnover leaving the Company voluntarily (%)	18.12	10.26	10.81
Percentage of female employee turnover leaving the Company voluntarily (%)	81.88	89.74	89.19

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

Policy and guidelines on communicating the impact of products and services to customers / consumers

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old, Appropriate marketing communications through digital channels

Information on customer management plan

Customer management plan

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

Customer Responsibility

Quality of Care and Patient Safety

The Company has been accredited by Joint Commission International (JCI) since 2010 and continues to maintain this international standard to the present day. The Company implements a systematic risk management framework and establishes hospital level performance indicators, with strict verification processes in accordance with the 10R principles and rigorous surgical safety procedures. As a healthcare provider with over 33 years of medical service experience, patient safety and quality of care have always been the Company's top priorities. This commitment begins with the careful selection of highly qualified medical specialists and the continuous adoption of advanced medical technologies to ensure the delivery of healthcare services at the highest standards. With its long standing JCI accreditation, the Company remains dedicated to providing medical services and treatments that meet international standards while offering the most appropriate treatment options to maximize patient satisfaction. Through professional medical expertise and high-quality service, the Company also strengthens patient trust and enhances risk management related to patient information and care delivery.



In terms of patient quality and safety

The Company places strong emphasis on patient safety and quality of care in accordance with international healthcare standards. Operational practices focus on the continuous improvement of patient safety to ensure that patients receive safe and effective treatment. Patient safety is one of the Company's core principles and includes various practices designed to ensure that patients receive appropriate and reliable medical care. In addition, service quality in hospital care is regarded as a key priority to ensure that patients receive the best possible care. Continuous improvement and development across different areas help enhance patient satisfaction and build confidence in the services provided. The key aspects of service quality and patient safety are as follows.

1. Clinical Competence
 - Delivering high quality care through physicians, nurses, and medical professionals who possess strong knowledge, expertise, and extensive experience in patient treatment.
 - Applying effective and safe treatment methods that are regularly reviewed and aligned with international medical standards.
2. Accessibility
 - Providing convenient access to medical services, including appointment scheduling, emergency care, and a wide range of healthcare services.
 - Improving service processes to ensure that patients receive timely care with minimal waiting time.
3. Patient Centered Care
 - Delivering services that prioritize patients and their individual needs, including understanding patients health conditions and providing appropriate medical consultation.
 - Providing care with compassion and empathy, while encouraging patients to actively participate in decisions regarding their treatment.
4. Effective Communication

- Developing structured communication systems to ensure complete and accurate information transfer among multidisciplinary healthcare teams, supporting continuity and safety in patient care.
 - Communicating essential information related to diagnosis, treatment, and medical results clearly and transparently.
 - Providing information in a manner that is easy for patients and their families to understand, enabling informed decision making.
5. Safety Standards
- Adhering to international patient safety standards to prevent treatment errors, including patient identification verification using two identifiers, medication safety checks based on the 10R principles, and surgical safety procedures such as surgical site marking and verification before and after surgery.
 - Establishing operational guidelines in compliance with PDPA to prevent patient data leakage or unauthorized disclosure across all communication channels, including the provision of patient information via telephone.
 - Utilizing technology to support treatment and reduce risks, such as medical equipment tracking systems and the use of electronic systems for medication orders and patient records.
 - Implementing strict infection prevention and control measures within the hospital.
6. Resource Management
- Ensuring efficient use of resources, including patient bed management, medical equipment management, and workforce allocation.
 - Planning and preparing service capacity to effectively accommodate patient demand.
7. Continuous Monitoring and Improvement
- Continuously monitoring service quality through both internal and external evaluations, including accreditation by internationally recognized organizations.
 - Identifying and prioritizing risks that may affect patient safety and establishing them as hospital-level indicators to monitor performance and implement preventive improvements.
 - Enhancing service quality by using evaluation results to support continuous development and operational efficiency.
8. Patient Satisfaction
- Monitoring and measuring patient satisfaction regarding the services received, including collecting feedback and suggestions from patients.
 - Addressing issues and service gaps identified through feedback to improve the overall patient experience.
9. Technology and Innovation
- Applying new technologies and innovations in patient care, such as Electronic Health Records (EHR) and the use of AI in health data analysis.
 - Developing and adopting advanced treatment technologies, such as robotic-assisted surgery and precision medicine approaches. The development of hospital service quality requires an integrated approach that combines high-quality medical services, patient satisfaction, and adherence to international standards to ensure that patients receive the best possible care in all aspects.

Performance Results in 2025

The Company conducted systematic patient safety risk assessments, established hospital-level indicators (Sentinel Events and Adverse Events), and monitored performance on a monthly basis through the Risk Management Committee.

- The number of Sentinel Events was zero incidents.
- The Company successfully renewed its Joint Commission International (JCI) accreditation for the fifth consecutive cycle, achieving a 99.23 percent score in the survey conducted on 1013 November 2025.

E-commerce Market Adaptation and Digital Media Efficiency Enhancement

The company recognizes the importance of responding to changing consumer behavior and has adjusted its operational strategies to enhance competitiveness and create convenient, fast access to healthcare services. This involves applying digital technology to create added economic and social value. One key strategy is expanding distribution channels through e-commerce platforms, which are highly popular today. The company has partnered with leading platforms, Shopee and Lazada, to open the official 'Praram 9 Hospital' store, allowing service recipients easier access to health programs and services, reducing travel and waiting times, and meeting the needs of a dynamic lifestyle. This initiative not only increases access to professional healthcare services at all times through expert consultations and health news updates but also elevates comprehensive digital healthcare services, encouraging consumers to pay more attention to their health and fostering a better quality of life in the long term. Furthermore, it expands the business into a broader e-commerce market, supporting the sustainable growth of digital healthcare in the future.

Advancing Toward an AI Driven Hospital Through the 9 SMART Innovation

The Company is advancing toward a fully digital transformation to enhance competitiveness and strengthen safety standards, while promoting equitable access to healthcare services. This transformation is driven by the 9 SMART innovation framework, which serves as a key approach to organizational development. Key initiatives include:

- SMART Medical and AI Support: The Company has begun integrating artificial intelligence technologies to support physicians in analyzing radiological images and laboratory results. This enables more accurate early disease detection and facilitates the development of appropriate treatment plans tailored to individual patients through personalized medicine.
- SMART Seamless Connectivity: The Company has developed the 9CARE application to create a seamless and personalized healthcare experience. The platform enhances convenience, speed, and accuracy in accessing healthcare services. The 9 SMART platform includes five key functions:

1. Smart Appointment: A mobile based system that allows patients to access medical records and schedule appointments with physicians online through the LINE application.
2. Online Queue Management: A real time queue management system that allows patients to check their queue status and helps reduce waiting time.
3. Access to Health Information: Patients can access their health check results, X ray reports, and medication information through a Personal Health Record (PHR) system.
4. Health Package Management: Enables patients to purchase health packages, manage appointments, and receive service referrals through the platform.
5. Membership Program: A membership system that allows users to accumulate points and receive benefits

- 9CARE Application: The application helps reduce service steps and waiting time, while building confidence at every service touchpoint, from eligibility verification to real time access to health examination results. Users can access services within approximately 10 minutes, compared with 30 minutes under the traditional service model. Currently, the application has 5,721 users, with a target of 15,000 users by 2026. The platform is also designed to support an aging society, with 31 percent of users aged 51 and above, reflecting its accessibility and convenience for people of all age groups.

- SMART Technology and Telemedicine: The Company has expanded healthcare services beyond the hospital to patients homes through telehealth services, enabling patients to receive consultations from professional healthcare teams conveniently and efficiently. In 2025, the number of telemedicine users reached 2,315, representing an increase of 22.2 percent compared with 2024. In 2025, the Company also reviewed and enhanced the quality of its telemedicine services across multiple aspects, including medical standards, user experience, and digital technology connectivity, to ensure greater system stability and data security.

- Customer Relationship Management (CRM) system. Further details can be found in section 1.1.1.
- Electronic Medical Record (EMR) system. Further details can be found in section 1.1.2.

The Company is committed to enhancing the quality of medical care and patient experience by adopting a patient centric approach through the implementation of the Digital Hospital concept. This approach integrates medical technology, digital innovation, and professional expertise to deliver healthcare services that are safe, accessible, and highly secure in terms of data protection. Key performance highlights are as follows:

1. Data Privacy and Health Data Security

- Highest standards of data protection: The Company prioritizes personal data protection in accordance with PDPA standards. Patients can complete online pre-registration through face scan technology and two factor authentication (2FA), with data securely transmitted directly to the Hospital Information System (HIS).
- Secure intelligent data management: The use of real hospital data to support artificial intelligence (AI) learning is conducted under strict security protocols and advanced personal data protection measures.
- Secure access to personal health records: Patients can securely access their Personal Health Records (PHR), diagnostic results, and medication history via mobile devices through encrypted systems and secure identity verification.

2. Improving Quality of Care and Patient Safety

- Reduced processes and faster services: The 9Smart platform reduces new patient registration time from 15 to 20 minutes to less than 1 minute, representing a 90 percent reduction, and decreases outpatient service procedures from 7 steps to 4 steps.
- Reducing communication errors: The implementation of Mobile Auto Check in and real time status tracking systems reduces the need for patients to inquire with staff at multiple service points, resulting in smoother service flow and fewer communication errors.
- Improved follow up efficiency: Real time appointment and reminder systems help reduce scheduling discrepancies, increasing the appointment attendance rate from 83 percent to 86 percent.

3. Expanding Equitable Access to Healthcare Services

- Seamless healthcare delivery (Decentralized Healthcare): The Company introduced the concept of bringing the hospital to patients homes through the 9CARE application, allowing patients with complex medical conditions to receive continuous care without frequent hospital visits, thereby reducing economic and social burdens.
- 24 hour Telemedicine services: Operated through the Praram9V Online Hospital Center, enabling patients in remote areas, patients with non-critical conditions, and international patients to access specialist consultations anytime and anywhere, reducing travel time and related expenses.
- Medical IoT connectivity: The system supports integration with health monitoring devices such as blood pressure monitors, glucose meters, and smart watches, enabling physicians to monitor patient health conditions in real time and reduce potential health risks and disease severity.

4. Customer Satisfaction and Engagement

- High satisfaction rate: Results from the 9Smart platform indicate that 95 percent of users reported satisfaction, particularly with features such as doctor appointment booking, access to medical test results, and Mobile Check in.
- Addressing the needs of an aging society: The platform is designed to be user friendly and accessible for all age groups. Notably, 31 percent of users are aged 51 and above, reflecting that older patients are able to conveniently access and benefit from digital healthcare services.
- Responsible brand communication: The Company integrates AI technology with employee capability development to produce REAL LIFE INSPIRED STORY video content that creatively communicates health related information. These videos have generated more than 2,000,000 total views, helping to strengthen public awareness and engagement in health care.

The Company places strong importance on customer satisfaction and customer experience, recognizing that satisfaction is a key factor in continuously improving service quality. The Company has established a Customer Feedback Management system to promptly capture and respond to feedback from customers. Surveys, follow ups, and inquiries are conducted regularly with both customers who have received services and individuals who contact the hospital through various online channels. Insights gathered from these channels are used to improve services and better respond to customer needs.

The Company has also set clear objectives for managing customer responsibility, including establishing customer satisfaction targets and regularly monitoring survey results to ensure that customer expectations are effectively addressed, as outlined below.

1. Outpatient (OPD) Customer Experience Satisfaction Rate: Target \geq 95%

According to the 2025 survey results, the OPD customer experience satisfaction rate was 93.6 percent. Based on the survey findings, the Company implemented several initiatives to respond to customer needs, as follows:

- Integration of insurance eligibility verification with the registration process to facilitate customers using insurance coverage, enabling them to acknowledge their treatment benefits prior to receiving services and reducing waiting time for eligibility verification.
- Deployment of service staff at payment waiting areas to provide immediate assistance and information to customers who may experience longer waiting times during the payment process.
- Establishment of the Patient Experience Team, consisting of the Customer Relations Department, Registration Department, Porter Service Unit, and Contact Center. The team collaborates to enhance service quality by applying service design principles to improve the overall patient service journey.
- Expansion of the Food Plaza in Building A, in addition to the existing dining facilities in Building B, to provide more diverse food options and better accommodate customers visiting physicians as well as general visitors.
- Patient transportation service improvement initiatives, including:
 - Pink Porter Project: female porter staff assigned to assist with the transportation of female Arab patients and elderly patients who may prefer assistance other than wheelchairs.
 - Deployment of additional staff at key connection points, such as elevator areas and inter-building walkways, to reduce confusion and provide immediate assistance to customers.
- Introduction of a Bolt ride-hailing service point for customers who do not use private vehicles, complementing the existing hospital shuttle van service.
- English language development programs for staff to enhance communication effectiveness with international patients.
- Expansion of the International Center and International Clinic to facilitate and better support services for international patients.
- Service Development Program, including:
 - Establishing service standards for each department.
 - Identifying customer needs through Secret Shopper assessments and reflecting service gaps against established standards.
 - Encouraging departmental participation in service improvement initiatives.
 - Conducting internal service audits by appointed representatives and providing feedback to relevant departments for improvement.
 - Organizing individual service behavior training programs for employees when inappropriate service behavior is identified.

2. Inpatient (IPD) Customer Experience Satisfaction Rate: Target \geq 95%

According to the 2025 survey results, the IPD customer experience satisfaction rate was 96.6 percent, exceeding the established target. The Company has analyzed the survey results and implemented several initiatives to continuously enhance the inpatient service experience, as follows:

- Improvement of in-room facilities, including the installation of Smart TVs and enhanced Wi-Fi connectivity, to better support patients usage needs during their stay.
- Appropriate ward allocation based on treatment type, ensuring that patient wards and care teams align with specific medical needs, including:
 - Ward 9 for patients requiring close medical observation
 - Ward 10 for cardiac patients
 - Ward 16 for cosmetic surgery patients
 - Ward 6 for obstetrics and gynecology patients
 - Ward 15B for pediatric patients
 - Ward 17B for Arab patients In addition, the hospital has introduced Vein Finder equipment and established an IV Champion Team to assist with intravenous access for patients with difficult veins, helping reduce stress during treatment.
- Enhancement of services for Arab patients, including:
 - Coordinating Halal food services specifically for Arab patients, based on patient feedback and recommendations.
 - Establishing a dedicated inpatient ward for Arab patients to accommodate cultural preferences and service needs.
 - Organizing training sessions on basic care practices for Arab patients for hospital staff.
 - Assigning Arabic interpreters stationed at the ward to support Arab patients and multidisciplinary care teams, facilitating smoother and more efficient communication and service delivery.
- Development of specialized care training programs and expansion of learning channels for medical personnel through classroom training, hands-on workshops, and e-learning platforms, aimed at enhancing the quality of patient care and strengthening confidence among patients and their families.

Monitoring Customer Experience

The Company conducts patient experience surveys, or individual satisfaction surveys, through a dedicated survey team that operates independently from staff in operational departments. This approach ensures that the surveys are conducted comprehensively and objectively. The team performs direct interviews with customers to gather feedback regarding their service experience. In cases where compliments or suggestions are received, the information is recorded in the Risk Management system, which automatically generates action reports and forwards them to the relevant departments. This process enables the responsible units to identify appropriate corrective and preventive measures to avoid recurrence, while also ensuring timely and tangible responses to customer needs and feedback.

Facility Improvements to Enhance Customer Experience

- 1st Floor, Building A
 - Expansion of the International Center to better accommodate and facilitate the growing number of international patients.
 - Establishment of a Food Plaza to provide a wider variety of dining options.
 - Renovation of the main entrance lobby to create a more open, comfortable, and welcoming environment.
 - Improvement of the Physical Therapy Department to support the increasing number of patients requiring rehabilitation services.
 - Expansion and preparation of space for the second MRI machine to enhance diagnostic service capacity.

Performance Results in 2025

Goals

- Outpatient Patient Experience Satisfaction Rate (Patient Experience OPD) no less than 95%.
- Inpatient Patient Experience Satisfaction Rate (Patient Experience IPD) no less than 95%.

Performance Results

- Outpatient Patient Experience Satisfaction Rate (Patient Experience OPD) 93.6%

- Inpatient Patient Experience Satisfaction Rate (Patient Experience IPD) 96.6%



In addition to assessing overall customer satisfaction, the Company also recognizes the opportunity to increase the number of new customers through customer recommendations. When customers have a positive service experience, they are more likely to recommend the hospital to others. Therefore, the Company monitors the recommendation rate among both OPD and IPD customers. The results are as follows:

- Outpatient referral rate equals 79.3%.
- Inpatient referral rate equals 87.2%.

These results represent an ongoing challenge for the Company to further enhance service quality and strengthen customer experience to increase customer satisfaction and encourage more recommendations.

Customer Grievance Mechanism

The Company recognizes that listening to and addressing customer complaints is not only a process for resolving service-related issues, but also an important mechanism for strengthening good corporate governance, respect for human rights, and sustainable organizational development. Therefore, the Company has developed a customer grievance management system in alignment with international standards to serve as a mechanism for enhancing governance and promoting respect for human rights, as follows.

1. Receiving complaints: Receive complaints from customers through all available channels. Currently, reporting channels have been developed, such as phone, QR Code, email, Line, or social media, to allow customers to communicate conveniently.
2. Listen and acknowledge: When a service user has a complaint, it is important to listen to their concerns attentively and empathetically, so that they feel their voice is valued.
3. Detailed analysis and investigation of the problem to determine which service aspect caused it, such as service delays, treatment quality, or inconvenience in various procedures.
4. Rapid response and problem resolution: Transparent and direct communication. Upon receiving a complaint, staff respond to the service user as quickly as possible. Even if not all issues are resolved, a response demonstrating interest and acknowledgment of the complaint is crucial.
5. Monitoring and summary: The status of each service user's complaint management is monitored, and a summary of complaint management results is prepared.
6. Learning and improvement: Using data from complaints to improve future services by developing work processes or training employees to prevent the recurrence of previous problems.
7. Providing a straightforward explanation for the problem and apologizing to affected service users, so that they understand the company acknowledges the issue and is ready to resolve it.
8. Problem resolution as promised to service users, such as changes in services, additional services, or useful advice.
9. Post-resolution follow-up: After implementing solutions, follow-up is conducted to ensure that the issues have been resolved satisfactorily and that service users are content.
10. Data recording: Detailed recording of all complaints received, including complainant information, problem details, and date and time of occurrence.
11. Analysis and investigation: Carefully analyze the problems that have occurred to find the root causes before proceeding with problem resolution in the next steps.
12. Using complaints as a tool for service quality improvement: Complaints provide crucial data for developing future service systems or processes, such as refining service procedures, training personnel, or utilizing technology to enhance efficiency.

13. Building a culture and promoting a culture among personnel of listening and recognizing the importance of complaint management as part of improving and developing service quality.

Managing customer complaints is not merely a problem-solving process but an effective demonstration of responsibility and care for customers. If handled correctly and attentively, it helps build customer satisfaction, improve services, and foster long-term relationships with service users.

Performance Results : Complaints regarding customer privacy breaches = 0 cases

Operations for Responsibility to Service Recipients

1. Maintain the security of digital medical systems (Security) according to ETDA standards.
2. Develop organizational data storage on the Cloud.
3. Quality medical treatment, safety standards, and good ethics.
4. Satisfaction and receiving good service
5. Receiving accurate, clear, fast, and convenient health information.
6. Appropriate medical service fees
7. Data Privacy & Security: Privacy and security of patient data and treatment information.

Personal Data Protection and Cybersecurity (Data Privacy & Cybersecurity)

- Strictly adhere to the Personal Data Protection Act B.E. 2562 (2019) and ETDA guidelines, with data leakage prevention measures such as:
 - Least Privilege Data Access
 - Encryption of critical data
 - Training all employees on PDPA and ethics in patient confidentiality.

- Currently, the ISO 27001:2022 standard framework is used for Information Security Management Systems.

Operations for Responsibility to Service Recipients are a crucial factor in building confidence among service users and fostering trust. This also directly impacts maintaining service standards and long-term service user satisfaction.

1. Maintaining Service Quality

- Maintaining quality standards: Adhering to established service standards, such as JCI (Joint Commission International) standards for hospitals, to ensure continuous and predictable service.
- Monitoring and evaluation: Conducting internal or external evaluations, such as regular service quality audits or implementing quality assurance programs, will help ensure efficient services that meet the needs of service recipients.

2. Responsibility for user safety

- Accident and harm prevention: Measures to prevent and reduce risks from services, such as monitoring treatment outcomes, checking medications used, and controlling hospital infections.
- Safety training: Training personnel on adhering to safety measures and accident prevention appropriate for the work environment.

3. Providing transparent and accurate information

- Providing easy-to-understand information: Information about services, treatment costs, or procedures must be transparent and easy to comprehend, whether it's advice on treatment or details about expenses.
- Answering questions and inquiries: Service users should receive complete and accurate information, as well as clear advice or answers in case of doubts.

4. Fair and equitable service

- Fair service: Service provision should not discriminate or differentiate service users based on ethnicity, religion, or economic status.
- Equitable service: Treating everyone equally without discrimination in any aspect is crucial for building confidence among all service recipients.

5. Adherence to ethical principles

- Confidentiality and privacy: Respecting the right to confidentiality of service users' personal data, such as treatment information or personal details, is crucial, especially in the medical or healthcare sector.
 - Maintaining ethical service standards: All personnel in the organization should adhere to ethical principles in service provision, demonstrating honesty, transparency, and responsibility towards customers.
6. Listening and responding to complaints
- Serious complaint handling: Organizations must have clear channels for receiving complaints from service users and respond quickly to resolve issues or errors that arise.
 - Evaluation and improvement: Using complaints as data to improve services, such as refining work processes or increasing staff training to provide higher quality services.
7. Personnel Development
- Training and skill development: Developing staff skills in both customer service and relevant professional expertise, such as training in communication skills and friendly, easy-to-understand service.
 - Enhancing understanding of responsibility: Educating personnel on the importance of being responsible to customers and how to provide the best service.
8. Care and enhancement of service recipient satisfaction
- Service that responds to customer needs: Deeply understanding service users' needs, such as improving services based on feedback or suggestions from service users.
 - Post-service care: Service follow-up, such as calling service recipients after treatment or service to check satisfaction and outcomes.

Operations for responsibility to service recipients build confidence among users that the organization prioritizes and cares for every step, from quality service provision, maintaining security, providing transparent information, to responding to complaints. Being responsible and attentive to every detail enhances user satisfaction and fosters long-term trust between service users and the organization.

Stakeholder Engagement

The company promotes engagement by providing diverse, accessible, and continuous channels for feedback from service recipients and other stakeholders.

- Communication and consultation: Website, QR Code, Facebook, Line Official (@Praram9hospital), Twitter, Call Center phone 1270, Email.
- Needs and satisfaction surveys: Both paper and electronic questionnaires, interviews by the Patient Experience team throughout the year.
- Health education activities: Organize training, seminars, and disseminate health information through various media, both inside and outside the hospital.
- Listening to suggestions and complaints: Through a Risk Management Program linked to all departments, with feedback provided to complainants to build confidence in the resolution process.

Performance Results :

In 2025, no complaints regarding customer privacy breaches were found (Zero Complaint).

Performance Monitoring and Evaluation

The company sets clear goals and indicators for its responsibility to service recipients, with regular monitoring and quarterly reporting to the Quality Management Committee.

Indicator	Target	Performance Results in 2025
Outpatient Patient Experience Satisfaction Rate (OPD Patient Experience)	>95%	93.6%
Inpatient Patient Experience Satisfaction Rate (IPD Patient Experience)	>95%	96.6%
OPD Recommendation Rate (Net Promoter Score NPS)	-	79.3%
IPD Recommendation Rate (Net Promoter Score NPS)	-	87.2%
Number of Sentinel Events	0	0
Number of Personal Data Breach Complaints	0	0
JCI Accreditation	Continuous	Re-accreditation Achieved

The Company has utilized the evaluation results to implement several improvement initiatives, as follows:

- Service Behavior Training Program to enhance employees service capabilities, particularly for staff whose service behavior requires improvement.
- Expansion of the International Center and International Clinic to accommodate the increasing number of international patients.
- Installation of Vein Finder equipment and establishment of an IV Champion Team to reduce stress for patients with difficult venous access.
- Improvement of inpatient ward facilities, including Smart TVs and comprehensive Wi-Fi coverage throughout the wards.

Strategy and Future Targets

To enhance responsibility toward customers in line with international standards and stakeholder expectations, the Company has established a three-year strategy (2026-2028) as follows:

1. Enhance patient safety and quality of care to a leading national level by maintaining JCI accreditation standards.
2. Increase the proportion of satisfied customers and customer recommendations by setting Net Promoter Score (NPS) targets of more than 80 percent for OPD and more than 90 percent for IPD by 2027.
3. Strengthen a culture of safety and privacy protection through annual training for all employees and enhanced internal audits on data privacy.
4. Expand digital healthcare services for easier and faster access, including enhancing functions on the Smart Hospital / 9CARE platform to provide integrated services and developing AI systems to support medical decision-making.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Satisfaction rate for Outpatient Service Experience (Patient Experience OPD) not less than 95%	-	2028: Satisfaction rate for Outpatient Service Experience (Patient Experience OPD) not less than 95%
• Development of customer satisfaction and customer relationship	Patient Experience (IPD) satisfaction rate not less than 95%	-	2028: Patient Experience (IPD) satisfaction rate not less than 95%

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Responding to the needs of service recipients

The company aims to manage its responsibility towards service recipients with a Patient Experience satisfaction rate of not less than 95%. The following targets have been set:

1. Outpatient Department (OPD) service experience satisfaction rate of not less than 95%.

From the survey results for the year 2024, the Outpatient Department (OPD) service experience satisfaction rate was = **92.12 %** Based on the survey results, various projects have been implemented to meet the needs of service recipients as follows:

- Developed a Notification Application to alert OPD staff when a doctor has completed an examination, indicating that the service recipient's name should be sent to the pharmacy/finance department, thereby reducing the risk of long waiting times for service recipients.
- Developed an Application for checking healthcare eligibility, providing clear, fast, and convenient information to service recipients.
- Created QR Codes with self-care instructions for service recipients, placed in every doctor's examination room. The 9 codes in each department pertain to behaviors relevant to that specific department, allowing service recipients easy access to self-care information.
- Service recipients who need to use the connecting walkway between the two buildings may experience confusion. Therefore, the number of directional signs indicating various points has been increased, and an electric shuttle service is available between the two buildings.
- For foreign service recipients, the hospital has provided sufficient interpreter staff to reduce language barriers that may affect the quality of patient care and the overall experience of service users. Unclear communication can lead to misunderstandings in treatment, difficulties in providing medical information, or even a lack of trust between patients and medical personnel.
- Established a Service Transform Committee to collaboratively improve and develop staff service behavior and plan service delivery guidelines. The committee is committed to systematically planning service improvements based on all recommendations.
- Procured suitable shops and restaurants to meet the needs of service recipients.

2. Inpatient Department (IPD) service experience satisfaction rate of not less than 95%.

From the survey results for the year 2023, the Inpatient Department (IPD) service experience satisfaction rate was = 97.08 %

Based on the survey results, various projects have been implemented to meet the needs of service recipients as follows:

- Opened a comprehensive professional learning center on the 8th floor, focusing on training all new nurses and conducting e-training on IV line insertion for medication and fluid administration. This includes modern training mannequins and practice in various nursing procedures using advanced mannequins capable of simulating realistic scenarios.
- For foreign service recipients, dedicated interpreter staff are provided for close assistance to mitigate language barriers that could impact the quality of patient care and the overall user experience. Unclear communication may lead to misunderstandings in treatment, difficulties in conveying medical information, or even a lack of trust between patients and medical personnel.
- For patients hospitalized for extended periods requiring controlled dietary compositions under the supervision of a dietitian, issues of appetite fatigue are often encountered. Therefore, a diverse menu has been implemented, offering non-repetitive meal options over a one-month cycle to increase variety.
- Implemented improvements and corrections to the Smart TV system and Wi-Fi signal to ensure sufficient speed and usability.

Implementation

For the patient experience survey and individual satisfaction survey, customer relations staff directly inquire about services with recipients. In cases of compliments or suggestions, with surveys available in 7 languages via online QR Code, staff will record the information into the Program Risk Management system and issue work orders to relevant departments for awareness, to find solutions and prevent recurrence, and to concretely respond to the needs of service recipients.

Facility improvements to accommodate service recipients' usage:

- o OPD, 2nd Floor, Building A, in the vicinity of the Emergency Room, Internal Medicine Department, and Orthopedic Department, to accommodate the increasing number of outpatients.
- o IPD, 10th Floor, Building A, to enhance the environment for inpatient accommodation.
- o 8th Floor, Building A, serves as the Rama IX Hospital Learning Center, providing academic knowledge to internal company personnel.

In addition to overall satisfaction assessment, the company also evaluates the rate of repeat service usage by existing customers. If service recipients have a positive attitude towards the company's services, it will build trust, leading to repeat usage. Furthermore, evaluating the return rate of existing customers not only helps measure customer satisfaction but also reflects confidence in the services received and a positive attitude towards the company. If the company can maintain satisfaction and create a good experience for customers, there is a strong tendency to build customer trust and encourage them to recommend the services to others.

- The score for recommending others to use the service for inpatient services is 98.05%.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from : Yes
customers/consumers

Telephone : 022029999

Fax : 022029998

Email : rmd@praram9.com

Company's website : <https://www.praram9.com>

Address : 99 Rama IX Road, Bangkok, Huai Khwang, Bangkok 10310

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

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

The Company has established proactive policies to enhance quality of life and health security, which are considered material issues for business operations and stakeholders. It focuses on conducting activities in line with the goals of social engagement to foster greater knowledge and understanding of self-care.

Targets

To ensure continuous improvement, the Company has established clear performance indicators as follows:

- Creating Shared Value (CSV): The Company successfully initiated at least two Creating Shared Value (CSV) projects per year, transitioning from occasional charitable donations to initiatives that generate measurable and sustainable social impact.
- Social Return on Investment (SROI): Through its CSV initiatives, the Company achieved an SROI of greater than 1.0, reflecting that every investment in social initiatives generated social value exceeding the resources invested by the Company.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
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Target(s)	Indicators(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 increased by 20% by 2025 compared to the base year 2020.	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, at least 2 per year.	-	2028: 2 Activities

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Community Engagement Strategy

The Company conducts a Community Needs Assessment before designing and implementing social initiatives each year to ensure that its programs effectively address the genuine needs of stakeholders. This process is carried out through three key mechanisms, as follows:

1. Health Accessibility: The Company implemented more than 29 off-site community health screening programs, aiming to reduce gaps in access to basic health assessments while providing appropriate preventive care guidance to help individuals better manage their health.
2. Health Literacy: The Company organized 35 specialized health education programs delivered by physicians and healthcare professionals for communities, benefiting more than 3,049 participants. These initiatives were conducted through both onsite activities and digital platforms (online) to broaden public access to health knowledge.

Creating Shared Value through the Application of Medical Innovation and Technology

The Company integrates modern technology with its business partner networks to develop new healthcare delivery models that build trust among surrounding communities. These initiatives not only help reduce illness rates in society but also mitigate financial risks associated with potential shortages of healthcare personnel while strengthening the Company's brand in the long term, in line with the principles of the IFRS Sustainability Disclosure Standards. Key outcomes include the following:

1. Health Security and Expansion of Partner Networks Promoting Health Literacy within communities not only helps reduce illness rates but also alleviates congestion from non-complex patient cases at hospitals. This enables the Company to optimize resource allocation (Resource Optimization) to better serve patients with complex medical conditions, which generally generate higher margins. In 2025, the Company reported a gross profit margin of 36.6 percent, an increase from 34.3 percent in 2024, reflecting improved operational efficiency.

2. Social License to Operate and Brand Equity Public trust directly contributes to lowering the Customer Acquisition Cost (CAC), as trusted brands tend to benefit from higher rates of word-of-mouth referrals and repeat service usage. As a result of these efforts, the Company received the Thailand's Most Admired Company 2025 award from BrandAge magazine, recognized as the most trusted private hospital brand, with a total score of 7.23. In addition, the Company's outstanding ESG performance earned it a SET ESG Ratings: AAA, further enhancing opportunities to access lower-cost financing, such as Sustainability-Linked Loans.

3. ESG Risk Management and Access to Capital Sustainable business practices help reduce risks related to legal issues and reputational damage (Legal and Reputational Risks) while improving the Company's credibility among investors who apply ESG integration in their investment decisions. The Company received an AAA rating in the SET ESG Ratings assessment in both 2024 and 2025, enabling inclusion in the government-supported Thai ESG Fund for tax-incentive investments. This also increases opportunities to access lower-cost financing sources, such as Sustainability Bonds and Sustainability-Linked Loans, which help reduce interest expenses.

Health Accessibility Promotion Project: 29 projects.

1. Health Check-up Project at the Samut Prakan Provincial Government Meeting.

January 8: Provided basic health check-ups and blood pressure measurements at the Samut Prakan Provincial Government Meeting, for government officials under the administration of Samut Prakan Province participated in the meeting with 300 attendees, and 98 individuals received health check-ups.



2. Health Check-up Project at CentralWorld Shopping Center

January 20-21: Provided basic health check-ups and blood sugar level measurements to the general public at CentralWorld Shopping Center, with service recipients 148 individuals.



3. Public Health Check-up Project at the Nurses' Dormitory of Praram 9 Hospital.

January 26: Provided basic health check-ups, blood pressure measurements, and blood sugar level tests to the public near the nurses' dormitory of Praram 9 Hospital had 7 participants from the Supalai Wellington project meeting.



4. Health Check-up Project for representatives of Muang Thai Insurance Co., Ltd.

February 5: Provided basic health check-ups, blood pressure measurements, blood sugar level tests, body composition measurements, and peripheral nerve stimulation with electromagnetic therapy to 98 representatives of Muang Thai Insurance Co., Ltd.



5. Volunteer Medical Unit Project for Merit-Making

February 9: The Volunteer Medical Project for Monks' Health Check-ups was organized as a merit-making offering to His Holiness the Supreme Patriarch. It included an influenza vaccination clinic activity to promote health and prevent disease for monks and related individuals, with 350 individuals receiving services.



6. Volunteer Medical Unit Project for Influenza Vaccination at Wat Phra Ram 9.

February 11: Influenza vaccination clinic activity to promote health and prevent disease for monks and related individuals at Wat Phra Ram 9 Kanchanaphisek, with 33 individuals receiving services.



7. First Aid Unit for 3X3 Basketball Event.

March 14-16: Provided basic first aid unit with ambulance standby at the 3x3 Basketball event. 12 individuals received services, and 2 were referred to Praram 9 Hospital for further treatment.



8. Public Health Check-up Project at Perfect Place Village.

March 22: Provided basic health check-ups, blood pressure measurements, and basic health care knowledge to 52 members of the general public at Perfect Place Village.



9. First Aid Unit Event Black & White and Run

March 30: Provided first aid unit with ambulance standby and basic health check-ups at the Black & White and Run event. The first aid unit with emergency vehicle and reaction time test for the body's response to stimuli served 100 individuals.



10. Public Health Check-up Project at the Pheu Thai Party.

April 8: Provided basic health check-ups, blood pressure measurements, and blood sugar level tests to 50 party executives and members of the Pheu Thai Party.



11. Public Health Check-up Project at Perfect Place Village.

April 26: Provided basic health check-ups, blood pressure measurements, and basic health care knowledge to 30 members of the general public at Perfect Place Village.



12. Public Health Check-up Project at B Medex Co., Ltd.

May 1: Provided basic health check-ups to 103 employees of B Medex Co., Ltd.



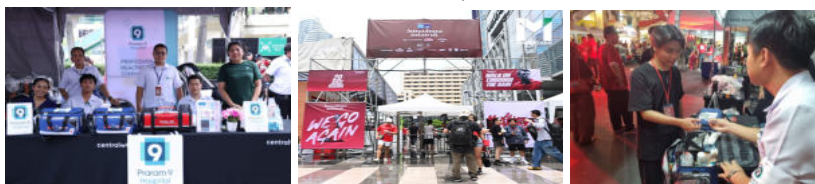
13. First Aid Unit Event Toyota Thailand Open 2025

May 13-18: Provided first aid unit with ambulance standby and basic health check-ups at the Toyota Thailand Open 2025 event.



14. First Aid Unit Event National Red Swan Day.

May 25: Provided basic first aid unit at the National Red Swan Day event.



15. First Aid Unit Event Fitness First force 2025

June 6-8: Provided basic first aid unit with ambulance standby at the Fitness First force 2025 event, with service recipients.

19 individuals, with 1 referred for further treatment at Taksin Hospital.



16. Public Health Check-up Project

June 6: Provided basic health check-ups, blood pressure measurements, and basic health care knowledge at the MDRT event for Muang Thai Life Assurance Co., Ltd.



17. Public Health Check-up Project at the 'Caravan of Charming Cities, Eat & Enjoy @ Nakhon Nayok' event.

August 9: Provided basic health check-ups and blood pressure measurements at the 'Caravan of Charming Cities, Eat & Enjoy @ Nakhon Nayok' event. Supported health check-up packages for the activity, and provided souvenirs and drinking water to participants. There were 98 participants.



18. Public Health Check-up Project at Thai Life Insurance Public Company Limited.

August 9: Provided basic health check-ups, blood pressure measurements, and basic health care knowledge to Thai Life Insurance Public Company Limited.



19. Public Health Check-up Project Chang Amateur Open 2025 Event

August 25: Provided basic health check-ups at the Chang Amateur Open 2025 event at Alpine Golf Club, with 30 participants.

- Blood pressure measurement.
- Blood sugar level measurement.
- Pain treatment with shockwave therapy.
- Testing the body's ability to respond to stimuli (Reaction Time).



20. Public Health Check-up Project at the event of Charity Golf Tournament of Thanthun Daily Newspaper. September 22: Provided basic health check-ups at the 2nd Annual Charity Golf Tournament of Thanthun Daily Newspaper at Alpine Golf Club, with 25 participants.

- Blood pressure measurement.
- Blood sugar level measurement.
- Pain treatment with shockwave therapy.
- Testing the body's ability to respond to stimuli (Reaction Time).



21. Event Isaan Caravan: Healing the minds of border victims.

September 27: Set up a booth and supported health check-up packages, medicine cabinets + medicines and medical supplies at the "Isaan Caravan: Healing the Minds of Border Victims" event, in collaboration with the Tourism Authority of Thailand, with 98 participants.



22. Public Health Check-up Project at the event of King Power Family Run 2025

September 27: King Power Family Run 2025, with 300 employees and their families participating. Activities at the event included:

- Body Mass Index (BMI) measurement
- Individual health care recommendations.
- Recommend IoT devices + Smartwatches.
- Reaction time test.
- Recommend @line : Param9hospital and receive a souvenir.



23. Ordination Project for Monks and Brahmins in Honor of His Majesty.

November 1: Influenza vaccination service under the ordination project for monks and Brahmins in honor of His Majesty, to build immunity, reduce outbreaks, and prevent severe illness in at-risk groups, with 56 individuals receiving vaccinations.



24. First Aid Unit Event TCP-Sponsor run run to refresh

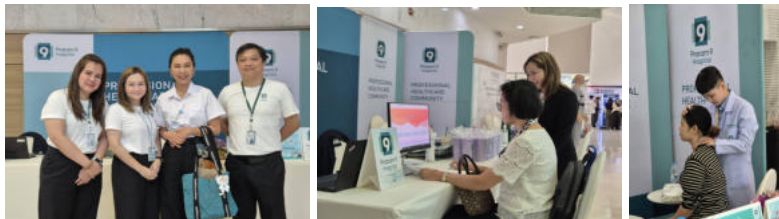
November 2: Provided basic first aid unit with ambulance standby at the TCP-Sponsor run run to refresh event, with 30 individuals receiving services.



25. Public Health Check-up Project at PTT Public Company Limited.

November 10-11: PTT Health Day 2025 activity, providing basic health check-ups and blood pressure measurements to 50 employees of PTT Public Company Limited.

- Disease diagnosis activities using Traditional Chinese Medicine (Limited).
- Brain training games with souvenirs.



26. First Aid Unit Event Rende vs Asset

November 26: Provided first aid unit with ambulance standby and health promotion activities at the Rende vs Asset event, with 50 participants.



27. Public Health Check-up Project Young Professionals Program (YPP)

November 29: Provided basic health check-ups and Telemedicine connection to the Young Professionals Program (YPP), with 32 participants.



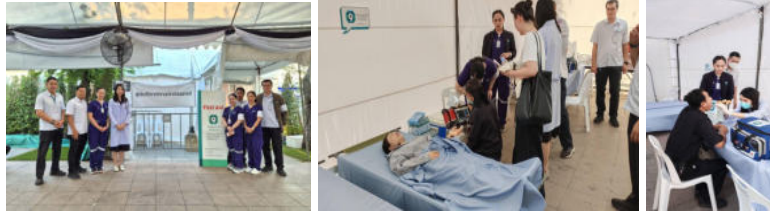
28. Happy Monk Project

December 15 and 17: The "Good Health, Good Happiness... with Praram 9 Hospital" project, held continuously for the fourth time, organized basic health check-ups for monks at Wat Phra Ram 9 Kanchanaphisek, with 23 monks participating.



29. First Aid Unit During the royal ceremony to pay respects to the Royal Urn of Her Majesty Queen Sirikit.

December 25: Provided ambulance support with a first aid standby unit for medical missions during the royal ceremony to pay respects to the Royal Urn of Her Majesty Queen Sirikit at Sanam Luang, to care for and provide basic first aid to the public attending the ceremony. There were 14 medical service recipients, comprising 13 individuals who received first aid and were able to return home, and 1 patient who was referred for continuous treatment at a nearby hospital.



Knowledge Transfer for Sustainable Well-being (Health Literacy) Project: 35 projects.

1. Professional Seminar Project on Kidney Disease

January 9: Organized a professional seminar activity for Phitsanulok Hospital to enhance knowledge and develop the potential of medical personnel, with 15 doctors and professional nurses participating.



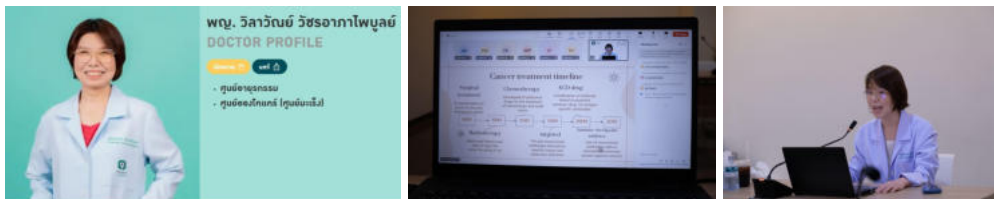
2. Seminar Project Online Topic: Learn to Prevent, Understand hMPV Virus.

January 23: Online seminar on "Learn to Prevent, Understand hMPV Virus" organized by the Stock Exchange of Thailand.



3. Co Seminar Project Online Topic: Cancer treatment

February 4: Online seminar on "Cancer Treatment" for Muang Thai Life Assurance Co., Ltd.



4. Co Conference on Kidney Disease

February 6: Academic meeting on kidney disease with Thaksin Hospital, Surat Thani Province.



5. Co Conference on Kidney Disease

February 6: Academic meeting on kidney disease with Thonburi Hospital, Chumphon Province.



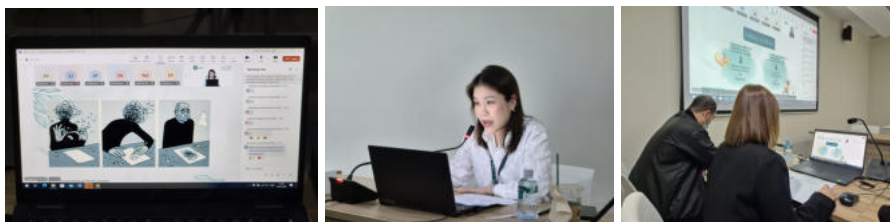
6. Co Conference on Kidney Disease

February 7: Academic meeting on kidney disease with Thonburi Hospital Thung Song.



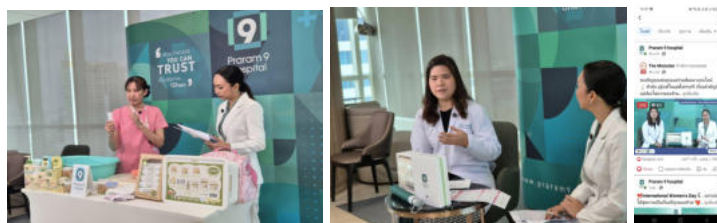
7. Seminar Project Online Topic Stress Management and Burnout

February 14: Online seminar for Ricoh (Thailand) Co., Ltd.



8. Seminar Project Online Topic Allergies in Pregnant Mothers: Important Issues Pregnant Women Should Not Overlook.

March 8: Online seminar on "Allergies in Pregnant Mothers: Important Issues Pregnant Women Should Not Overlook" via The Momster Facebook live channel.



9. World Kidney Day Activity

March 12: Organized World Kidney Day activities to educate the general public about kidney disease care.



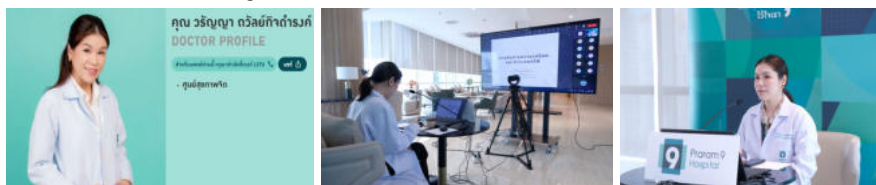
10. New Kidney, New Life Activity

March 16: "New Kidney, New Life" activity, an ongoing project to educate the public and medical personnel about kidney surgery and self-care for new kidney transplant patients, to promote quality of life and sustainable longevity. Last year, 122 individuals participated in the activity.



11. Seminar Project Online Topic Stress Management and Burnout

March 21: Online seminar on "Stress Management and Burnout" for Mitsubishi Motors (Thailand) Co., Ltd.



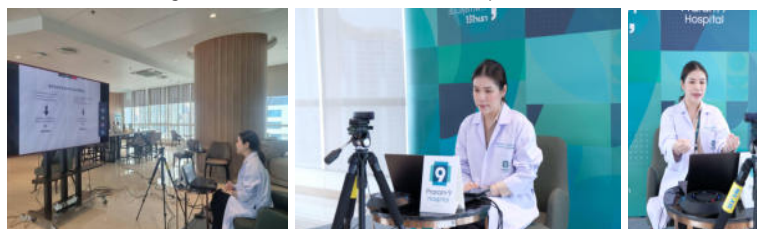
12. Parkinson's Day Activity

April 9: Organized Parkinson's Day activities to educate the general public about Parkinson's disease, patient care, and prevention.



13. Seminar Project Online Topic Stress Management and Burnout

April 25: Online seminar on "Stress Management and Burnout" for Sony Thai Co., Ltd.



14. Seminar Project Topic: Doctor Talk: A Guide to Caring for Your Beloved Child from 0-1 Year Old.

May 10: Seminar on "Doctor Talk: A Guide to Caring for Your Beloved Child from 0-1 Year Old" for parents at Praram 9 Hospital.



15. Professional Seminar on Kidney Disease

May 14: Academic seminar on kidney transplantation, Specialized Nursing Practice in Renal Replacement Therapy program, Rangsit University.



16. Professional Seminar on Kidney Disease

May 23: Seminar activity on "Nursing Care for Chronic Kidney Disease Patients and Kidney Transplant Surgery" in collaboration with Thaksin Hospital, Surat Thani Province, to provide knowledge to the public, doctors, and nurses regarding the care and treatment of chronic kidney disease patients and kidney transplantation, with 132 participants.



17. Basic Health Care Seminar Project

June 24: Seminar providing basic health care knowledge to AIA employees at Phaya Akkara Nakha Office.



18. Seminar Project Topic AI and Digital Skills

July 26: Seminar providing knowledge on "AI and Digital Skills" at Praram 9 Hospital.



19. Seminar Project Topic: Raising Children in the AI Era.

July 25: Seminar on "Raising Children in the AI Era" organized as HBI ROH Wellness Day 2025 for Hanesbrands ROH Asia Co., Ltd., with 125 participants. Activities at the event included:

- Body composition measurement.
- Testing the body's reaction time to stimuli



20. CPR and AED Training Project

August 1: Organized a training activity on Cardiopulmonary Resuscitation (CPR) and the use of Automated External Defibrillators (AEDs), with Dr. Wisut Ketkaew, a cardiologist specializing in cardiovascular diseases from Praram 9 Hospital, as the lecturer, for 200 employees of Bank of Ayudhya Public Company Limited.



21. CPR and AED Training Project

August 26: Organized a training activity on Cardiopulmonary Resuscitation (CPR) and the use of Automated External Defibrillators (AEDs), with Dr. Annach Triam-anurak, a cardiologist specializing in cardiovascular diseases from Praram 9 Hospital, as the lecturer, for 200 employees of Bank of Ayudhya Public Company Limited.



22. Professional Seminar on Kidney Disease

August 15: Professional seminar on nursing care for chronic kidney disease patients and kidney transplant surgery for Chonburi Provincial Public Health Office, with 82 participants.



23. Seminar Project Topic Respiratory diseases in children that parents should know about.

August 29: Seminar activity on "Respiratory Diseases in Children that Parents Should Know," with Dr. Nongnat Kao-ian, a pediatrician specializing in pediatric respiratory diseases, as the lecturer, providing knowledge to parents and teachers, and organizing various developmental activities for students at Chokchai Huaykhwang Kindergarten.



24. CPR and AED Training Project

September 11: Organized a training activity on Cardiopulmonary Resuscitation (CPR) and the use of Automated External Defibrillators (AEDs), with Dr. Pornpichaya Boondee, a cardiologist specializing in cardiovascular diseases from Praram 9 Hospital, as the lecturer, for 30 employees of HSBC Bank.



25. CPR and AED Training Project

September 29: Organized a training activity on Cardiopulmonary Resuscitation (CPR) and the use of Automated External Defibrillators (AEDs), and provided knowledge about heart disease on World Heart Day, with 70 participants.



26. Seminar Project Topic Update in Common Neck Pain 2025

October 5: Academic seminar on "Update in Common Neck Pain 2025" organized by Praram 9 Hospital in collaboration with the Department of Orthopedics and the Department of Rehabilitation Medicine, Phramongkutklo Hospital, to update knowledge on the diagnosis, treatment, and rehabilitation of neck pain from various perspectives. Lieutenant General Dr. Wilai Chinsakul served as the moderator, with Lieutenant Colonel Dr. Chalermpong Cheewachutirungruang as assistant moderator, and esteemed commentators from Praram 9 Hospital and Phramongkutklo Hospital. The event included academic lectures by specialist doctors from Praram 9 Hospital, Phramongkutklo Hospital, and Siriraj Hospital, as well as demonstrations of exercise and physical therapy methods by physical therapists, focusing on the care and rehabilitation of neck pain, a common health issue today.



27. Seminar Project Topic Wallenius: Stress Lecture.

October 10: Seminar on "Wallenius: Stress Lecture" with Ms. Waranya Thawankijdamrong, a Registered Canadian Art Therapist from Praram 9 Hospital, as the speaker. 50 participants attended.



28. Seminar Project Topic Influenza: Easy Prevention, No Fuss.

October 11: Seminar on "Influenza: Easy Prevention, No Fuss" at Praram 9 Hospital.



29. Professional Seminar on Kidney Disease

October 16: Professional seminar on the Specialized Nursing Practice in Renal Replacement Therapy program from Rangsit University.

There were 35 participants.



30. CPR and AED Training Project

October 28: Organized a training activity on Cardiopulmonary Resuscitation (CPR) and the use of Automated External Defibrillators (AEDs) for Eastern Commercial Leasing Public Company Limited.

There were 37 participants.



31. Seminar Project Topic Wellness Month

November 6: Wellness Month seminar on treatment and prevention in Traditional Chinese Medicine for True Digital Group Co., Ltd., with 30 participants.



32. Topic Does AI make our attention span shorter?

November 22: Activity "Opening the World of Imagination: Storytelling to Enhance Learning Skills" on the topic "Does AI Shorten Attention Spans?" for the general public.



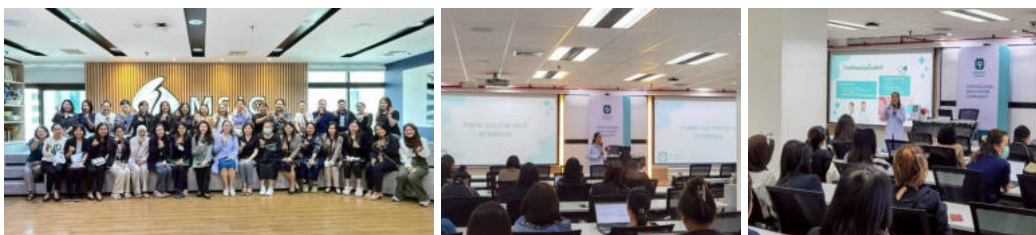
33. Seminar Project Topic Happiness does not come from having more, but from carrying less.

December 2: Workshop activity in collaboration with Count Up page, on the topic "Happiness does not come from having more, but from carrying less."



34. Seminar Project Providing basic knowledge on women's health care.

December 2: Seminar providing basic knowledge on women's health care to MSIG Insurance (Thailand) Public Company Limited.



35. CPR and AED Training Project

December 18: Training on "Basic First Aid, Cardiopulmonary Resuscitation (CPR), and the Use of Automated External Defibrillators (AEDs)" for executives and employees of Bangpa-in Cogeneration Co., Ltd., as well as Village Health Volunteers (VHVs) in the area.

Mueang District, Phra Nakhon Si Ayutthaya Province, with 32 participants.



Social Impact Assessment

The Company conducted a Social Impact Assessment with key stakeholders. Current and potential concerns and negative impacts were considered in selecting methods to measure social outcomes and Social Return on Investment (SROI). The results were used to develop the sustainability strategy, action plans, and indicators to reduce negative impacts arising from the Company's operations and to contribute to improving the quality of life of people in society. In 2025, the Company implemented three Creating Shared Value (CSV) initiatives, as follows:

1. HAPPY KIDNEY: Healthy Kidneys, Happy Life ("New Kidney, New Life" Activity)

The Company is a leading healthcare provider focusing on holistic and sustainable healthcare and is the private hospital with the highest expertise in kidney transplantation in Thailand. The Kidney Disease and Transplant Institute of Param 9 Hospital has performed more than 1,461 kidney transplant surgeries, with highly successful outcomes. Patients who undergo the surgery are able to return to near-normal lives and experience improved quality of life. Leveraging its expertise in kidney disease treatment, the hospital developed the New Kidney, New Life project under the Creating Shared Value (CSV) concept, connecting the hospital's medical expertise with societal needs related to access to healthcare services by expanding treatment opportunities and access to services across different areas of Thailand. The project aims to create positive social impact through high-quality medical services that promote the health and quality of life of kidney patients by providing knowledge and understanding about kidney disease, kidney transplantation, and the care of kidney patients both before and after transplantation, including appropriate treatment approaches, to medical personnel and the general public, in collaboration with Kao Than Rok Foundation and partner hospitals within the network to expand access to medical services and help improve the quality of life of kidney patients.

Project Objectives

- Business Objective: To expand the patient base in specialized disease groups, strengthen the hospital's image as a leader in kidney disease treatment, and increase revenue from comprehensive medical services.
- Social Objective: To decentralize specialized care by expanding access to advanced treatment in regional areas, allowing patients to receive services without traveling to Bangkok, and to reduce inequality in healthcare access for people in provincial areas. The project also aims to provide preventive knowledge and appropriate treatment

guidance to the public and medical personnel in the regions, enable access to consultations with national-level specialists at no cost, and reduce complications among patients with chronic kidney disease.

Strategies and Implementation Plan

- Development of Accessible Medical Services Expanding community-based kidney disease screening programs to increase early detection and promote access to appropriate treatment services.
- Strengthening Medical Collaboration Networks Working with partner hospital networks to exchange medical knowledge, support patient care, and enhance the quality of kidney disease treatment services.

Key Performance Indicators (KPIs)

- Number of people receiving knowledge about kidney disease
- Number of patients undergoing kidney transplantation
- Revenue generated from kidney disease treatment services

Operations

In 2025, the hospital organized two seminars for medical personnel on kidney disease in the Southern region of Thailand, as follows:

- Nakhon Si Thammarat Province (March 16, 2025): 122 participants, including members of the public, medical personnel, and insurance companies. Eight participants expressed interest in receiving consultation for kidney transplantation.
- Surat Thani Province (May 23, 2025): Organized in collaboration with Thaksin Hospital, with 132 participants. Four participants received consultations, and one patient was successfully referred into the kidney transplant preparation process.

โครงการ Happy Kidney: ขยายโอกาสการเข้าถึงในระดับภูมิภาค



การนำทีมแพทย์ผู้เชี่ยวชาญออกหน่วยให้ความรู้เรื่องการปลูกถ่ายไตแก่ประชาชน เพื่อลดช่องว่างในการเข้าถึงการรักษา

Social Impact Assessment (SIA) Key Stakeholders

- Kidney patients and their families Gain opportunities for treatment, receive knowledge and understanding about kidney disease, self-care, and treatment options, as well as improved access to medical services.
- Medical personnel Have opportunities to develop their expertise and service efficiency, gain knowledge and understanding about kidney disease, patient care, and kidney transplantation, and enhance their capabilities in caring for kidney patients.
- Partner hospitals and the public sector Help reduce the burden on the public health system and improve the quality of life of the population.

- Praram 9 Hospital Serves as a center for kidney disease treatment and kidney transplantation, builds collaboration with partner networks to enhance the quality of medical services, promotes socially responsible business practices, strengthens the organizations image, and supports long-term organizational sustainability.



Social Impacts Generated *Positive Impacts:*

- Patients receive accurate knowledge about kidney disease to support treatment decisions
- Promote effective prevention and treatment
- Reduce the incidence of complications
- Improved quality of life after treatment
- Reduce the long-term caregiving burden on families

Negative Impacts:

- Financial burden of treatment costs
- Anxiety in making treatment decisions
- Limitations in hospital personnel and resources

Potential Future Impacts

- Increasing demand for treatment may place pressure on the healthcare system
- Resource management, including budget and personnel, requires appropriate planning

Social Outcome Measurement and Social Return on Investment (SROI) Assessment

Social Return on Investment (SROI) The SROI calculation considers revenue generated from kidney transplantation and related treatments, as well as the social impacts created by the project.

- Total Value of Outcomes = Revenue from kidney transplant surgeries + Revenue from treatment of other diseases + Revenue from follow-up treatments
- Total Cost of Investment = Total budget used for the project

Social Outcome Measurement

- Quantitative Outcomes: Number of participants in project activities: 254 people
- Revenue Outcomes (Economic Returns):
- Number of patients receiving consultation for kidney transplantation: 12 patients
- Number of patients who underwent kidney transplantation: 1 patient
- Revenue generated from patients receiving treatment: Baht 1,728,130 (OPD: Baht 273,471 ,IPD: Baht 1,454,659)

Financial Outcome and Return on Investment (Gross SROI) Assessment

The Gross SROI is calculated using the following formula :Gross SROI = Social Benefits / Project Costs

$$SROI = \frac{\text{Total Value of Outcomes (มูลค่าผลลัพธ์)}}{\text{Total Cost of Investment (ต้นทุนการลงทุน)}}$$

Based on the total value of outcomes actually generated compared with the initial investment, the results are as follows:

- Total Cost of Investment: Baht 175,100.45 (budget expenditures for organizing activities in the target areas)
- Total Value of Outcomes: Baht 1,728,130 (calculated from the actual revenue generated from one patient who underwent kidney transplantation, consisting of OPD revenue of Baht 273,471 and IPD revenue of Baht 1,454,659)

The Gross SROI is calculated at 9.87 times, meaning that every Baht 1 invested in the New Kidney, New Life project can generate Baht 9.87 in returns to both the organization and society. This demonstrates that the project delivers a high level of value for investment. This return does not yet include intangible social value, such as improved quality of life for patients, long-term savings in medical expenses, and increased trust in the brand of Praram 9 Hospital. For the Happy Kidney project, although it generates economic returns for the hospital, its core objective is to decentralize specialized care to regional areas. The project enabled 254 patients to receive consultations from national-level specialists at no cost. Without this project, many of these patients might not have been able to access such services or would have needed to incur travel expenses to receive treatment in Bangkok.

Future Project Development Plan

The Company plans to continue implementing activities under the Creating Shared Value (CSV) concept, particularly in the area of kidney disease, to promote kidney health and expand public access to medical services. The planned approaches include:

1. Kidney Health Education: Organizing seminars and workshops under the project Healthy Kidneys for All to provide knowledge to the public and corporate employees on kidney health care and kidney disease prevention.
2. Community Support: Conducting community-based activities to promote health care and kidney disease prevention, such as mobile clinics providing basic health screening and kidney health consultations by specialist physicians.
3. Partnership Development: Expanding collaboration networks with both public and private sector partners to support knowledge sharing and best practices in kidney health care and treatment.
4. Patient Support Network: Establishing support groups for patients and their families to share experiences and provide mutual encouragement.

2. HAPPY MONK: Sangha Has Happiness

โครงการ Happy Monk: สงฆ์มีสุข ครั้งที่ 4

การดูแลสุขภาพเชิงป้องกันและการลงทุนเพื่อชุมชน



สถานที่: วัดพระราม 9 กาญจนนาภิเษก

วันที่: 15 และ 17 ธันวาคม 2568

กิจกรรม: ตรวจสอบสุขภาพพระภิกษุสงฆ์จำนวน 20 รูป เพื่อป้องกันโรค NCDs



The HAPPY MONK: Healthy Monks Project is a Creating Shared Value (CSV) initiative of the Company aimed at promoting the health of monks in the community, particularly in the prevention and management of Non-Communicable Diseases (NCDs). These diseases are not caused by infections and cannot be transmitted from person to

person, such as obesity, diabetes, hyperlipidemia, hypertension, heart disease, and chronic kidney disease. These conditions are often associated with lifestyle behaviors and inappropriate dietary habits. According to health survey data among monks, a significant number suffer from NCDs, with the most common conditions being diabetes, hypertension, hyperlipidemia, and ischemic heart disease. This situation is partly due to dietary limitations, as monks cannot choose their own meals and depend on alms offerings, which are often high in sugar, fat, or salt, including beverages with high sugar content. In addition, monks may have limited opportunities for physical exercise. For this reason, the Company organized activities under the HAPPY MONK: Healthy Monks Project to provide free health check-ups for monks in the community at Wat Phra Ram 9 Kanchanaphisek. The services were delivered by a team of specialist physicians, nurses, nutritionists, and related healthcare personnel, offering medical examinations at no cost, along with nutrition and health education to encourage monks to take appropriate care of their health and reduce the long-term risk of developing NCDs.

วิกฤตสุขภาพที่มองไม่เห็น: ภัยเงียบจากโรค NCDs ข้อจำกัดทางพระวินัยและวิถีชีวิต สู่ปัญหาสุขภาพเรื้อรัง

จากข้อมูลการสำรวจสุขภาพ พบว่าพระสงฆ์ส่วนใหญ่อาพาธด้วยกลุ่มโรคที่ไม่เกิดจากเชื้อโรค (NCDs) โดยมีสาเหตุหลักจากพฤติกรรมการบริโภคและข้อจำกัดในการใช้ชีวิต:

- **The Paradox:** พระสงฆ์ไม่สามารถเลือกจับภัตตาหารได้ ต้องจับตามที่ได้รับจากการบิณฑบาต ซึ่งมีเป็นอาหารรสจัด (หวาน มัน เค็ม) และเครื่องดื่มที่มีน้ำตาลสูง
- **Lifestyle:** ข้อจำกัดทางด้าน การออกกำลังกายตามพระวินัย



โรคเบาหวาน
(Diabetes)



โรคความดันโลหิตสูง
(Hypertension)



โรคไขมันในเลือดสูง
(Hyperlipidemia)



โรคหัวใจขาดเลือด
(Ischemic Heart Disease)

Project Objectives

- To promote the health and well-being of monks by providing health check-ups for monks in the community at Wat Phra Ram 9 Kanchanaphisek.
- To build positive relationships between the Company, the temple, monks, and the surrounding community.
- To support monks health care through providing knowledge and guidance on nutrition and the prevention of Non-Communicable Diseases (NCDs).

- To provide basic healthcare support by donating essential medicines for basic medical use to the temple.



วัตถุประสงค์โครงการ: มากกว่าการรักษา คือการสร้างภูมิคุ้มกัน

- **Health Promotion:** เพื่อส่งเสริมสุขภาพที่ดีผ่านการตรวจคัดกรองเชิงรุก ณ ชุมชนวัดพระราม 9 กาญจนภิเษก
- **Relationship:** เพื่อสร้างความสัมพันธ์ที่ยั่งยืนระหว่างบริษัท วัด พระสงฆ์ และชุมชน
- **Education:** เพื่อสนับสนุนองค์ความรู้ด้านโภชนาการและการป้องกันโรค NCDs ให้พระสงฆ์ดูแลตนเองได้
- **Basic Care:** เพื่อมอบยาสามัญประจำบ้านสำหรับการดูแลสุขภาพเบื้องต้น

Operations

1. Health Check-ups for Monks
 - Provision of basic health screenings, such as blood pressure measurement, blood glucose testing, and blood lipid testing.
2. Nutrition and NCD Prevention Education
 - Providing nutrition guidance on appropriate dietary practices for monks, such as reducing sweet, fatty, and salty foods.
 - Recommending ways to adjust dietary behaviors related to food received through alms.
3. Offering Meals and Basic Medicines
 - Physicians, nurses, and staff jointly offer lunch (Pindapata meal) to monks.
 - Donating basic essential medicines for monks healthcare needs.
4. Community Relationship Activities
 - Inviting monks to chant Buddhist blessings at Praram 9 Hospital during the New Year ceremony.

การดำเนินงาน 4 มิติสู่สุขภาพที่ยั่งยืน



Budget

- Actual budget utilized: Baht 24,973.60

Social Impact Assessment

Key Stakeholders: The stakeholder groups that benefit from the project include:

Beneficiary Target Groups

- Monks Receive health screening services and nutritional advice, which help increase awareness of health care and reduce the risk of Non-Communicable Diseases (NCDs).
- Lay supporters and relatives of monks Gain greater confidence in the Companys medical services and help strengthen positive relationships between the Company and the community.
- Surrounding communities Develop trust and recognition of the Companys role in contributing to the health and well-being of society and the local community.

ผู้มีส่วนได้เสียและการสร้างคุณค่าร่วม (Key Stakeholders)



Positive Impacts

- Health Dimension: Monks receive health check-ups and proper nutrition guidance that help prevent Non-Communicable Diseases (NCDs). As a result, monks have improved health and greater knowledge about self-care.
- Social Dimension: Strengthens relationships between the community and Praram 9 Hospital, leading to increased acceptance and support from the community and society, as well as opportunities to expand the hospitals service user base.
- Economic Dimension: With a budget of only Baht 52,068.40, the project is able to generate broad positive impacts.

Negative Impacts:

- Some monks may be unable to participate in the project due to time or travel constraints.
- Continuity challenges: There may be a lack of ongoing follow-up and guidance after participation in the project.

- Behavioral impact: Changing dietary habits may be difficult for monks.

การประเมินผลกระทบทางสังคม (Social Impact Assessment)

ผลกระทบเชิงบวก (Positive Impact)



Health: พระสงฆ์มีความรู้ในการดูแลตนเอง ลดความเสี่ยงโรค NCDs



Social: ชุมชนยอมรับและสนับสนุนกิจกรรมของบริษัท เพิ่มโอกาสขยายฐานผู้ใช้บริการ



Economic: ใช้งบประมาณอย่างคุ้มค่าแต่สร้างผลกระทบวงกว้าง

ผลกระทบเชิงลบและความท้าทาย (Challenges)



Logistics: พระสงฆ์บางรูปติดกิจนิมนต์ ไม่สามารถเข้าร่วมได้



Continuity: ความจำเป็นในการติดตามผลระยะยาว (Follow-up)



Behavior: ความยากในการปรับเปลี่ยนพฤติกรรมการบริโภคเนื่องจากปัจจัยภายนอก (อาหารที่ใส่นาตร)

Social Return on Investment (SROI) Assessment

The SROI calculation is defined as:

$$\text{SROI} = \text{Social Benefits} / \text{Project Costs}$$

Social Outcome Measurement

Quantitative Outcomes:

- 20 monks participated in the activity. Health Outcomes:
- 20 monks received health check-ups and nutrition guidance.
- Reduced long-term risk of Non-Communicable Diseases (NCDs) (further monitoring is required). Social

Outcomes:

- Strengthened relationships between the Company, the community, and Wat Phra Ram 9 Kanchanaphisek.
- Increased confidence among lay supporters and relatives in Praram 9 Hospital.

Economic Outcomes:

- Efficient utilization of the project budget. Social Outcomes (Monetized Value)
- Health check-up value: The estimated cost of a general health check-up is Baht 1,248.68 per monk.
- Social value of outcomes: The reduction in long-term risk of NCDs is estimated to reduce future medical expenses by approximately Baht 5,000 per monk.
 - Calculation: 20 monks x Baht 5,000 = Baht 100,000
- Improved relationships: The value of improved relationships between the hospital, the community, and the temple is also considered as a social outcome. Total Investment Budget
- Baht 24,973.60 (calculated from Baht 1,248.68 x 20).

Investment Budget: 24,973.60 Baht (1,248.68 * 20)

การประเมินผลตอบแทนทางสังคม (SROI Analysis)

4.0 เท่า

ทุก 1 บาทที่ลงทุน สร้างผลประโยชน์ทางสังคมกลับคืนมา 4.0 บาท



การคำนวณเป็นเพียงการประมาณการเบื้องต้นจากการลดความเสี่ยงโรคร้ายต่าง ๆ ซึ่งเป็นช่วงที่มีการเก็บข้อมูลพื้นฐานเพื่อความแม่นยำยิ่งขึ้น

Social Return on Investment (SROI) $SROI = \frac{\text{(Total Social Value of Outcomes)}}{\text{(Actual Budget Used)}} = \frac{\text{Baht } 100,000 \text{ (20 x Baht } 5,000)}}{\text{Baht } 24,973.60} = 4.0$

Interpretation: For every Baht 1 invested in this project, approximately Baht 4.0 in social value is generated. (This SROI calculation is a preliminary estimate, as some social outcome values are based on assumptions. Further studies and data collection are required to obtain more precise measurements.)

Monitoring and Evaluation

- Monk Health Network: Establish a collaboration network among temples, hospitals, and communities to promote monks health.
- Monk Nutrition Program: Nutritionists provide guidance and education on healthy dietary practices for monks.
- Support for Physical Activity: Provide recommendations on appropriate exercise activities for monks.

The HAPPY MONK: Healthy Monks Project is a meaningful initiative that delivers benefits to both monks and the community. Conducting social impact assessment and sustainability investment evaluation helps the Company better understand the outcomes generated and plan future initiatives more effectively.

Social Outcome Measurement

- Quantitative Outcomes: Number of participants: 254 people.
- Revenue Outcomes: (Economic Return)

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits : Yes
from social development?

	2023	2024	2025
Medical Revenue (Baht)	0.00	12,700,000.00	1,728,130.00

Non-financial benefits

Does the company measure the non-financial : Yes
benefits from social development?

	2023	2024	2025
Beneficiaries of the company's community development projects (Persons)	0.00	308.00	254.00

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	0.00	341,093.68	175,100.45
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.000000	0.008785	0.003999
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.000000	0.007188	0.003247

Additional explanation : ^(*) Total revenues and total expenses from total financial statement

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ESG Performance

Company Name : PRARAM 9 HOSPITAL PUBLIC COMPANY LIMITED Symbol : PR9

Market : SET Industry Group : Services Sector : Health Care Services

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Policy and Guidelines for the Board

Praram 9 Hospital Public Company Limited (the Company) was registered as a public limited company on 29 March 2018 and listed its ordinary shares on the Stock Exchange of Thailand on 30 October 2018, under the ticker symbol PR9. Recognizing the importance of compliance with the principles of good corporate governance, the Board of Directors has, therefore, set a policy to continuously promote better corporate governance within the organization with a belief that it is a significant factor promoting the Company's effective business operations.

Good corporate governance is a tool to demonstrate the effectiveness, transparency, fairness and accountability of management systems, which will enhance confidence of the Company's shareholders, investors and all stakeholders that enables long-term growth and sustainable value for the business.

Since the conversion into Praram 9 Hospital Public Company Limited, the Board of Directors has developed a written policy on corporate ethics and good corporate governance of the Company (which does not have any subsidiary and affiliates). The main content of the policy complies with the laws, CG Code of the Securities and Exchange Commission, CG Principles of the Stock Exchange of Thailand, the criteria set by the Institute of Directors (IOD), ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard), covering five significant good corporate governance principles -- shareholders rights, equitable treatment of shareholders, role of stakeholders, disclosure of information and transparency, and responsibilities of the Board of Directors. The Company has also prepared for complying with the Corporate Governance Code for Listed Companies of the 2025 Corporate Governance Report of Thai Listed Companies (CGR) to incorporate all sustainability issues with an emphasis on disclosing environmental, social and corporate governance (ESG) data in order to cover all key factors and support changes in business environment requiring making adjustments to the Company's goals, strategies and operations.

The company has a clearly defined written corporate governance policy, code of conduct, and anti-corruption policy. In 2025, the company communicated these policies and code of conduct and conducted training to raise awareness. This training took two forms: 1) training for new employees and managers during employee orientation, and 2) annual review training for employees and managers via the internal intranet. This training is mandatory for all participants. The information was also disseminated to directors and external stakeholders, including service recipients, shareholders, customers, business partners, etc., in document form and via the website www.param9.com under the Investor Relations section. Furthermore, a knowledge test was administered after the training, requiring participants to pass with a passing score and sign a written acknowledgment of their commitment to implementing the policies. The company subsequently monitors compliance; for example, at quarterly audit committee meetings, management is required to report on the summary of reported ethical violations and corruption and the company's operational procedures. This report is then subsequently submitted to the Board of Directors. Furthermore, the company has developed and published a Supplier Code of Conduct and Guideline to guide responsible business practices throughout the supply chain (please see www.param9.com, Investor Relations section for more details). Due to the company's strong emphasis on and strict adherence to these guidelines, the company recorded no violations of its corporate governance and code of conduct last year.

In 2025, the Company uplifted its corporate governance as follows:

- The Board of Directors reviewed the annual Corporate Governance Policy and determined that the Company should communicate signed to acknowledge receipt and monitor compliance with the Corporate Governance Policy and the Anti-Corruption Policy of the Company.
- Focusing on expanding a transparent business network to clients, suppliers, business partners as well as persons and/or related agencies and encouraging them to join in tackling all forms of corruption and join the CAC Change Agent.
- Two of our business partners, ANC International (Thailand) Co., Ltd. and Master Laundry Co., Ltd., have submitted a declaration of intent to the Thai Private Sector Anti-Corruption Alliance (Thai CAC) to join the alliance.

Communicating the company's corporate governance policy, including the anti-corruption policy, to executives, all employees, and various stakeholders through various channels, including: 1) the internal information system (Intranet); 2) the company website www.pram9.com, under the Investor Relations section and the Corporate Governance topic; 3) communication during new employee orientation; 4) internal training via E-learning on the topic "PR9: Building Transparency...Towards Sustainability"; and 5) communication through various contracts signed with clients and business partners.

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

- SET Awards 2025, a prestigious accolade in the Thai stock market, was awarded for the second consecutive year in the category of Commended Sustainability Awards it also received an award in the Business Excellence category, being ranked in the Outstanding Investor Relations Awards.
- Sustainable Stock Ratings (THSI or SET ESG Ratings) achieved the highest AAA rating, successfully passing the selection process and consistently receiving recognition for the third consecutive year.
- Corporate Governance Ratings (CGR) in Thailand have consistently been rated as "Excellent" since the company's first year of listing on the Stock Exchange of Thailand. This achievement has been maintained for seven consecutive years, placing the company in the Top Quartile.
- The company has consistently received a perfect score of 100 points in the evaluation of the quality of its annual shareholder meetings since its initial listing on the Stock Exchange of Thailand. This accomplishment has been sustained for seven consecutive years.
- Received three awards from the Investment Analysts Association (IAA): IAA Awards for Listed Companies 2025: 1) OUTSTANDING CEO, 2) OUTSTANDING CFO, and 3) OUTSTANDING IR.

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

Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board

performance evaluation, Corporate governance of subsidiaries and associated companies, Other guidelines related to the board of directors

Nomination of directors

Policy on Nomination of Directors and Top Executive

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

Determination of director remuneration

Policy on Remuneration Determination

To ensure the process of determining remuneration and other benefits of the Board of Directors, subcommittees and the executives include : Chief Executive Officer is transparent and in compliance with the principles of good corporate governance and in alignment with the Companys long-term strategy and goals and the components of remuneration and other benefits are appropriate and sufficient to motivate and retain qualified personnel, the Company has therefore formulated a policy and criteria for determining remuneration and other benefits of the Board of Directors, subcommittees and the Chief Executive Officer as follows:

1. Process of determining remuneration and other benefits

The Nomination and Remuneration Committee shall consider and determine remuneration and other benefits of the Board of Directors, Sub-Committees and the Chief Executive Officer and shall proceed as follows:

(1) The remuneration and other benefits of the Board of Directors and its sub-committees are to be submitted to the Board for approval before being presented to the Annual General Meeting of Shareholders for final approval.

(2) Executive compensation and other benefits, including those of the Managing Director, are to be submitted to the Board of Directors for consideration and approval.

2. Guidelines for determining remuneration and other benefits

(1) Remuneration and other benefits of the Board of Directors and subcommittees

The determination of remuneration of the Board of Directors and Sub-Committees shall be based on the obligations of directors; which must be in compliance with the fiduciary duty principle, responsibilities, dedication, values received from the performance of duties of directors as well as incentives for qualified directors who are appropriate for the needs of the Company. Such is done by determining the components of remuneration for directors as follows:

(1.1) Retainer fee paid to non-executive directors on a monthly basis, whether or not there is a Board of Directors Meeting, by taking into account the following factors:

- Industry practice guidelines
- Operating results and business size
- Knowledge, competence and experience of directors to be recruited or in need of the Company at that moment.

(1.2) Attendance fee paid to directors attending each meeting paid only to the directors who attended the meeting, which is divided into

- Attendance fee of the Chairman of the Board of Directors and the Chairman of the subcommittees
- Attendance fee of directors and subcommittees

(1.3) Incentive fee is a special remuneration paid to the directors once a year, by considering the values created for shareholders such as the Company's profits or dividends paid to shareholders, but will not focus on the Company's short-term performance.

(1.4) Other benefits (both monetary and non-monetary forms) which may be considered as an exact amount at a fixed rate or a special criterion and will be paid from time to time or to be effective until the Shareholders Meeting has resolved to change otherwise.

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

Page number of the reference link : 3-4

Independence of the board of directors from the management

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

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

Director development

Policy on Development of the Board of Directors, Executives, and Company Secretary

The Board of Directors has established a policy to promote and enhance the knowledge and skills of its directors, executives, and company secretary. This involves active participation in determining the structure and development plans for the Board of Directors, subcommittees, executives, and the Company secretary. The objective is to continuously enhance the necessary competencies required for fulfilling their duties and responsibilities on an annual basis. This development may be conducted through internal training programs organized by the Company or external courses provided by recognized institutions, organizations, or regulatory bodies.

Notably, 100% of the Company's directors have successfully completed training programs specifically designed for board members, as detailed in Appendix 1: "Board of Directors Profiles." Additionally, in 2025, the Board of Directors, the top four executives, and the Company secretary have participated in training programs and seminars relevant to the Company's business, corporate governance, sustainable business development, and other courses that support their roles and responsibilities. These training programs were attended in both internal formats, conducted at the Company's premises, and external formats, hosted by professional institutions.

However, The Company has disclosed all training and seminar information for the top 4 executives and the Company secretary in the attached document under the section 'Board Profile - Information on Board Directors, Executives, and Company Secretary.'

Board performance evaluation

Policy on Performance Assessment of the Board of Directors and Sub-Committees

To ensure that the governance, control and management fully comply with the corporate Governance principles and to monitor and assess the result against the objectives and goals, the Company set a policy for the Board of Directors, Sub-Committees and the Chief Executive Officer to take the performance appraisal at least once a year. The

assessment results will provide the Board of Directors, Sub-Committees and the Chief Executive Officer with significant information and opportunity to review their performance, issues and problems in the past year. This will enhance the effectiveness of the performance of the Board of Directors, Sub-Committees and the Chief Executive Officer with the assessment process and criteria as follows:

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

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

Operating Performance Assessment Process

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

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

(3) The Board of Directors sends back the form to the Company Secretary Office who collects and summarizes the assessment results, and reports to the Nomination and Remuneration Committee and the Board of Directors in the first Board of Directors Meeting of the year. Furthermore, the Company will report the recommendations received from the performance evaluations of the Board of Directors and its sub-committees to each board meeting for consideration in improving the efficiency of the Board of Directors and its sub-committees, in order to maximize benefits in the operation of the Company's business and corporate governance.

Scoring Criteria and Assessment Summary

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

Corporate governance of subsidiaries and associated companies

As of 31 December 2025, the Company does not have investment in subsidiaries or associates or an investment plan in the near future, and, therefore; has no policy on investment and supervision of subsidiaries and associates. In case it has a plan to invest in subsidiaries or associates in the future, it will then prepare an investment policy and the policy on supervision of subsidiaries and associates that are complete and in accordance with the principle and practice guidelines.

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

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

(1) The directors and the first four executives shall submit a copy of such report to the Company Secretary at least one day prior to the transaction, allowing the Company Secretary to facilitate the report of the changes in securities holding to the SEC and SET. After that the directors and the first four executives shall submit the report on the changes of their securities holding to the Board of Directors for acknowledgement on a quarterly basis.

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

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

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

According to the Companys policy, the Chairman of the Board of Directors shall not be the same person as the Companys 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 managements 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 Companys 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 Companys directors, whether independent directors, non-executive directors or executive directors, as well as the Board- Management relationship.

Chief Executive Officer

- Act as the Companys 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 Companys management to ensure that the management implements the strategy and business plan laid down to be in accordance with the Companys policies and goals as well as report to the Board of Directors on a quarterly basis.

- Perform duties as assigned by the Board of Directors and have the authority to take any actions necessary for the performance of such duties.

Policy regarding the Board of Directors Meeting

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

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

In 2025, the Company convened the Board of Directors Meeting 6 times. Every meeting in a hybrid format

4.2 The Company will determine the agenda and the dates of the Board of Directors Meeting, Sub-Committees Meeting and the Annual Shareholders Meeting one year in advance with the participation in considering and approving of the Board of Directors and every Sub-Committee. This allows all Directors and Sub-Committee members to be able to allocate sufficient time and attend all meetings at the scheduled date and time.

In addition, the Company notifies the directors, executives, and employees, who have access to significant inside information that may influence changes in the Company's security price, of the period of time when they must refrain from trading in the Company's securities and sets annual meeting schedule of the Board of Directors. During the year, before the disclosure of each quarterly financial statements, the Company Secretary will consistently notify directors and executives 5 days in advance via group message room of the Board of Directors and executives on the Line Platform and via e-mail.

In previous year, the Company received full cooperation from the aforementioned persons during the period of time when they should refrain from any trading in the Company's securities and no trading in the Company's securities was made during such period of time.

4.3 In setting the agenda for the Board of Directors meetings, the Chairman and the Managing Director will oversee and approve the agenda. Mr. Kanit Paetsaman, Independent Director, Chairman of the Audit Committee, and Chairman of the Independent Committee, will also participate in the consideration and setting of the agenda for every Board of Directors meeting to ensure that legally mandated agenda items and other important matters concerning the company are included, in accordance with his assigned roles and responsibilities that go beyond the scope of authority, duties, and responsibilities of the Audit Committee.

4.4 According to the resolution of the Board of Directors meeting No. 4/2023 held on May 15, 2023, amendments to the Board of Directors Charter were approved to comply with the Public Company Limited Act B.E. 2535 (1992) and the Company's Articles of Association regarding meetings. This includes sending meeting notices and supporting documents, and conducting meetings electronically according to the conditions, procedures, and methods stipulated by law, to allow the Board of Directors sufficient time to study the information before attending the meeting, except in cases of urgent necessity. To protect the rights or interests of the Company, other methods of notification or an earlier meeting date may be used. However, to maintain good practice, the Company Secretary is required to send meeting invitations and supporting agenda items in electronic file (PDF file) via email, or in physical file format only upon request from the Directors, at least 5 days prior to the meeting.

4.5 The Company prepares the meeting minutes as well as collects and stores the certified documents for reference and accountability. In every meeting, the executives and related persons shall attend the meeting to provide information and details in making correct and timely decisions.

4.6 In the Board of Directors meeting, there shall be no less than one half of the total number of directors of the Company to constitute a quorum.

4.7 In the event that the Chairman of the Board of Directors is not present at the meeting or is unable to perform the duties, the Vice-Chairman of the Board of Directors shall act as the Chairman; or if the Vice Chairman is unable to perform ones duties as well, the directors who attend the meeting shall select one director to act as the Chairman of the meeting

4.8 In voting, one director shall have one vote. In voting for resolution at the Board of Directors Meeting, the minimum quorum shall be no less than two-thirds of the total number of directors.

4.9 In the event that a director having conflict of interest, the person will have no rights to vote on that matter. The director having such conflict of interest can participate in the meeting while considering on the matter to allow the meeting to directly inquire about details from the directors who have such conflict of interest. However, the director with such conflict of interest shall leave the meeting when voting is completed. If the votes are equal, the Chairman of the meeting shall cast an additional vote to be the decisive vote by using a majority vote and if there is a director opposing the resolution, the objections shall be recorded in the minutes of meeting.

Policy on Non-executive Directors Meeting

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

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

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

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

Policy for Determining Tenure of Directors

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

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

Policy on the Succession Plan for the Top Executive Positions

The Board of Directors has developed a succession plan and continuity in appropriate management for executives from Assistant Managing Director, and Deputy Managing Director level up to the Chief Executive Officer. The Company has in place a clear and transparent nomination process with consideration on knowledge, experience, competence, ethics and leadership to prepare personnel in response to business growth. The Company conducts an assessment of the efficiency and potential of the executives, promotes the development of appropriate knowledge and skills as well as continuously monitors the development results. The Company has disclosed the policy for

succession plan all directors, executives and employees for acknowledgement through the Company's website, www.praram9.com, to ensure that the Company's operations continue with the highest efficiency.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders	: Yes
Guidelines and measures related to shareholders and stakeholders	: Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society, Other guidelines regarding shareholders and stakeholders

Shareholder

Policy and Guidelines on Treatment of Shareholders

1. Respect and promote execution of shareholders rights to ensure that the shareholders are taken care of and are facilitated properly and adequately as well as treating all shareholders fairly and justly. This includes encouraging participation in various aspects of the company as appropriate, through company activities organized to present operational direction and performance results to analysts and investors, either through in-person meetings or online, activities for listed companies to meet with investors, and the production of newsletters presenting the company's financial status, etc.

2. Perform duties with integrity and make any professional decisions with discretion, prudence, and fairness towards major and minor shareholders, for the utmost benefits of the overall shareholders.

3. Control and safeguard against improper depreciation or loss of property of the Company

4. Present the Company's actual status, performance, financial status, accounting and other significant reports to shareholders in a regular and complete manner as well as communicate the Company's current and future directions both in positive and negative ways, based on probability and sufficient supporting information.

5. Manage to ensure that the Company has high capacity to achieve long-term and short-term objectives effectively and efficiently as well as competitiveness to achieve its goal to generate shareholders annual returns in the form of dividend according to the announced dividend policy.

6. Prohibit all directors, executives and employees from disclosing any non-public information of the Company for their own personal gains or those of their family members and close relatives and/or take any actions that may lead to conflicts of interest with the Company.

The Company recognizes and places importance on the basic rights of all shareholder and ensures they equally receive fair treatment. To enhance confidence among shareholders and investors, the Company has, therefore, defined the basic rights of shareholders in writing in the Company's corporate governance policy. The basic rights of shareholders consist of the right to buy, sell, and transfer securities held; the right to receive profit sharing from the Company; the right to attend Shareholders Meeting; the right to express opinions; the right to communicate between each other where the Company will not prevent or create obstacles; the right to take part in making decisions on the Company's significant matters, such as dividend allocation and stock repurchase; the rights to the purchase of additional shares, the appointment or removal of directors, the consideration of directors remuneration, the appointment of auditor, the approval of significant transactions that affect the Company's business directions and the amendment of the Memorandum of Association and Articles of Association of the Company; and the right to receive sufficient, accurate and timely information. Thus, in case a shareholder agreement contains a significant impact on the Company or other shareholders, the Company shall immediately provide an explanation.

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

Shareholders Rights

1. Facilitation provided to shareholders at the AGM

- The Company has a mission to promote and facilitate all shareholders, including major shareholders, individual shareholders, institutional shareholders, and foreign shareholders, to fully exercise their rights through the Shareholders Meeting to allow the shareholders to participate in making decisions on significant matters of the business or matters that affect ones own benefits in various aspects. The Company, therefore, has a policy to facilitate and encourage shareholders to attend the Companys 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 Companys 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 Companys shareholders to attend the meeting.

In the past year, the company's board of directors has mandated that shareholder meetings be conducted exclusively in the format of an "Electronic Annual General Meeting" or "e-AGM." Additionally, live streaming of the meetings has been arranged from the main office of the company, serving as the meeting venue. This allows shareholders to follow the proceedings in cases where physical attendance is not possible. The live stream can be accessed at <https://pr9web.param9.com/agm/>, or by scanning the QR code provided in advance for shareholders' convenience.

- The Company provides duty stamp service in the proxy form free of charge at the registration point for both proxies attending physical meeting and via e-AGM in order to reduce shareholders burden of stamp duty costs incurred.
- In case of proxy granting, the Company has established guidelines on shareholders identification documents. The proxies can use a copy of the identity card, a copy of the passport, a copy of the affidavit of shareholders, a copy of appointment order of administrator of estate, and a copy of other documents instead of the original documents to prevent complications or restriction of shareholders right to attend the meeting
- The Company has placed importance on protecting the privacy of the shareholders personal data to be in line and comply with the Personal Data Protection Act, B.E. 2562 (2019). Therefore, the shareholders will be informed of the objectives of collecting, using and disclosing their personal data as well as their rights in accordance with such law.

2. Preparation prior to the Shareholders Meeting

- The Company has a policy to allow shareholders to propose additional agenda and nominate qualified persons to be elected as the Companys 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 Companys Annual General Shareholders Meeting. The Company has published details and criteria for granting such right on the Companys website at www.param9.com under the Investor Relations section and on the SETs 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 2025 Annual General Meeting of Shareholders		
Meeting date • 25 April 2025 (via electronic means)	Providing the right to propose additional meeting agenda and nominate person to be elected as director • 1 October 2024 - 31 December 2024	Providing the right to submit questions prior to the meeting • 1 October 2024 31 March 2025

Remarks : No shareholders proposed additional agenda items, nominated individuals for election as directors, or submitted advance questions.

A for the 2026 Annual General Meeting of Shareholders, the Company provided shareholders with the opportunity to propose additional agenda and nominate qualified persons to be elected as the Companys directors in advance, starting from 1 October 2025 to 31 December 2025. Shareholders can submit questions about the Company prior to the meeting from 1 October 2025 to 31 March 2026.

- The Company notified the SET of the resolutions of the Board of Directors Meeting on the determination of date of Annual General Meeting of Shareholders immediately after the end of the meeting or at least by 9.00 hours of the next following day via the SETs website and the Companys 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 Companys 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 • 25 April 2025 (via electronic means)	Dissemination of meeting documents on the Companys website • 24 March 2025	Electronic advertising announcement. • 1 - 3 April 2025

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

- The Company held the 2025 Annual General Shareholders Meeting in the format of electronic shareholders meeting (e-AGM) only on Friday, 25 April 2025 at 15.00 hrs. at Praram 9 Grand Hall Room, on the 5th Floor, Praram 9 Hospital Building A (existing building), No. 99, Rama IX Road, 99 Rama IX Road, 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 SETs group of companies, the 2025 Annual

General Shareholders Meeting was held in accordance with the law governing meetings held via electronic means.

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

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

(2) Registration procedures via E-Register system : The Company provided the shareholders who wished to attend the meeting with the opportunity to register to attend the meeting and identify themselves via e-Shareholder Meeting system from 1 April 2025 at 08.00 hrs. to 25 April 2025 (until the closing e-Shareholder Meeting system), the Company verified the validity of the identification documents submitted and notified the registration result back to the shareholders together with username and password via e-mail for logging-in to the e-Shareholder Meeting system. The shareholders can reset their password.

(3) Procedures for attending the meeting : The shareholders could log in to the e-Shareholder Meeting system to attend the shareholders meeting on 25 April 2025 since time 13.00 hrs., with their username and password, together with one-time password (OTP).

(4) Use of question submission functions : In submitting questions during the meeting, the shareholders were required to return to the log-in page of the e-Shareholder Meeting system they had previously logged in and click raise hand in order to put their questions in queue or type questions for submission via e-Shareholder Meeting system.

(5) Use of voting functions : The shareholders must cast votes for approved, disapproved, or abstained from voting within one minute. If votes are not cast within the specified period, the shareholders shall be deemed to approve the matters.

(6) Meeting recording and dissemination on the Companys website : The Company recorded video and audio throughout the Shareholders Meeting. After the meeting, the recorded video and audio were disseminated on the Companys website www.pparam9.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 Companys independent directors to attend the meeting on their behalf. The Company has assigned no less than two independent directors to be the proxies and has specified the information of the independent directors as proxies in the proxy forms which are delivered together with the invitation letter to the shareholders as well as details of documents and necessary evidence for shareholders and proxies to be presented to the Company on the meeting date in order to protect shareholders right in attending the meeting.

3. Operations on the Shareholders Meeting day

The Company explained the procedures for attending the meeting, submission of questions, voting and vote counting in various channels, such as the invitation letter, the publication on the SETs website, the publication of the Companys website, in order to enable all shareholders to clearly and accurately understand the procedures of the Shareholders Meeting. During two hours before the meeting, the Company presented the video demonstration for the electronic conferencing, interspersed with the operations of its various service centers for the shareholders acknowledgement.

- Before the meeting started, the Company Secretary introduced the directors, executives, legal advisors who reviewed the accuracy of vote counting, representative from the Thai Investors Association, and representative from SET (if any) to the participating shareholders. In addition, two attending shareholders (if any) were invited to be the witness of the vote counting together with the legal advisors.

The Company reported to the meeting the ratio of attending shareholders and proxies and explained the voting procedure and method. After the clarification of the Board of Directors in each agenda, the Chairman of the Board opened an opportunity for the shareholders to ask questions and express opinions by allocating sufficient and

appropriate time. The Board of Directors answered the questions related to the operations and meeting agenda, which were recorded in the shareholders meeting minute. The Company also arranged an interpreter to facilitate foreign shareholders in asking and answering questions to ensure all shareholders equally have full understanding.

Even if the Company adjusted its meeting format in conformity with the aforementioned situation, but the Company continued to take into account and place its importance on shareholders and related persons of the Company as follows:

1) The shareholders were able to submit questions in advance to the Company Secretary in order to inquire about agenda via two channels as follows:

- Email: marisarat@praram9.com
- By postal service to the Company Secretary Praram 9 Hospital Public Company Limited 99 Rama IX Road, Bangkok, Huai Khwang, Bangkok 10310

2) The Company gave advance notice to the shareholders at least 60 days prior to the meeting date that the Company would hold the meeting in the form of e-Shareholder Meeting only. The notice was given on 19 February 2025 and the Meeting was held on 25 April 2025.

3) The Company delivered the documents relating to the meeting to the shareholders for acknowledgement in advance at least 21 days prior to the meeting. The e-document format, featuring a QR code, aims to reduce paper usage and allows all shareholders to download documents instead of submitting full copies. This includes meeting invitations and related documents such as Form 56-1 One Report 2024, proxy forms, and information on nominees for re-election as directors. The documents were delivered on 3 April 2025.

4) The Company arranged for live broadcast of the 2025 Annual General Shareholders Meeting (Live streaming) from the meeting room of the Company's head office at 5th Floor, Praram 9 Grand House Meeting Room, Praram 9 Hospital Building A (existing building), No. 99, Rama IX Road, Bang Kapi Sub-district, Bang Kapi District, Bangkok 10130.

The shareholders could view the live meeting at <https://pr9web.praram9.com/agm/> or through QR Code scan as shown on the invitation letter to the 2025 Annual General Shareholders Meeting to facilitate the shareholders who were interested but unable to attend the Meeting via electronic devices.

The percentage of Directors and the first four executives attending the meetings at the Head Office, the venue of the meeting, was 100 percent, as follows:

Names	Positions	No. of attendance / No. of meetings entitled to attend	
		2018 -2025	2025
1. Mr. Bhanapot Damapong	Chairman of the Board of Directors (Non-Executive Director)	8/8	1/1
2. Dr. Satian Pooprasert	Vice Chairman of the Board of Directors / Member of the Executive Committee / Chief Executive Officer	8/8	1/1
3. Dr. Viroon Mavichak	Director / Member of the Executive Committee / Senior Deputy Managing Director of Medical Department	8/8	1/1
4. Dr. Prasert Trairatvorakul	Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainability Development Committee / Senior Deputy Managing Director, Nursing and Medical Services Department	8/8	1/1
5. Mr. Attapol Sariddipuntawat	Director / Chairman of the Executive Committee (Non-Executive Director)	8/8	1/1
6. Mr. Kanit Patsaman	Independent Director / Chairman of the Audit Committee / Member of the Corporate Governance and Sustainability Development Committee	8/8	1/1
7. Mrs. Vilasinee Puddhikarant	Director / Member of the Nomination and Remuneration Committee (Non-Executive Director)	8/8	1/1
8. Mr. Piset Chiyasak ⁽¹⁾	Independent Director / Chairman of the Corporate Governance and Sustainability Development Committee / Chairman of the Nomination and Remuneration Committee/ Member of the Audit Committee	8/8	1/1
9. Dr. Tanai Charinsam ⁽²⁾	Independent Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainability Development Committee	1/1	1/1
10. Police Lieutenant General Boriharn Sungarom ⁽³⁾	Independent Director / Member of the Audit Committee/ Member of the Nomination and Remuneration Committee	0/0	0/0
11. Miss Kamaporn Tumpipit ⁽⁴⁾	Deputy Managing Director, Accounting and Finance Department (Chief Financial Officer)	2/2	1/1
12. Dr. Wittaya Wanpen ⁽⁵⁾	Deputy Managing Director Business Development and Strategy Office	1/1	1/1
13. Dr. North Techawathanawanna ⁽⁵⁾	Deputy Managing Director Medical and Human Resources Department	1/1	1/1
Individual and committee meeting attendance		100	100

Remarks : (1) Mr. Piset Chiyasak was appointed by the Board of Directors meeting No. 2/2021 on February 16, 2021, to the position of Nomination and Remuneration Committee Member (Independent Director) replacing Mr. Attapol Sariddipuntawat, who resigned from the position, effective February 17, 2021. He was also appointed by the Board of Directors meeting No. 2/2022 via electronic means on February 15, 2022, to the position of Chairman of the Nomination and Remuneration Committee, replacing Clinical Professor Dr. Sarana Boonbaichaiyapruk.

(2) Dr. Tanai Charinsam was appointed by the Annual General Meeting of Shareholders 2024 on April 23, 2024, to the position of Independent Director and was appointed by the Board of Directors meeting No. 3/2024 on April 23, 2024, to be an additional member of the Executive Committee and to be a member of the Corporate Governance Committee, replacing Dr. Prasert Trairatvorakul.

(3) Police Lieutenant General Boriharn Siangarom was appointed by the Annual General Meeting of Shareholders on April 25, 2025, to serve as an independent director and by the Board of Directors meeting No. 3/2025 on April 25, 2025, to be a member of the Nomination and Remuneration Committee and the Audit Committee, replacing Professor (Honorary) Lt. Cmdr. Dr. Sirinthara Singharana Na Ayutthaya, who has retired from the company as a director due to the expiration of her term.

(4) Miss Kamaporn Tumpipit assumed the position of Deputy Managing Director, Accounting and Finance (highest responsible person in the Accounting and Finance division), replacing Mr. Teeraphan Disayabutara, effective March 1, 2024.

(5) Dr. Wittaya Wanpen assumed the position of Deputy Managing Director, Business Development and Strategic Planning Office, and Dr. North Techawathanawanna assumed the position of Deputy Managing Director, Medical and Human Resources, effective February 18, 2025.

In addition to the directors and senior executives, there were the legal advisors, auditors, and representatives from various authorities attending the Meeting as follows:

- The legal advisors who attended the Meeting at the Company, the venue of meeting:

Mrs. Pattasupang Chalermnong and Miss Machamon Chalermnong from Able & Primton Co., Ltd., who reviewed the accuracy of vote counting at the Meeting;

- The auditors who attended the Meeting via electronic means:

Miss Manee Rattanabunnakit Certified Public Accountant (Thailand) No. 5313, and Miss Benyapa Suksamorn, the representatives of EY auditors, who answered questions and provided clarification of facts relating to the shareholders, related persons, and stakeholders;

- The representatives of various authorities who attended the Meeting via electronic means:

Miss Nuchanee Uthong, a representative from Thai Investors Association, attended the Meeting as an observer.

- Voting, vote counting, and vote counting method in each agenda: The Company provided ballots for every agenda. On the agenda concerning the appointment of Directors, the Company provided shareholders with an opportunity to vote for each individual nominated candidates for the appointment of Directors by using advanced technology for shareholders convenience, and for faster and more accurate vote counting in order to enable the Company to present the vote counting results to the shareholders for prompt acknowledgement as follows:

(1) For in-person meetings (Physical Meetings), a barcode system will be used for registration.

(2) For electronic meetings (e-AGM), an e-Proxy Voting system will be used to facilitate shareholders in appointing independent directors of the company to attend and vote via proxy through the Investor Portal of Thailand Securities Depository Co., Ltd. This method eliminates the need for shareholders to attach documents or send proxy forms by mail to the company. Individual shareholders who are members of the Investor Portal and have verified their identity with the National Digital ID can access the Investor Portal at <https://ivp.tsd.co.th>. The e-Proxy Voting system will be available from the day after the postal sending of the shareholder meeting invitation until 5:00 PM on the day before the shareholder meeting. The company will provide stamp duty for proxy forms free of charge, and the e-voting system will be used for counting votes in each agenda item.

In 2025, the Company conducted an e-Shareholder Meeting, however the shareholders were able to vote for each individual nominated candidate for the appointment of Directors. In order to comply with the relevant laws and the Company's Articles of Association as well as to ensure transparency in voting and counting vote, the Company engaged an outside independent legal advisor, who was considered as a representative of the shareholders to witness and check the vote count.

Last year, the shareholders meeting was conducted through electronic means; therefore, no representative of the shareholders jointly observed the vote count with the outside independent legal advisor, the same as the year before when the shareholders meeting was held physically.

- The Company had a policy to conduct the Shareholders Meeting in accordance with the order of the meeting agenda as stated in the invitation letter, without adding any sudden significant information during the Shareholders Meeting as well as avoid adding other agenda that were not scheduled in advance or change the order of the meeting agenda or significant information without notifying the shareholders in advance. This was to inform the shareholders of the matters to be considered in advance for decision making in attending the meeting.

- The Company had a policy to provide all shareholders with equal rights to independently express opinions, suggestions or ask questions on related agendas and allocated appropriate time prior to the voting. The Company's Directors and executives shall appropriately answer questions and provide clarification in the meeting. The Company shall record in the meeting minute the shareholders questions and opinions as well as the Company's answers to such questions to keep the shareholders who do not attend the meeting informed. The information is published on the Company's website, www.pparam9.com under the Investors Relations Section.

- In determining director remuneration, such as regular remuneration, meeting allowance, there benefits (if any), the Company established a clear policy, methods and criteria by benchmarking with other companies in the same industry, meeting plans of the Board of Directors and subcommittees, business expansion and profit growth, which shall be approved by the Nomination and Remuneration Committee and the Board of Directors before proposing to the Shareholders Meeting for approval.

4. After the Shareholders Meeting

- Preparation and dissemination of the minutes of the Shareholders Meeting

- To allow the shareholders to acknowledge and verify the accuracy of information of the Shareholders Meeting at the appropriate time, the Company has a policy to disseminate the minutes of the Shareholders Meeting both in Thai and English on the Company's website at www.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 SETs 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 2025, the Company reported through SETs website that it had posted the 2025 Annual General Shareholders Meeting of minutes on its website according to the foregoing details on 8 May 2025 in order for both Thai and international shareholders to quickly and equally receive the information. The Company also encouraged the shareholders to express their opinions and amend the minutes from 8 May 2025 9 June 2025 through the Company Secretary via Email: marisarat@param9.com or tel. 02-202-9999 ext. 39605, 39607 In addition, the Company announced

that in the next shareholders meeting, the Company would not add approval of minutes as an agenda for the shareholders consideration.

However, at the end of the said period, no shareholder expressed opinions and/or requested for amendment to the minutes of the Shareholders Meeting.

The Company submitted a copy of the said minutes to the Stock Exchange of Thailand and the Department of Business Development, the Ministry of Commerce on 8 May 2025, within the time required by laws, 14 days from the meeting date.

In addition to encouraging shareholder participation through company meetings, the company also conducts various internal information dissemination activities, such as investor meetings/online conferences to present information, operational direction, and company performance, and analyst meetings, etc.

5. Violation/ Non-compliance with regulations

In the past year, the company was not fined, charged, or subjected to civil action by regulatory agencies, including the Securities and Exchange Commission of Thailand and the Ministry of Commerce, regarding unfair treatment of shareholders in share repurchase agreements, non-compliance with share repurchase regulations, exclusion of shareholders from communication, and concealment of shareholder agreements that significantly impacted the company or other shareholders.

Equitable Treatment of Shareholders.

The Company recognizes and places importance on equitable treatment of shareholders. The Board of Directors has, therefore, established a policy by taking into account the protection of rights of every group of shareholders, including major shareholders, retail shareholders, institutional shareholders or foreign shareholders, to ensure that they are treated equally and their interests are safeguarded correctly, fairly and transparently, in order to protect shareholders from being exploited by the regulator as follows:

1. Types of shares and voting rights

The Company has one type of shares according to the Article of Association, which are ordinary shares with specified shareholders names. All shareholders have the right to vote in proportion to their shareholding, with one share equivalent to one vote. Majority of votes are considered as the meetings resolution. In case of a tie vote, the Chairman of the meeting shall cast the deciding vote, as one extra vote apart from voting as a shareholder.

2. Shareholding structure of the Company

The Company has a policy to disclose its shareholding with a shareholding ratio of 0.5 percent of paid-up capital but not less than 10 shareholders, namely major shareholders, shareholders with controlling power, and shareholders who are institutional investors, as well as the proportion of minor shareholders (Free Float) of the Company. The Company's minor shareholders account for 40 percent of the total shareholders, which complies with SET regulations on the proportion of minor shareholders. As of the book closing date to determine the list of shareholders entitled to attend the 2025 Annual General Shareholders Meeting on 13 March 2025, the Company's minor shareholders accounted for 58.63 percent. The Company has disclosed the Company's shareholding structure in an annual report, an annual registration statement (Form 56-1 One Report), the Company's website www.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 SETs website to inform shareholders of the complete invitation letter and other document in Thai and English that are published on the Companys website, www.pram9.com, no less than 30 days prior to the meeting date. The Company sends the invitation letter to the Shareholders Meeting along with supporting documents through Thailand Securities Depository Co., Ltd. (TSD) at least 21 days prior to the meeting for the shareholders to study in advance. Details are as follows:

Publication and distribution of the invitation letter and supporting documents for the 2025 Annual General Meeting of Shareholders		
AGM meeting date • 25 April 2025 (via electronic devices)	Publishing the invitation letter and supporting document on the Companys website • 24 March 2025	Delivery of the invitation letter and supporting document to shareholders • 3 April 2025 (21 days in advance)

4. Proxy forms and grants of proxy for the Shareholders Meeting

The Company prepares proxy forms in accordance with the Ministry of Commerce formats, Form A, Form B and Form C (only for the custodian), posted on the Companys web site: www.pram9.com. All proxy forms were also delivered together with the invitation letter to the shareholders by specifying documents and evidence necessary for the shareholders and proxy holders to present for identity verification as part of the registration process as well as clear step-by-step instructions on grants of proxy for the shareholders to be able to correctly prepare and not having problems in attending the meeting. This is to facilitate and protect the right to attend the meeting of shareholders who cannot attend the meeting by themselves.

5. Live streaming of the AGM and video recording of the meeting for dissemination on the Companys website

In the past year, the Company arranged a live streaming from the meeting room of the Companys Head Office, the venue of the Meeting, 99 Rama IX Road, Bangkok, Huai Khwang, Bangkok 10310. The shareholders were able to view the live streaming of the meeting at <https://pr9web.pram9.com/agm/> or scan the QR Code as appeared on the invitation letter to the 2025 Annual General Meeting of Shareholders.

Only shareholders listed as entitled to attend the meeting as of March 13, 2025 (Record Date) are eligible to watch the live broadcast. They must use their 10-digit shareholder registration number, as shown on the meeting documents provided by Thailand Securities Depository Co., Ltd., to verify their identity and access the live broadcast on April 25, 2025. Furthermore, the company will record the entire meeting as a video recording for distribution to shareholders upon request. This recording is conducted in accordance with the Personal Data Protection Act (PDPA), with the consent of shareholders whose images and sounds may be recorded, to promote transparency and widespread access to information.

6. Report on conflict of interest of the Board of Directors and Executives

To comply with the Securities and Exchange Act of Thailand and ensure fairness to all stakeholders, the Board of Directors has therefore formulated a policy on the reporting of conflicts of interest of the Companys 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 Companys 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 ones own and persons involved in the said transaction at least 10 days prior to the consideration of agenda in the Board of Directors Meeting (or at least three days before sending the invitation letter and/or supporting documents) and record them in the minutes of the Audit Committee or Board of Directors Meeting at that time, and shall not participate or have voting rights during the consideration, and have no authority to approve the transaction.

In 2025, the company had three new directors and executives appointed to their positions: Police Lieutenant General Boriharn Siangarom, Independent Director, Audit Committee Member, and Nomination and Remuneration Committee Member; Dr. Wittaya Wanpen, Deputy Managing Director, Business Development and Strategic Planning Office; and Dr. North Techawathanawanna, Deputy Managing Director, Medical and Human Resources. Copies of the conflict of interest report were submitted to the Chairman of the Board and the Chairman of the Audit Committee for their information and retention. Furthermore, the notification of information, certification, and consent of the company's directors and executives (Form 35-E1) was submitted to the Securities and Exchange Commission (SEC), and the SEC has received the form.

7. Policy Requiring Directors and Senior Executives to Report Securities Trading of the Company

In accordance with the Securities and Exchange Act B.E. 2535 (including amendments) and the Securities and Exchange Commission Announcement No. Sor.Jor.6/2567 regarding the reporting of changes in securities holdings and derivatives contracts, directors, executives, and auditors are required to prepare reports and disclose information on changes in their own securities holdings of listed companies, their spouses or cohabiting partners, and their minor children. This includes legal entities in which such persons collectively hold more than 30 percent of the total voting rights of that legal entity (directors, executives, auditors, and related persons), in electronic format via the online system to the Securities and Exchange Commission within 3 business days from the date of the transaction or upon completion of the period specified in Announcement No. 6/2024. Therefore, the Board of Directors has established the following policies and guidelines regarding the trading of the Company's securities:

(1) The top 4 directors and executives must notify the Company Secretary of any trading of the Company's shares at least 1 day in advance of the transaction so that the Company Secretary can facilitate the reporting of changes in securities holdings to the Securities and Exchange Commission. Subsequently, the top 4 directors and executives must report such changes in securities holdings to the Board of Directors meeting quarterly.

(2) The top 4 directors and executives must send a copy of the report according to Clause 7(1) to the Company Secretary on the same day that the report is submitted to the Securities and Exchange Commission.

In the past year, spouses of directors and executives acquired/purchased securities of the Company (further details are shown in the Disclosure and Transparency section).

8. Financial Assistance

In the past year, The company has no transactions that constitute financial assistance to other companies, such as loans or loan guarantees, in proportion to the joint venture agreement.

9. Violations/Non-compliance with Asset Trading Regulations

In the past year, the company did not engage in any asset trading that violated or failed to comply with the regulations of the Stock Exchange of Thailand.

Policy on the Role of Stakeholders

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

Policy and Guidelines on Treatment of Shareholders

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

Employee

The company has always recognized that employees are its most valuable resource and a crucial factor in achieving success. Therefore, it is the company's policy to strive to develop and promote a corporate culture of love and unity within the company, and to uphold the principle of treating employees fairly in all aspects, including opportunities, career advancement, compensation, benefits, skill and knowledge development, personal rights, and safety and health. This is based on the following principles:

Policy and Practice Guidelines on Treatment of Employees

- (1) Treat all employees fairly and equally and offering proper compensation.
- (2) Treat employees politely with respect for individualism and human rights principles.
- (3) Determine fair employee remuneration with respect for human rights, non-discrimination and appropriateness according to their roles, duties and responsibilities in line with Company short-term and long-term performance results.
- (4) Promote employees career advancement by clearly determining employees development plan and ensure that all levels of employees are systematically and continuously developed, such as giving an opportunity for all employees to propose to their supervisors in each function the interesting trainings and seminars that may be beneficials to perform their duty and each function will propose the trainings and seminars to the Human Resources Department for consideration and to proceed according to Companys 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 Companys 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 Companys 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 Companys contributions serving as their security, as well as tax benefits. (Please refer to further details in the Corporate Governance Structure Section 7.5.2, Reserves for Retirement Benefits Fund.)

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

(4) Praram 9 Hospital Cooperative was established to promote and encourage savings of members who are the Companys 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, employees uniforms, employees transportation, birthday gifts, token of appreciation for employees completing their 9-year and 20-year services, and special payments.

(8) Post-retirement healthcare benefits for directors and/or executives who are founders are provided in accordance with the criteria for considering the company's healthcare benefit policy.

(9) Training and activities providing financial management advice from qualified and experienced individuals both from within and outside the organization aim to promote employee financial literacy, the importance of saving and financial security, and the selection of appropriate investment policies tailored to their age and risk tolerance. This serves as a guideline for preparing for life after retirement.

Based on the aforementioned remuneration details, the Company provides two categories of remuneration and compensations as follows:

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

Long-term compensation includes.

: Performance assessment in accordance with the Key Performance Indicators (Balance Scorecard),

: Employee Stock Option Program (ESOP), Employee Joint Investment Program (EJIP)

Policy and Practice Guidelines on Knowledge and Capability Development

The Company aims to continuously develop its employees of all levels and functions. The company considers individual employees 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 Companys 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 Companys performance index to support long-term growth.
- (4) Strengthening employees relationship with the Company and reducing loss of capable employees.

Policy and practice guidelines on employees health and safety

Realizing an importance of safety, occupational health and working environment and hospital service recipients, the Company has therefore established a security and safety plan policy to create and sustain hospital safety culture. The Company has also specified and developed the components of safety culture, cleaning procedure, sanitization process for equipment and building, and appointed the Facilities Management and Safety Committee to be responsible for examining, searching and assessing safety risks within the organization to present safety and security improvements. The Company has determined significant practice guidelines on safety and occupational health as follows:

- Safety culture components:
 - (1) Accountability for safety is clear
 - (2) Safety is clearly recognized value
 - (3) Safety is integrated into all activities
 - (4) Safety lead is clear
 - (5) Safety is learning driven
- Occupational Safety Goals:
 - (1) Zero work-related accidents annually.
 - (2) Zero work-related illnesses annually.

The company has established key safety and occupational health practices and improvement plans as follows:

- (1) Promote knowledge, understanding and awareness of safety, occupational health, and working environment among directors, management, and employee
- (2) Support the issuance of the Companys 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 Companys 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 Hospitals policy across the entire organization. Its roles and responsibilities are as follows:

(1) Formulate policy and plan to prepare, prevent, control and handle emerging diseases in accordance with the situation and supervise the implementation to achieve objectives.

(2) Prepare and improve strategic plan considering current trend and situation, cooperate with the hospital and related government organization in implementing the plan and monitor the implementation results.

(3) Set up the cooperation system, support preparedness operations and ensure effective and comprehensive implementation by all internal organizations

(4) Formulate supervision measures and facilitate the hospital staff members when they perform their duties or are affected by the operations

(5) Appoint and assign a working committee or persons as deemed appropriate to ensure operational efficiency and effectiveness

(6) Perform other tasks as assigned by the Chief Executive Officer

Customer

The Company has a policy on the responsibility towards service recipients based on quality and fair, transparent and ethical service standard, including reasonable drug prices and service fees, to best address customers needs, create trust and satisfy customers to maintain their loyalty and inspire them to spread the word of mouth that encourage others to seek medical treatment or advice at the Hospital. As a result, the Company has received the Ethical Hospital Certificate from the Department of Internal Trade, Ministry of Commerce. The certificate clearly underlines the Companys 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 Companys website, www.pram9.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 Companys own or related persons benefit and shall not disclose the information of its service recipients without permission from the service recipients or Companys 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 Hospitals overall services and

by department. In the past year, according to the results of the survey conducted through the Hospitals Call Center, it was found that service recipients satisfaction was 98.75 percent on average. (More information is presented in the Information Disclosure and Transparency under the topic: Customer Satisfaction Level).

(6) Establish communication channels for service recipients to inquire and make a suggestion to the Company or to ask for support and advice relating to the Company 24 hours a day via either call center number 1270 or the Company's website, www.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:

Summary of quality standard certifications from the past to the present.

- 1) ISO 9002 certification from 2000-2003
- 2) ISO 9001 certification from 2003-2009
- 3) Hospital Accreditation (HA) certification from the Healthcare Accreditation Institute (Public Organization) from 2004-2010.
- 4) Thailand Top Company Awards 2018, Healthcare Service Industry Category, Thai Chamber of Commerce University and Business Magazine.
- 5) Joint Commission International (JCI) accreditation since 2010-Present
- 6) Clinical Care Program Certificate (CCPC) by JCI, namely CCPC Kidney Transplant for the Institute of Nephrology and Kidney Transplantation and CCPC Diabetes Mellitus for Diabetes and Metabolic Center.
- 7) Certification of Conformance with GHA Covid-19 Guidelines for Medical Travel Programs in 2020.
- 8) World's Best Hospitals 2022-2025 List released by Newsweek.
- 9) The ranking places the company as the 3rd most admired private hospital in Thailand with the highest level of trust (Thailand Most Admired Company 2023-2025).
- 10) Best Specialized ASIA Pacific 2024 Thailand's Top-Ranked Orthopedic Hospital from Newsweek
- 11) Receiving the Outstanding Medical Management Award from the Bangkok Life Hospital Awards 2025.

Business competitor

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.

Business partner

The company has policies and processes for fair and honest dealings with business partners, refraining from unfair practices, and promoting the potential and capabilities of business partners. This includes collaboration in product, service, and innovation development, as well as planning to enhance the potential of business partners. The aim is to improve the efficiency of both business partners and the company, considering the mutual benefits based on sustainable and equitable returns for both parties. Work plans have been established for selecting business partners, along with company practices towards business partners, considering accurate legal compliance, regulations, and significant customary practices. Additionally, adherence to contractual obligations with business partners is emphasized to ensure fairness and mutual benefits for all parties involved:

Policy and Practices towards Suppliers

(1) Supplier selection process which based on equal information given and establish a committee to select suppliers, using identical criteria of selection to ensure fairness as follows:

- Business size and/or financial status
- Workforce or team readiness
- Readiness of equipment or source of raw material used in production
- Experience, expertise, and past performance
- Ability to deliver
- Guarantee and after-sales services
- Credibility in terms of financial records and growth capacity

(2) There is a procurement process that is environmentally friendly (Green Procurement), and the preparation of contracts and agreement records is done in an appropriate and fair manner.

(3) The company has a clear policy for selecting vendors or subcontractors, that is, in addition to having all the necessary components in terms of reliability, product quality, or service quality, the vendors or subcontractors must also be certified in both general standards and environmental standards.

(4) Strictly adhere to the agreed conditions and urgently inform the suppliers in the event that such conditions cannot be met to mutually find solution based on business relationships.

(5) Neither call for, nor accept, or pay any benefit, in a dishonest way, to suppliers.

(6) Support, encourage, and invite suppliers, persons, and/or agencies related to suppliers to operate business with fairness in accordance with the principles of good corporate governance, to oppose the corruption in all forms in line with the Companys guidelines, and to return the Form of Confirmation of Support for Anti-corruption to the Company, in order to strengthen collaborative actions with the Company towards sustainable business growth and development.

(7) Provide information and ensure suppliers respect for human rights, fair labor treatment, and social and environmental responsibility.

(8) Establish channels for suppliers to report abuses or unfair treatment in any case to the Companys 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

Creditor

The Company has a policy on fair treatment and responsibility towards creditors, including trade creditors and financial institution creditors, and obliges to pay debt within an agreeable time frame to maintain its credibility by adhering to practices towards creditors to ensure fairness as follows:

(1) Adhere strictly to the terms and conditions of contracts, agreements, and various commitments with all types of creditors. This includes matters related to the purpose of fund utilization, repayment of principal and interest, collateral management, guarantee conditions, capital management, and measures to prevent breaches of debt repayment obligations under the relevant agreements. Additionally, the company is committed to maintaining the quality of securities or any other agreed-upon terms. In the event that the company is unable to fulfill any specific condition, immediate notification will be given to the creditor to jointly seek a mutually agreeable solution. Formulate a strategy to manage capital for security and stability in order not to cause difficulty

(2) Formulate strategies for capital management to ensure stability and resilience, preventing the company from being in a difficult financial situation when repaying debts to creditors. Additionally, manage liquidity to be prepared for timely debt repayment as specified in the agreed-upon timeframe.

(3) Correctly and adequately report the Company's financial status, financial information, or any other facts to creditors regularly and in the event that the Company is unable to comply with any conditions under agreements, the Company will strictly proceed to the requirement of information disclosure and will urgently inform its creditors to mutually and reasonably seek solutions on capital management.

(4) In the event that the Company faces financial problems or there are issues that might significantly affect its financial status or repayment ability, the Company sets its plan to resolve the financial problem by taking into consideration fairness against creditors and stakeholders and the management has duties to constantly report resolutions to the Board of Directors.

(5) To maintain the interest-bearing debt ratio of less than 2 times, under the rate specified by institution creditors

Government agencies

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

Community and society

The Company recognizes the importance of sustainability in business under corporate social responsibilities principle, by focusing on operating its business with care for all stakeholders in all aspects of economy, society, to environment morally and ethically, as well as adhering to the principle of good corporate governance to operate business in compliance with related laws and acting against corruption of all forms. The Company expects that its business under corporate social responsibility will be a key driver for sustainable development of society.

The Company pays attention to and places its importance on the safety and quality of life of directly and indirectly related people in the society. The Company encourages its employees to be conscious, responsible, and strictly compliant to relevant laws and regulations. The Company also took part in a number of activities aiming to develop and preserve the local cultures in the area where it operates, such as blessing high level executives on Songkran Day, Kathin ceremony, presentation of candle on Buddhist Lent Day, and food offering to

monks in nearby temples on New Year Day. The Company determines its policy and practice guidelines on social and community responsibilities as follows.

- (1) Promote honesty, fairness, and ethics in business operations within competition framework and in compliance with laws, regulations, and ethics, as well as reject behaviors that obstruct fair competition
- (2) Promote respect for human rights and fair treatment towards others, regardless of difference in race, skin color, gender, age, language, religion, mental status, and social status
- (3) Develop human resources and fair treatment of labors, such as providing the disabled with opportunity to work with the Company, and not hiring children or illegal foreign workers
- (4) Promote the regular development of the Companys 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.

Environment

The Company has established a policy on environmental care by requiring that operations under Companys 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 Administrations 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 of the stairs instead of elevators, switching off electrical appliances when not in use, and using energy saving devices, etc.

(2) Promote, campaign for and introduce measurable guidelines to ensure that all employees are aware of and cooperate to reduce unnecessary use of resources as well as the efficient use of natural resources for utmost benefit by adhering to the principles of Reduce, Reuse, and Recycle

(3) Enable an e-Document system in order to adopt an electronic working system in the work process to increase working speed, reduce the work process, and to reduce the use of documents and consumables.

(4) Improve and review projects which have already been implemented to update and concretely increase efficiency

Environmental knowledge and use of resources trainings

The Company recognizes the importance of the environment and foresees that most of the environmental issues are caused by misunderstanding of users. Therefore, the Company has a policy to promote and encourage all of its employees to be aware of the value of resources in all aspects, as well as the impact of business operation on the environment by organizing environmental trainings for its employees to support their operation and enhance their knowledge.

In the year 2025, the company has reported its electricity and water consumption figures (please refer to the details under the section "Driving Sustainable Business" for performance results in energy management).

Fair Labor Treatment Policy

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

1. Equally respect employees rights according to human rights principles regardless of sex and provide opportunity for the disabled and underprivileged persons to work with the Company as well as comply with the labor law.
2. Ensure fair employment process and employment conditions as well as consider performance based on evaluation process on a fair basis.
3. Promote personnel development via trainings and seminars and various related academic training to enhance employees knowledge, competency and potential of personnel as well as cultivate positive attitudes, morality, ethics and teamwork.
4. Provide various benefits for employees as required by law and beyond.
5. Focus on organizing work environment and facilities required for work to ensure safety and ability of employees to perform their duty safely with good hygiene in the workplace.

6. Allow employees to express their opinions or complaints about unfair treatment or wrongdoing in the Company as well as protect the employees who report such matters.
7. Encourage all employees to adhere to and respect the rights of others, starting from refraining from using aggressive words in writing and speaking or gestures that suggest aggressiveness, obscene, threat, abuse, harassment, or adversary actions while communicating with others

Policy on Non-infringement of Intellectual Property and Copyright

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

1. The Company will not use information, documents, publications, or trade secrets without permission to legally use or obtained unlawfully. If the Company uses information, documents, media or publications of others, the Company shall refer to the source of information or the author, or showing link connecting to the work of the creator.
2. Every employees computer will only install software that is legitimate and in case employees require specific software, the Information Technology Department will install copyrighted software that the Company has purchased.
3. Regularly review of information, documents and publications that will be used in the business to ensure that they are not copyrighted works of others and lawful action should be taken if required.

Personal Data Protection Policy

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

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

Collection of personal data

1. The Company directly and indirectly collects personal data for an appropriate period of time for the benefits of providing service. This includes the information a person provides to the Company or when a service is requested through website, application and other channels.
2. The Company may receive personal data from the third party, such as business within the group, sales agents or the Companys 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 Companys 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 Companys 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 Companys 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 Companys 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 Companys Data Protection Officer (DPO) will then consider the facts according to the process and present them to the authorized person for consideration, and then inform the data owner.

Furthermore, in 2025, the company did not receive any complaints regarding violations of customer personal data to the Personal Data Protection Commission, the Consumer Protection Commission, the Consumer Council, etc. (More details are available on the Companys website, www.pparam9.com in Investors Relations Section.)

Tax Policy

The Company adheres to and complies to the tax laws and other related laws, and operates its business in accordance with generally accepted standards and law intent. The Company has specified Tax Policy which will be used as practice framework with the key essence as follows:

Tax ethics

1. Organizations 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.pparam9.com under the Investor Relations Section.)

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company has established the written policy on Corporate Governance and the Code of Conduct to serve as a standard to which the Company's directors, executives, and employees at all levels adhere in performing their assigned duties and responsibilities. In promoting compliance with the Company's Code of Conduct, the management

and employees are required to understand and strictly uphold ethical standards to ensure that they perform their duties with efficiency and transparency and take into consideration the Company's best interest and fairness to all related stakeholders. Any discrepancy shall result in disciplinary actions.

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

1. Conflict of Interests Policy
 - No personal interest and conflicts of interest
 - Policy on Preservation and Use of Company's Assets and Data /Confidentiality
 - Maintaining confidentiality and not using the inside information for own benefit
3. Policy on Security Trading and Use of Inside Information
4. Policy on Internal Control System and Internal Audit System and Accounting and Financial Reporting
 - Transparent and equal treatment to all contractual bindings with the creditors
 - Putting in place efficient internal control and internal audit systems
 - Policy on Responsibilities towards Shareholders
 - Executive and Employee Treatment Policy
 - Supporting employee rights and creating employee engagement
 - Corporate Social Responsibilities (CSR) Policy
 - Respect for laws and the international human rights principles
 - Free and fair competition
 - Transparent procurement process and fair supplier treatment
 - Responsibility towards community and society
 - Safety and hygiene promotion and environment conservation
 - Response to customers needs and responsibility towards consumers
 - Corporate Governance Policy
 - Personal Data Protection Policy
 - Anti-Corruption Policy
 - Maintaining the political neutrality
 - Setting out guidelines for accepting and giving gifts, assets or other benefits

The Board of Directors has adhered to the principles of good corporate governance and therefore formulated the corporate governance policy in writing. The Board of Directors has prepared a corporate governance manual and published it on the Company's website, www.pparam9.com, the Investor Relations Section. The manual serves as guidelines for the performance of duties for all directors, executives and employees of the Company as well as all relevant stakeholders for acknowledgement and adherence to as practice guidelines in the same direction.

In addition, to achieve its intention to conduct business with transparency, morality and responsibility towards stakeholders as well as the society and the environment, which is the key to sustainable business operations, the Board of Directors has therefore established the Code of Business Conduct (Corporate Ethics) in writing and published it on the Company's Website at www.pparam9.com, the Investor Relations Section and announced and communicated it to the Board of Directors, executives and all employees for acknowledgement and strict compliance.

Additional information about the Company's corporate governance and business ethics is available on its website, www.pparam9.com, under the Investor Relations Section.

Reference link for the full version of business code of conduct : <https://investor.pparam9.com/storage/download/corporate-governance-policy/201490605-pr9-business-ethics-th.pdf>

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption,

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

Prevention of Conflicts of Interest

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

Practices to prevent conflicts of interest.

1. Avoid conducting related party transactions or connected transactions with oneself or related persons that may cause conflict of interest with the Company, except for transactions that will support medical services and/or transactions that are reasonable and create benefits to the Company.
2. Refrain from seeking own benefits or benefits of others by using and disclosing information or internal information that has not been disclosed to the public or is confidential to outsiders.
3. Not use documents or information obtained from being the Companys 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 Companys 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 Companys 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

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 Companys operations to report on the infringement of the Companys 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 Companys website at <https://investor.pram9.com/th/company-info/corporate-governance/corporate-governance-policy>)

Reference link for Anti-corruption : <https://investor.pram9.com/storage/download/corporate-governance-policy/20230828-pr9-anti-corruption-policy-en.pdf>

Whistleblowing and Protection of Whistleblowers

The Company has the policy to protect and ensure fair treatment to directors, executives and employees who report the information or provide clues on corruption or non-compliance with the laws, regulations, Articles of Association of the Company as well as the Code of Business Conduct (Whistleblower Policy) which are as follows:

Method of complaint and misconduct report filing

1. The complainant shall directly send complaints or clues of the wrongdoing and fraud in writing to the responsible supervisor (from manager level up). However, in a situation where it is not appropriate or inconvenient, the complainants can report via the Companys 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 mitigate 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 Companys 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 Companys Website, www.pparam9.com, under the Investor Relations Section, on the Whistleblowing Page.
4. The Companys 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 Companys reporting channels.

Cooperation to adopt the Companys 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 Companys 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 Companys website.

Monitoring and handling procedures when receiving information, complaints, or reports of wrongdoing

In 2025, the Company did not receive any information about any wrongdoings resulting from corruption. The Risk Management Manager has summarized the report to the Audit Committee meeting every quarter. However, the

Company has communicated to executives and employees to be aware of the regulations, practices, including the anti-corruption policy and penalties, in addition to training new employees on the employee orientation day and reviewing it regularly every year.

Reference link for Whistleblowing and Protection of Whistleblowers : <https://investor.pram9.com/storage/download/corporate-governance-policy/20230828-pr9-anti-corruption-policy-en.pdf>

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Prevention of Misuse of Inside Information

The Company places importance on the supervision of the use of internal information and confidentiality, maintenance of information and confidential documents of customers, and information security in the information technology system. The Company shall not publicly disclose or release confidential information and documents as well as unpublished internal information for own and others direct or indirect benefits and with or without returns. The Companys 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 Companys 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 Companys securities as well as financial information, shall refrain from trading of the Companys 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 Companys 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 Companys 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 Companys website, www.pram9.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 Prevention of Misuse of Inside Information : <https://investor.pram9.com/storage/download/corporate-governance-policy/20210909-pr9-cg-policy-en.pdf>

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Gift giving or receiving, entertainment, or business hospitality

To support and prevent a loophole that may lead to corruption, the Company has clearly determined the gift giving and receiving policy as follows:

Practices regarding the giving and receiving of gifts by the Company.

1. Directors, executives or employees shall not ask for, receive or accept to receive money or other benefits from those with related businesses.
2. Directors, executives or employees may receive or give gifts according to the tradition. The gift shall not worth over 3,000 baht (Three thousand Baht). In case the value exceeds 3,000 Baht (Three Thousand Baht), the person shall report to their immediate supervisor. Accepting gift shall not have impact on any business decision of the receiver.

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

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Compliance with laws, regulations, and rules

Violation / Non-compliance with regulations

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

Violation of Laws related to Labor, Employment, Consumers, Trade Competition and the Environment

In the past year, the Company did not take action that violated the laws related to labor, employment, consumers, trade competition and the environment.

Execution by Regulatory Agencies

In previous year, the Company had issued a notice of important incident within the period specified by laws, and consequently was not accused of failing to report and there has been no action taken against the Company by regulatory agencies.

In addition, none of the Companys Directors was reported on the news, or fined, or accused of, or prosecuted for a civil offense by the Securities and Exchange Commission, the Stock Exchange of Thailand, or, Office of the National Anti-Corruption Commission, concerning committing fraud or unethical acts.

Information and assets usage and protection

The Company gives priority to the monitoring of the use of inside information and confidentiality of the Company, the protection of confidential information and document of the patient, and the confidentiality of information technology system. No confidential information and document of the Company, including inside information not disclosed to the public shall be allowed for disclosure or use or exploitation for anyones interest, either directly or indirectly, regardless of compensation. In addition, trading the Companys 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 Organizations 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 patients 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 persons 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

The Company has a policy regarding ethical and transparent business conduct, adhering to principles of fair competition to practice responsibly against competitors within the legal framework of competition laws. This approach has been consistently emphasized and implemented throughout the years as a fundamental guideline for conducting business. In the past year, there were no disputes between the company and any trade competitors. The company has established criteria and practices in this regard. The Company has formulated the policy and practice guidelines for competitors as follows:

1. Perform business operation within the widely accepted framework of good competition.
2. Support and promote free and fair trade without engaging in restrictive practices, reducing competition, or imposing exclusivity requirements that mandate trading solely with the company.

3. Refrain from breaching and eliciting of competitors confidentiality using dishonest, illegal, or unethical approach.
4. Refrain from destroying competitors reputation using accusation.
5. Refrain from entering into trade agreement or any act leading to unfair competition or trade monopoly.
6. Refrain from defamation, abuse, or distorting competitors facts.

Information and IT system security

The Company places importance on the use of information technology as a major component of business processes to increase service efficiency, quality, precision and speed, thereby increasing competitiveness and creating sustainable growth. The Company also recognizes possible risk factors caused by the use of information technology. The Company has therefore established a policy on information management and safety protection as a framework and guidelines for information management for employees at all levels as well as outsiders related to the Companys 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 Companys 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 Companys 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 Companys 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 Companys 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 Companys business operations and in accordance with relevant laws must be set out. The rehearsals of both planned downtime and unplanned downtime will be conducted at least once a year each.

2. The budget plan for IT investment and annual maintenance for each equipment category, and comprehensive IT operations control has been set, the details of which are as follows :

- 2.1) Selection of hardware, software, operating system and resources for the communication system.
- 2.2) Data backup and retention capabilities
- 2.3) List of assigned persons responsible for the implementation of the IT Contingency Plan.
- 2.4) Supporting documents necessary for system testing according to the Contingency Plan for the Computer System and Business Continuity Plan.

Security Administration of Restricted Systems

The IT Department performs its duties in monitoring threats to the IT system, prompting warnings, and determining proper prevention measures for IT system security or programs internally used. Security control of data transmission among departments must be carried out at both the operational and management levels. Confidentiality and business data protection and control must be implemented by the management and all data users. The Company has adopted the following standards for the use of its IT system.

1. All documents about system controls are required to defined as the Companys 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 Companys internal computer system which requires a regularly scheduled review of the patch on a periodic basis. A system test must be conducted before patching to consider whether the existing problems can be fixed. System administrators are responsible for the installation of all new patches and prepare a manual or detailed documentation of the changes in the system.
6. Installing network intrusion/detection tools to prevent illegal access by hackers, and carrying out usage review and analysis.

7. The assigned IT personnel have appropriate qualifications to perform their duties of verifying user access rights. Remote access from authorized users must be closely monitored; data encryption must be inspected; and system access must be regularly reviewed by using access logging.
8. Data Security System. Based on the physical structure of the computer network, data storage of each system and program on the computer network are separated, such as application server, Mail server, etc.
9. Putting in place regular system detection of abnormal behaviors on computer network and appliances in order to find appropriate solutions to minimize risks on the computer network beforehand.
10. The host computers of every work system and program developed are required to be documented, tested, reviewed and regularly updated at least every 2 years to control and prevent any unauthorized access to the host computer network and follow up system control results to assure security of all systems.

Environmental management

The Company has established a policy on environmental care by requiring that operations under Companys 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 Administrations 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 companys annual budget and is the responsibility of all executives and employees to cooperate and comply with the prescribed measures. The guidelines for the effective use of natural resources are as follows.

1. Support and campaign for natural resources and energy saving both within the Hospital and office, for example, a campaign for the use the stairs instead of elevators, switching off electrical appliances when not in use, and using energy saving devices, etc.

2. Promote, campaign for and introduce measurable guidelines to ensure that all employees are aware of and cooperate to reduce unnecessary use of resources as well as the efficient use of natural resources for utmost benefit by adhering to the principles of Reduce, Reuse, and Recycle
3. Enable an e-Document system in order to adopt an electronic working system in the work process to increase working speed, reduce the work process, and to reduce the use of documents and consumables.
4. Improve and review projects which have already been implemented to update and concretely increase efficiency

Environmental knowledge and use of resources trainings

The Company recognizes the importance of the environment and foresees that most of the environmental issues are caused by misunderstanding of users. Therefore, the Company has a policy to promote and encourage all of its employees to be aware of the value of resources in all aspects, as well as the impact of business operation on the environment by organizing environmental trainings for its employees to support their operation and enhance their knowledge.

In the year 2025, the company has reported its electricity and water consumption figures (please refer to the details under the section "Driving Sustainable Business" for performance results in energy management).

Human rights

The Company values and respects human rights, which are considered the basic rights of human being. The Company has continuously and strictly complied with the laws and international principles on human rights in accordance with the Universal Declaration of Human Rights (UDHR). The Company requires all doctors, nurses, medical staff, related persons and employees to equally treat each other, patients, service recipients, and stakeholders, including trade partners and suppliers, contractors, competitors, etc., without discrimination. The Company also promotes equality in the organization and does not discriminate based on gender, race, religion or culture., respect for others right to express opinions, and opportunity for the disabled to work with the Company, and is not involved in child labor and illegal foreign workers. Hospital customers and all related persons therefore receive the services and are treated equally according to their rights.

The Company seriously focuses on and recognizes the right of individual and patients as seen in the integration of service culture training, in which patient rights are highlighted, into the new employee orientation program. This enables employees to acknowledge, understand and properly execute as well as communicate with the patients on their rights and responsibility. The major guidelines are as follows:

Respect for Human Rights

1. All patients are entitled to the basic right to receive medical treatment and healthcare services that meet professional standard and without discrimination
2. Patients have the right to receive true and sufficient information about illness, examination, treatment, and the advantages and disadvantages on the examination and treatment by professionals to support their decision, except in case of emergency and life-threatening situation.
3. Patients in life-threatening condition have the right to be treated immediately as needed without asking for it.
4. Patients have the right to know the name and profession of the person providing medical treatment.
5. Patients have the right to request for opinions on health-related matters from others persons who do not provide the medical treatment to them, and the right to change the healthcare professionals or the medical service providers within the scope of their existing healthcare rights.
6. Patients have the right to personal data protection, except when consent is given, or in case that the healthcare service creates direct benefits to the patients or as required by laws.
7. Patients have the right to receive full data before joining or withdrawing from research conducted by healthcare professionals

8. Patients have the right to receive personal data in the Hospitals record according to the hospital procedure and shall not infringe on others rights or other persons information
9. Father, mother or legal representative may exercise the right on behalf of an underage patient aged not over 18 years and person with physical or mental responsibility

Non-discrimination practice

The Company respects the rights of all stakeholders, fully complies with the related laws and equally treats all stakeholders without discrimination or providing special treatment for a particular person, or giving more right to one person over others, and does not exempt its duty due to difference in nationality, religion, skin, gender, social status, mental condition, opinion, illness or other status.

Promoting a human rights culture within the organization,

The Company enhances its organizational culture through training and periodic assessments of human rights risks throughout the value chain. This is aimed at fostering knowledge and understanding among the company's employees. In the year 2025, the company conducted training in human rights for its employees, achieving a 100% participation rate. The training covered topics such as labor rights violations, non-exploitation of child labor, the prohibition of child labor, and fair treatment of persons with disabilities, among others. In the past year, the company did not receive any complaints or reports related to human rights issues.

Safety and occupational health at work

Realizing an importance of safety, occupational health and working environment and hospital service recipients, the Company has therefore established a security and safety plan policy to create and sustain hospital safety culture. The Company has also specified and developed the components of safety culture, cleaning procedure, sanitization process for equipment and building, and appointed the Facilities Management and Safety Committee to be responsible for examining, searching and assessing safety risks within the organization to present safety and security improvements. The Company has determined significant practice guidelines on safety and occupational health as follows:

Safety culture components:

1. Accountability for safety is clear
2. Safety is clearly recognized value
3. Safety is integrated into all activities
4. Safety lead is clear
5. Safety is learning driven

The Company has set the practice guidelines for occupational health and safety as follows:

1. Promote knowledge, understanding and awareness of safety, occupational health, and working environment among directors, management, and employees
2. Support the issuance of the Companys 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 Companys 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 Hospitals 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

Information disclosure and transparency

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

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

- Outpatient (OPD) Patient Experience Rate: 93.6%

- Inpatient (IPD) Patient Experience Rate: 96.6%

6. The Company has a policy to disclose the information on the shareholding of directors, executives and the shareholding of their spouses or partners as well as minor children in Form 56-1 One Report and the Companys Annual Report. (More details can be found in the section of Details on directors, executives, controlling persons and company secretary) and require directors and executives to report the trading of the Companys shares of ones own, of spouses or partners, and minor children to the Board of Directors Meeting on a quarterly basis.

In 2025, directors and the first 4 executives of the Company acquired and sold shares as follows:

Names of Directors and Executives	No. of shares held and changed				No. of Shares Acquired / (Sold)	% shareholding
	As of 31 December 2024		As of 31 December 2025			
	Direct	Indirect ⁽¹⁾	Direct	Indirect ⁽¹⁾		
1. Mr. BhanapotDamapong	1,000,000	-	1,000,000	-	-	0.1272
2. Dr. SatianPooprasert	10,550,000	1,000,000	10,550,000	1,000,000	-	1.4751
3. Dr. ViroonMavichak	9,250,000	-	9,250,000	-	-	1.1764
4. Dr. PrasertTrairatvorakul	9,950,000	616,833	9,950,000	616,833	-	1.3439
5. Mr. AttapolSariddipuntawat	-	-	200,000	-	200,000	0.0254
6. Mrs. VilasineePuddhikarant	-	-	-	-	-	-
7. Mr. Kanit Patsaman	-	-	60,000	-	60,000	0.0076
8. Mr. Piset Chiyasak	-	-	-	-	-	-
9. Dr. Thanai Charinsarn	-	-	-	-	-	-
10. Police Lieutenant General Boriarn Siangarom	-	-	-	-	-	-
11. Dr. Somchai Pinyopornpanich	150,000	-	150,000	-	-	0.0191
12. Mr. Songsak Premasuk	-	-	-	-	-	-
13. Ms. Khamaporn Thumpiphith	-	-	-	-	-	-
14. Dr. Wittaya Wanpen	-	-	-	-	-	-
15. Dr. North Techawathanawanna	26,000	-	31,000	-	5,000	0.0039

Remarks: (1) Shareholding of Spouses, Domestic Partners, and Minor Children

(2) Dr. Thanai Charinsarn was appointed as an Independent Director by the Annual General Meeting of Shareholders 2024 held on April 23, 2024. He was also appointed by the Board of Directors Meeting No. 3/2024 on the same date as a member of the Executive Committee and a member of the Corporate Governance Committee, replacing Dr. Prasert Tirattawanorakul.

(3) Police Lieutenant General Boriarn Siangarom was appointed by the Annual General Meeting of Shareholders on April 25, 2025, to serve as an independent director and by the Board of Directors meeting No. 3/2025 on April 25, 2025, to be a member of the Nomination and Remuneration Committee and the Audit Committee, replacing

Professor (Honorary) Lt. Col. Dr. Siritnara Singnarana Na Ayuttaya, who has retired from the company as a director due to the expiration of her term.

(4) Dr. Somchai Pinyoapornpanich and Mr. Songsak Premsuk serve as Executive Directors.

(5) Miss Kamaporn Tumpit assumed the position of Deputy Managing Director, Accounting and Finance (highest responsible person in the Accounting and Finance division), replacing Mr. Teeraphan Disayabutara, effective March 1, 2024.

(6) Dr. Wittaya Wanpen assumed the position of Deputy Managing Director, Business Development and Strategic Planning Office, and Dr. North Techawathanawanna assumed the position of Deputy Managing Director, Medical and Human Resources, effective February 18, 2025.

7. Auditor and auditor remuneration (More details are available in the Auditor Remuneration Section)

8. Publication of annual reports (Form 56-1 One Report)

The Company has a policy to simultaneously disseminate an annual report or 56-1 One Report both in Thai and English versions on the Companys website and submit it to SET no less than 30 days prior to the Annual General Shareholders Meeting as well as within 120 days from the end of the accounting period as specified by SET.

Dissemination of Form 56-1 One Report on the Companys Website and Submission to the Stock Exchange of Thailand		
Annual General Meeting of Shareholders - 25 April 2025 (Meeting conducted via electronic means)	Dissemination of Form 56-1 One Report on the Companys Website - 24 March 2025	Submission of Form 56-1 One Report to the Stock Exchange of Thailand - 24 March 2025

9. Provide various channels for communicating the Companys information, such as the SETs website, the Companys website, analyst meetings, quarterly performance report, Annual Information Disclosure Form, annual report (Form 56-1 One Report), press conferences, newsletters, etc. In addition, the Company has prepared the published and presented information in both Thai and English languages for equal accessibility of Thai and foreign shareholders.

10. Public information shall be accurate, complete, and transparent, with no objective to create the Companys securities the price that is different from the actual data based on the Companys performance and is cautious on providing the information that may cause misunderstanding and does not publish significant information prior to public disclosure via the SETs website.

11. The Company has established an Investor Relations Unit to serve as a center for public relations and disclosure of significant and useful information for shareholders, investors, as well as supervise financial reporting processes such as presentation of performance, financial statements, financial reports, management discussion and analysis (MD&A) as well as significant information notified to the Stock Exchange of Thailand both in Thai and English.

In addition, in 2025, the Company organized public relations activities to present its operational direction and performance to the analysts and investors as follows:

Activities	2025 (Time)
Analysts Meeting	4
Participated in Listed Companies Meet Investors	4
Participated in presenting the Companys information to investors	-
Meetings with investors/ telephone meetings	39
Dissemination of newsletters presenting the Companys financial position.	4

In addition, Investor Relations Officers also participated in the activities organized by Investors Relations Club to exchange knowledge and experiences and apply this learning to practice to enhance the investors relations functions.

Investor Relations Officers participated in the following training programs/seminars that supported their performing of duties.

Courses
<ul style="list-style-type: none"> - Basic IR (Industry Relations) course organized by the Thai Listed Companies Association. - Investor Relations Professional Development Program organized by the Thai Listed Companies Association. - Basic Finance for IR (Industry Relations) course organized by the Thai Listed Companies Association. - SET Training for the Service Sector: Introduction to the SET Sustainability Reporting Guide based on ESG Metrics at the basic and industry levels, organized by the Stock Exchange of Thailand. - Stock Exchange of Thailand: Digital Asset and Business Growth Opportunities (New S-Curve) for Listed Companies course, organized by the Stock Exchange of Thailand. - SET: Preparing for Climate Change and Guidelines for Reducing Greenhouse Gas Emissions (3rd Session). - SET x IAA Course: Techniques for Adding Value to Listed Companies from a Securities Analyst's Perspective. - GRI Standards 2021: The Revised GRI Universal Standards. - Online Seminar with EY - Audit Committee. - Training Course: "Techniques for Adding Value to Listed Companies from a Securities Analyst's Perspective" (2nd Session). - Seminar on Guidelines for ESG Information Disclosure in One Report. - Techniques for Valuing Companies Appropriately for the Business. In the current era: - Facilitating the Growth of Thailand's Carbon Market Seminar - Technology and the Operations of Listed Companies - Training on Disclosure of Information via the SETLink System 3rd/2023 - A Step toward Sustainable Growth - Taking Another Step Towards the Sustainable Development Goals of Thai Listed Companies (3rd Edition) - Seminar on Improving the One Report System - Carbon to ESG: How to Build Net Zero and CBAM - Training: MASTER OF ONE PAGE SUMMARY - Seminar on Financial Statement Fraud, Economic Update, ESG Trends and Carbon Dioxide by EY - Webinar: SET Sustainability Assessment 2024 - Sharing Experiences: Building Sustainability, Connecting Communities to the Global Market - Seminars and Training to Disseminate Knowledge on "Setting Net Zero Targets According to the Thailand Greenhouse Gas Management Organization (TGO) Guidelines" - Online Seminar: "Investing for Communities Towards Sustainable Development" - Seminar: The Next Step for SET RSG Ratings: Preparing for Assessment by FTSE Russell - Training Series 102: Workshop on FTSE Russell ESG Scores: In-depth Analysis of Assessment Topics (Group 5) - How to Implement ESG? To enhance the appeal from an analyst and investor's perspective, Phase 2 includes: - Updates on significant transaction (MT) and related party transactions (RPT) guidelines for listed companies - Introduction to the e-One Report (Phase 1) function on the SETLink system - Human Rights in Business - Financial Reporting Standards 2024 and interesting accounting issues for listed companies - TCFD Disclosure and Climate Risk - IR Sharing 1/2024: 'IR Communications Practices' - IR Sharing 3/2024: "Techniques for Presenting Opportunity Day - IR Sharing Webinar: The secret of success for Investor Relations

- Topic: The roles and responsibilities of AC, IA, and CFO in enhancing corporate governance
- Seminar on improving the One Report system
- Seminar on ESG-related risks and management: A practical guide for listed companies
- Training Course: Basic RPA system usage (UI Path)
- JCI Standard Course No. 8
- Training K2 Overview
- Leading with Urgency: Climate Action for Boards
- EY - Seminar for Audit Boards 2024
- Training Course: Getting to Know IFRS S1 and S2
- Webinar: SET Sustainability Assessment 2024
- Sharing Experiences: Building Sustainability, Connecting Communities to Global Markets
- Seminars and Training to Disseminate Knowledge on "Setting Net Zero Targets According to the Thailand Greenhouse Gas Management Organization (TGO) Guidelines"
- Online Seminar: Investing for Communities Towards Sustainable Development
- Seminar: The Next Step for SET RSG Ratings: Preparing for the FTSE Russell Assessment
- Training series 102 Workshop on FTSE Russell ESG Scores: In-depth analysis of assessment topics (Group 5)
- How should ESG be implemented? To enhance the appeal from an analyst and investor's perspective, Phase 2 includes:
 - Updates on significant transaction (MT) and related party transactions (RPT) guidelines for listed companies
 - Introduction to the e-One Report (Phase 1) function on the SETLink system
 - Human Rights in Business
 - Financial Reporting Standards 2024 and interesting accounting issues for listed companies
 - TCFD Disclosure and Climate Risk
 - IR Sharing 1/2024: 'IR Communications Practices'
 - IR Sharing 3/2024: "Techniques for Presenting Opportunity Day
 - IR Sharing Webinar: The secret of success for Investor Relations
- Topic: The roles and responsibilities of AC, IA, and CFO in enhancing corporate governance
- Seminar on improving the One Report system
- Seminar on ESG-related risks and management: A practical guide for listed companies
- Training Course: Basic RPA system usage (UI Path)
- JCI Standard Course No. 8
- Training K2 Overview
- Leading with Urgency: Climate Action for Boards
- EY - Seminar for Audit Boards 2024
- Training Course: Getting to Know IFRS S1 and S2

In 2025, Investor Relations participated in the following external training and seminars:

External Training/Seminars

Stock Exchange of Thailand

- SET Carbon: Digital Solution for Sustainable Business
- Disclosure of Information via SETLink System No. 1/2025
- Preparing e-One Report (Phase 1) on SETLink System
- First Year with FTSE Russell ESG Scores: Stepping Towards Sustainability with International Standards
- The Future of Sustainable Supply Chain Management: Sharing from Leaders in Action
- Using the Corporate Value Up (Thai ESG) Planning Function
- SET Sustainability Assessment 2025
- SET Experts Pool Sharing ESG Integration: Unlocking Value through Sustainable Investment Practices
- SET Experts Pool - Decoding IFRS S1 S2: Transforming Reports into Truly Sustainable Business Driving Forces
- SET Experts Pool Sharing Climate Risk 360 from the Perspective of Listed Companies and Consulting Firms
- In-depth Analysis of the FTSE Russell ESG Scores Assessment for 2025
- SET Experts Pool Seminar: Net Zero Actions & Collaborative
- JUMP+ Planning Deep Dive • Workshop on Achieving Net Zero Operations
- e-One Report Preparation Training

Association of Listed Companies

- Inside the ESG Raters Mind: Guide to Achieving a Good FTSE Russell Score from Professional Assessors
- IR Sharing 2/2025: The Role of Collaboration between CFO and IR
- Integrating Human Rights into Business
- IR & CS Networking: Lessons Learned from e-One Report to Annual Report
- IR Sharing 3/2025: How to Write an Effective MD&A
- Revolutionizing Internal Control with AI: Building a Robust Business Defense
- TLCA CFO Professional Development Program 7/2025
- Disclosure of risk information according to IFRS S1 and IFRS S2 in Form 56-1 One Report-S
- Biodiversity: Why Business must act

Others

- KKP Year Ahead 2025 Annual Investment Outlook Seminar
- KKPS: Hedge Fund Investment Introduction to Balyasny Atlas Enhanced Fund
- EY Transforming One Report with IFRS S Integration
- EY Decarbonization in ASEAN: separating fact from fiction
- Understanding IFRS S1 and S2 Sustainability Disclosure Standards
- PWC Thailand's Sustainability Seminar: IFRS S1 and S2 Ready or Not?

12. The Company has disclosed significant information on the Company's website for interested shareholders and investors to study and download at www.pram9.com. The available topics are:

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

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

(8) Sustainability management policy and goals

(9) Annual Report (From 56-1 One Report)

(10) Invitation to shareholder meeting, Shareholders meeting minute

(11) Investor relations information

Policies related to vision and mission

The Board of Directors has the duty to determine and consider objectives, vision, mission strategies, business directions, goals, policies, business plans, management structure and Company's approval authorities as well as supervise and monitor the performance of management to accurately and appropriately be in accordance with the goals under the framework of legal requirements and business ethics for the benefit of the Company, shareholders and all stakeholders.

In the year 2025, the company's board of directors considered and approved the company's strategy, goals, budget, and business plans, covering environmental, social, and governance (ESG) aspects. There was a thorough and vigilant review to ensure alignment with the company's vision, mission, and business direction, as well as the economic situation of the country.

Monitoring the Implementation of Strategies

To follow up on the implementation of strategies and business plans as assigned, the Board of Directors has added an agenda in its quarterly meeting requiring the Management to regularly report its performance to the meeting, including the operating performance according to the strategic plan, quality development plan and budget, and to report the performance of all committees, namely the Executive Committee, the Audit Committee (which is also responsible for risk management), the Nomination and Remuneration Committee and the Corporate Governance and Sustainability Development Committee and Non-Executive Committee. The Board of Directors shall provide recommendations and express opinions on an area of improvement according to its responsibility and duty in order to directly and indirectly support the Company's operations for future growth.

Policy on the prevention/ solutions to violation of business ethics

Prevention of Business Ethics Violation

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

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

Solution to business ethics violation

The Company communicates with employees at all levels through Intranet system and/or e-mail to ensure acknowledgement and understanding. In case employees continue to violate business ethics, the Company shall issue

warning, probation or terminate the employees if the case is very serious. For outsiders, including business partners and stakeholders, the Company has published the principle on its website, www.pparam9.com, on corporate governance section to create good understanding and encourage cooperation and support in preventing such issue.

The Company's Internal Auditors 2025 report showed that directors, executives and employees neither committed any unethical acts or found in violation of the Code of Business Ethics of the Company nor corrupt acts and that no complaint and whistleblowing on such issues was filed through the Company's whistleblowing channels.

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

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

The head of Internal Audits responsibilities are as follows:

- (1) Conduct internal audit
- (2) Review the Audit Committees 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 Committees Report

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

Supervision of the Company's operations

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

1. Supporting the Board of Directors in performing its duties of overseeing the performance of the Company's Board of Directors, executives, employees and various units to be in compliance with the laws and relevant regulations of regulatory agencies such as SEC, SET and Thailand Securities Depository Co., Ltd.
2. Coordinating with related regulatory agencies to ensure accuracy and transparency of the Company operations. The Board of Directors will consider and determine operational plans, performance overseeing, monitoring and evaluation system and improving the annual operational supervision plan in response to the changing circumstances and regulations.

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

Appointment of Company Secretary

The Board of Directors has prescribed that there shall be a Company Secretary appointed by the Board of Directors Meeting. The appointment of Company Secretary shall be in accordance with the criteria specified by the law and good corporate governance guidelines. The Company Secretary shall be a person with knowledge and graduated in

law or accounting and has completed training courses related to the performance of duties of the Company Secretary to provide legal and regulatory advice to the Board of Directors and supervise the activities of the Board of Directors. This includes to make an appointment, prepare a meeting invitation letter together with supporting documents for the meeting accurately, completely and sufficiently as well as coordinate to ensure the implementation in accordance with the Board of Directors resolutions.

Miss Marisara Thanasaksiri was appointed as the Company Secretary and Chief of Compliance. More details of the roles, duties and responsibilities of the Company Secretary are disseminated in the Section Details of the Board of Directors and Sub-Committees under the topic Details of Directors, Executives, and Company Secretary.

Responsibility of the Board of Directors

All directors understand the roles, duties and responsibilities and are aware of the responsibility as the organization leader to ensure that the Company has in place good and effective management with transparency and in compliance with the laws, rules, regulations and Articles of Association of the Company. The roles, duties and responsibilities of the Board of Directors and the management team are clearly segregated. The Company places importance on the policy on the responsibilities of the Board of Directors as follows:

Roles, Duties and Responsibilities of the Board of Directors

The roles, duties and responsibilities of the Board of Directors are determined in accordance with the Board of Directors Charter. The objective is to supervise the performance of the Board of Directors to ensure for the highest efficiency and effectiveness, consisting of the following guidelines:

Responsibility as an organization leader

The Board of Directors has recognized the significance of directors roles as the organization leader, whose duties and responsibilities are as follows:

- Overseeing the organization to ensure efficient management, including setting the Company's vision, goals, strategies, policies, as well as managing critical resources to achieve the Company's objectives and goals.
- Monitoring, assessing and supervising to ensure accuracy of the Company's performance reporting to create sustainable value for the business and maximize return on investment to shareholders.
 - Creating relationship, values and good corporate image for stakeholders, surrounding communities and the general public as well as promoting conducting business based on the principles of social and environmental responsibility.
 - Supporting education and human resource development.

Solution to business ethics violation

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

The Company's Internal Auditors 2025 report showed that directors, executives and employees neither committed any unethical acts or found in violation of the Code of Business Ethics of the Company nor corrupt acts and that no complaint and whistleblowing on such issues was filed through the Company's whistleblowing channels.

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

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

works under the managements responsibility. The Company has clearly defined and segregate the duties and responsibilities of the Chairman of the Board of Directors and the Chief Executive Officer, which can be summarized as follows:

Position	Duties and responsibilities
<p>Chairman of the Board</p>	<ul style="list-style-type: none"> ● 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 Companys 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 Companys directors, whether independent directors, non-executive directors or executive directors, as well as the Board- Management relationship.
<p>Chief Executive Officer</p>	<ul style="list-style-type: none"> ● Act as the Companys 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 Companys management to ensure that the management implements the strategy and business plan laid down to be in accordance with the Companys policies and goals as well as report to the Board of Directors on a quarterly basis. ● Perform duties as assigned by the Board of Directors and have the authority to take any actions necessary for the performance of such duties.

More details on the responsibilities of the Chairman of the Board of Directors and the Chief Executive Officer are presented in the Management Structure Section under Roles and responsibilities of the Chairman of the Board of Directors and Scope of duties and responsibilities of the Chief Executive Officer.

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

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 managements operations to be efficient, transparent, and in compliance with laws and regulations to ensure that the operation of the Company is appropriate and for the best benefits of the company and shareholders. (More details are presented in the Section of Management Structure)

Policy regarding the Board of Directors Meeting

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

1. According to the Companys 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 Companys operations.

In 2025, the Company convened the Board of Directors Meeting 6 times. Every meeting in a hybrid format

2. The Company will determine the agenda and the dates of the Board of Directors Meeting, Sub-Committees Meeting and the Annual Shareholders Meeting one year in advance with the participation in considering and approving of the Board of Directors and every Sub-Committee. This allows all Directors and Sub-Committee members to be able to allocate sufficient time and attend all meetings at the scheduled date and time.

In addition, the Company notifies the directors, executives, and employees, who have access to significant inside information that may influence changes in the Companys security price, of the period of time when they must refrain from trading in the Companys 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 Companys securities and no trading in the Companys securities was made during such period of time.

3. In determining the agenda of the Board of Directors Meeting, the Chairman of the Board of Directors and the Chief Executive Officer will approve the meeting agenda by having Chairman independent director to participate in considering the agenda of the Board of Directors Meeting in order that the matters prescribed by law and other significant matters related to the Company be completely included in the agenda.

4. However, in accordance with best practice, the company requires the company secretary to send meeting invitations and supporting documents as electronic files (PDF files) via email, or to provide physical document files only upon request from the directors.. This aligns with the resolution made at the 4 /2023 board meeting on 15 May 2023, which approved amendments to the board's regulations to comply with the Public Limited Companies Act of 1992 B.E. and the company's regulations regarding meetings. This includes sending meeting invitations and supporting documents and conducting electronic meetings under the specified conditions, procedures, and methods, allowing the board members sufficient time to review the information before attending the meeting, unless there is an urgent necessity. To preserve the rights or benefits of the company, notifications for meeting appointments may be made through other means or the meeting date may be scheduled earlier.

5. The Company prepares the meeting minutes as well as collects and stores the certified documents for reference and accountability. In every meeting, the executives and related persons shall attend the meeting to provide information and details in making correct and timely decisions.

6. In the Board of Directors meeting, there shall be no less than one half of the total number of directors of the Company to constitute a quorum.
7. In the event that the Chairman of the Board of Directors is not present at the meeting or is unable to perform the duties, the Vice-Chairman of the Board of Directors shall act as the Chairman; or if the Vice Chairman is unable to perform ones duties as well, the directors who attend the meeting shall select one director to act as the Chairman of the meeting
8. In voting, one director shall have one vote. In voting for resolution at the Board of Directors Meeting, the minimum quorum shall be no less than two-thirds of the total number of directors.
9. In the event that a director having conflict of interest, the person will have no rights to vote on that matter. The director having such conflict of interest can participate in the meeting while considering on the matter to allow the meeting to directly inquire about details from the directors who have such conflict of interest. However, the director with such conflict of interest shall leave the meeting when voting is completed. If the votes are equal, the Chairman of the meeting shall cast an additional vote to be the decisive vote by using a majority vote and if there is a director opposing the resolution, the objections shall be recorded in the minutes of meeting.

Policy on Non-executive Directors Meeting

The Company's board of directors has a policy to support non-executive directors and independent directors in conducting meetings among themselves, without the participation of executive directors and management, at least once a year. The purpose of these meetings is to discuss various issues, including management matters that may be of interest. Following these meetings, the secretary convening the meeting will send a summary of the resolutions and suggestions to the company's board of directors, executive directors, management, and relevant parties for consideration and/or action based on the resolutions or suggestions. The secretary who convened the meeting will also monitor the progress and report to the next board meeting of non-executive directors (please refer to the details in Section 8, Reporting Key Performance Results in Corporate Governance, under the heading 'Participation in Meetings of the Company's Board of Directors and Subcommittees, Fiscal Year 2025').

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

The Company has determined the qualifications of directors who are allowed to hold directorships in other companies. However, such directorships shall not obstruct the performance of duties of the Companys directors and shall be in compliance with the SETs 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 Companys directors and the Chief Executive Officer (the top management) to hold directorships in no more than five listed companies without any exemption and shall inform the Board of Directors at all times in the event that they wish to hold directorships in other businesses.

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

Policy for Determining Tenure of Directors

The Company has determined tenure of directors in accordance with the Public Limited Companies Act B.E. 2535 (1992) and the Companys 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 directors appointment date and the list of independent directors. Currently, none of the Companys independent directors holds the position of independent director for more than 9 years. (More details are presented in the Details of Directors, Executives and the Company Secretary Section.)

Policy on Nomination of Directors and Top Executive

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

Policy on Performance Assessment of the Board of Directors, Subcommittees and Managing Director

The Board of Directors has therefore established a policy for the Board of Directors, Sub-Committees and the Chief Executive Officer to conduct performance assessment at least once a year to be used for considering and reviewing their performance, problematic issues and obstacles during the past year to ensure that the operational processes of governance, control and management are in accordance with the principles of corporate governance as well as for monitoring and assessing their performance against the objectives and goals set forth. The process and criteria for performance assessment are as follows:

More Details are presented under the topic Performance Assessment of the Board of Directors, Sub-committees and the Chief Executive Committee.

Policy on the Development of Directors, Executives and Company Secretary

The Board of Directors has a policy to promote and continuously enhance capabilities of directors, executives, Company Secretary and employees every year by participating in considering the pattern and plan for the development of skills and knowledge necessary for the performance of their duties and responsibilities, including the knowledge about the Companys business, business sustainability and/or other areas that support their performance of duties. The training courses may be internally developed or organized by other organizations or institutes.

The Company has disclosed details of the trainings and seminars of the Directors, the first four senior executives and the Company Secretary in 8.1.1 Nomination, Development and Performance Appraisal of the Board and Sub-Committees.

Policy on the Succession Plan for the Top Executive Positions

The Board of Directors has developed a succession plan and continuity in appropriate management for executives from Assistant Managing Director, and Deputy Managing Director level up to the Chief Executive Officer. The Company has in place a clear and transparent nomination process with consideration on knowledge, experience, competence, ethics and leadership to prepare personnel in response to business growth. The Company conducts an assessment of the efficiency and potential of the executives, promotes the development of appropriate knowledge and skills as well as continuously monitors the development results. The Company has disclosed the policy for succession plan all directors, executives and employees for acknowledgement through the Companys website, www.pram9.com, to ensure that the Companys operations continue with the highest efficiency.

Orientation program for Directors and employees

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

growth targets, nature of business, organizational structure, roles and authority, business ethics, best practices in the workplace, as well as its work regulations and benefits and the Company's benefits, to help employees prepared to perform their duties. The Human Resource Department and other related departments are responsible for presenting such information that will support employees to perform their duty with efficiency.

Furthermore, following the training, a knowledge and understanding test was administered on the principles of good corporate governance and business ethics. All participants achieved a passing score (100%) as set by the company and signed an agreement to comply with these principles.

Such training course is considered as compulsory training that the Company is required to organize for its new employees and revise the course content every year as well as to monitor to ensure that all participants of the training course or 100% achieve a minimum passing percentage score.

Promotion of compliance with the business code of conduct

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

The Company has a policy to arrange orientation program for Directors, executives and employees. The objective is to present information about the Company and its business, such as vision, mission, operation plan, strategies, future growth targets, nature of business, organizational structure, roles, responsibilities, business ethics, best practices in the workplace, company regulations, and benefits to prepare participants for their duties. The Human Resources department and other relevant departments presented the details to support effective performance. Furthermore, following the training, a knowledge and understanding test was administered on adherence to good corporate governance principles and business ethics. All participants achieved a passing score (100%) and signed an agreement to comply with these principles.

This course is a mandatory training program that companies must provide to refresh the knowledge of their employees. Employees must pass a post-training test with a 100% score and sign an agreement acknowledging their commitment to comply with these requirements.

In addition, to achieve its intention to conduct business with transparency, morality and responsibility towards stakeholders as well as the society and the environment, which is the key to sustainable business operations, the Board of Directors has therefore established the Code of Business Conduct (Corporate Ethics) in writing and published it on the Company's Website at www.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
Certification document of CAC membership status : ภาพรางวัล.pdf

Information on material changes and developments in policy and corporate governance system over the past year

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

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

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

Significant changes and development of corporate governance policy, guidelines and system or charters of the Board and Sub-Committees in the previous year

Review of policies, guidelines, corporate governance system charters of the Board of Directors

The Company reviewed the corporate governance policy, corporate ethics and the charter of committees such as scope of authority, duties and responsibilities in order to improve corporate governance in all areas and to ensure actual implementation in business operation. The review takes place at least once a year in compliance with related laws, Corporate Governance Code (CG Code) of the Securities and Exchange Commission, the corporate governance principles of the Stock Exchange of Thailand, policies and recommendations of the Stock Exchange of Thailand, the criteria of the Institute of Directors and the criteria of ASEAN Corporate Governance scorecard.

Moreover, in the year 2025, at the meetings of the Sustainable Business Development, No. 2/2025 held in a hybrid format on 7 November 2025, and the company's Board of Directors, No. 6/2025 held in a hybrid format on 7 November 2025, respectively, the matter of reviewing the company's corporate governance policy was considered, and approval was given to the company to maintain its existing corporate governance policy. This was based on the finding that the recommendations for improving corporate governance by the Thai Institute of Directors Association in 2025 largely consisted of the same recommendations that the company had previously been informed of and considered.

In terms of the Articles of Association of the Board of Directors and the charters of its sub-committees, including the Management Committee, Audit Committee, Nomination and Remuneration Committee, and Sustainable Governance and Business Development Committee, the Board of Directors has reviewed and amended them to align with the Public Limited Company Act of 1992 B.E. and the company's regulations regarding meetings. This includes the procedures for sending meeting invitations, accompanying documents, and conducting meetings electronically, all in accordance with legal requirements. For further details, please refer to the section on the responsibilities of the committees in Section 4. (4.4) - Policies on Board Meetings in the Board's responsibility category.

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 2025, the Corporate Governance and Sustainable Business Development Committee Meeting No. 2/2025, held in a hybrid format on November 7, 2025, and the Board of Directors Meeting No. 6/2025, also held in a hybrid format on November 7, 2025, respectively, reviewed the company's corporate governance policies and practices. They approved the company to continue operating with the existing corporate governance policies, as it was deemed that most of the recommendations for improving corporate governance from the Thai Institute of Directors Association this year were the same recommendations that the company had already been informed of and considered.

However, based on recommendations from the Thai Institute of Directors Association, with the support of the Stock Exchange of Thailand and the Securities and Exchange Commission, there are areas where the company has not been able to comply with the policies and guidelines under the responsibilities of the Board of Directors. These are summarized as follows:

Unfulfilled Obligations	Reasons and Necessity
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<p>The Company should consider appointing an independent director as the chairman of the board.</p>	<p>The company's board of directors consists of 10 members: 3 directors involved in management or executive directors, 4 independent directors, and 3 directors not involved in management (1 of whom is a woman). The Chairman of the Board is considered a non-management director, possessing knowledge, skills, and experience in the business, and is well-respected by the board. Considering the company's current management structure, which is deemed systematic and efficient, the company currently has no plans to change the Chairman of the Board. However, the company has appointed Mr.Kanit Patsaman, an independent director, Chairman of the Audit Committee, and Chairman of the Independent Directors, to participate in determining the agenda of all board meetings, in addition to his other defined roles and responsibilities.</p>
<p>The company board should consist of more than 50% independent directors.</p>	<p>Currently, the company's board of directors consists of 10 members: 3 executive directors (those involved in management), 3 non-executive directors (one of whom is a woman), and 4 independent directors (one of whom is a woman). This represents 40% of the total board of directors. Considering the company's management structure, it exhibits a system of checks and balances and effective internal controls. Therefore, even though the number of independent directors is less than 50%, the 7 out of 10 non-executive and independent directors do not actively participate in the company's operations or oversee the management team. They do not hold significant decision-making power or the authority to provide input to management. The real power remains with the executive directors, who have been clearly delegated responsibilities by the board of directors.</p>

More than three-quarters of the total number of directors attended training courses organized for directors, and during the past year, all directors attended training courses or participated in seminars that enhanced their knowledge in performing their duties.

- Currently, all company directors have completed training courses specifically designed for directors. As directors are highly qualified individuals with diverse skills and experience, their continued knowledge and professional development are essential to support the company's business operations and achieve its objectives and strategies.
- In the past year, directors have attended training courses/seminars related to their direct responsibilities as well as other courses of interest relevant to the business operations. This allows them to leverage the acquired knowledge and experience to further develop the organization, facilitate knowledge sharing, and exchange experiences among directors, management, and working teams. Furthermore, some directors have taken on roles as consultants and advisors to various organizations and individuals both within and outside the company.

Other corporate governance performance and outcomes

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

- SET Awards 2025, a prestigious accolade in the Thai stock market, was awarded for the second consecutive year in the category of Commended Sustainability Awards and the Business Excellence Awards group, which is ranked within the Outstanding Investor Relations Awards category.



- Sustainable Stock Ratings (SET ESG Ratings) achieved the highest AAA rating, successfully passing the selection process and consistently receiving recognition for the third consecutive year.



- Corporate Governance Ratings (CGR) in Thailand have consistently been rated as "Excellent" since the company's first year of listing on the Stock Exchange of Thailand. This achievement has been maintained for seven consecutive years, placing the company in the Top Quartile.



- The company has consistently received a perfect score of 100 points in the evaluation of the quality of its annual shareholder meetings since its initial listing on the Stock Exchange of Thailand. This accomplishment has been sustained for seven consecutive years.



The survey results were based on the consideration of the Company's information disclosed to the public, such as the information disclosed in the annual report (Form 56-1 e-One report) under the section Management Structure and Corporate Governance, invitation letter to the shareholders meeting, minutes of the shareholders meeting, shareholders meeting arrangements and the Investor Relations Section on the Company's website.

In the past year, the Company has taken various actions to improve corporate governance and encourage actual implementation in business operations. Key essences of the improvement are as follows :

Summary of the implementation for Corporate Governance Development in 2025

1. Develop a sustainability action plan for 2025.
2. Monitor progress towards implementing the 2025 sustainability strategy in environmental, social, and economic aspects.
3. Provide additional guidance on communicating the sustainability strategy and energy goals to employees, and managing:
4. Food waste at the hospital, ESG budgeting, and efficient management of food quantities for inpatients and caregivers to achieve balance.
5. Monitor FTSE Russell ESG Scores
6. Revise the list and amend the scope, authority, and responsibilities of the Sustainable Business Development Working Group to include individuals and entities involved in sustainability operations in accordance with international standards and regulations such as JCI, FTSE Russell ESG Scores, IFRS, and TCFD.
7. Send invitation letters to clients, partners, and business associates to join the company's anti-corruption program to expand the membership network.
8. Supported and encouraged two business partners, ANC International (Thailand) Co., Ltd. and Master Laundry Co., Ltd., to declare their intention to become members of the Thai Private Sector Anti-Corruption Coalition.
9. Conducted online training on corporate ethics, best practices in the workplace, and anti-corruption for all executives and employees. Employees were required to complete a knowledge test after the training, which they must pass according to company standards. Following this, the company will assign a Risk Management Manager to monitor whether executives and employees have engaged in any unethical business practices or corruption, and report the results to the Audit Committee and the Board of Directors quarterly.
10. Study the evaluation criteria and disclosure guidelines according to the Corporate Governance Report of Thai Listed Companies (CGR) survey project to develop and improve policies and work processes for greater efficiency.
11. Review the anti-corruption policy and the company's corporate governance policy.
12. Encourage directors, executives, and employees to participate in training to enhance their skills, knowledge, and self-development according to their assigned roles and responsibilities, organized by various organizations.

In summary:

[The Thai Institute of Directors Association \(IOD\) offers the following courses:](#)

- Board Nomination and Compensation Program (BNCP) Course, Batch 23/2568
- ESG in the Boardroom: A Practical Guide for Boards Course, Batch 13/2568
- Hot Issue for Directors Course: The Evolving Role of Audit Committee in Fostering Trust and Transparency
- Independent Director Forum 2025 Course: Role of Independent Directors in Overseas Expansion and International Market

- Director's Briefing 2/2024 Course: Leading with Urgency: Climate Action for Boards
- Directors Briefing 4/2025 Course: ESG Risks Mitigation - What Directors Need to Know Before risk becomes a turning point for an organization.
- Company Secretary Forum 2025 Behind the Boardroom: The Art of Conflict Management for Company Secretaries
- Clarifying the CGR Project Survey Process for 2027
- ASEAN Corporate Governance Scorecard 2025 Coaching

Office of the Securities and Exchange Commission of Thailand (SEC)

- Seminar on Governance for Sustainability: Instilling Governance for Sustainable Value Creation

Stock Exchange of Thailand (SET)

- Course: NEUROSCIENCE SOLUTION FOR BETTER FINANCIAL / INVESTMENT DECISION
- Seminar: Insight in SET: ID & AC Focus Comprehensive Knowledge for Growth and Sustainability in the Capital Market
- Seminar: In-depth Analysis of Expectations for the Appropriate Role and Functions of Audit Committees (ACs) and Chief Audit Officers (CAEs), by the SET and the Federation of Accounting Professions
- Course: First Year FTSE Russell ESG Scores: Stepping Towards Sustainability with International Standards
- Course: ESG For Executives
- Webinar: SET Sustainability Assessment 2025
- Training Course: How to Develop a Company Value Enhancement Plan using the Corporate Value Up (ThaiESG) function on the SETLink system

Association of Listed Companies

- CS Knowledge Sharing Course 1/2025: Topic: Board of Directors Meetings
- CS Knowledge Sharing Course 2/2025: Topic: Preparing Conflict of Interest Reports and Inside Information Policy
- CS Knowledge Sharing Course 3/2025: Topic: Best Practices in Director Remuneration
- RIC Knowledge Sharing Course 2/2025: Topic: PDPA Mastery: Turning Law into Business Opportunity
- IR&CS Networking Course: Lessons Learned from e-One Report to Annual Report
- TLCA CFO Professional Development Program: Financial Reporting Standards on Disclosure of Information Sustainability IFRS S1 / IFRS S2
- Integrating Human Rights into Business Course
- Human Rights in Business Course
- The Role and Responsibilities of AC, IA, and CFO in Enhancing Corporate Governance Course

13. The Risk Management Manager has maintained a register of complaints and whistleblowers regarding ethical misconduct and fraud and compiled a summary report of all reported ethical misconduct and fraud within the company.

Corporate Governance Structure

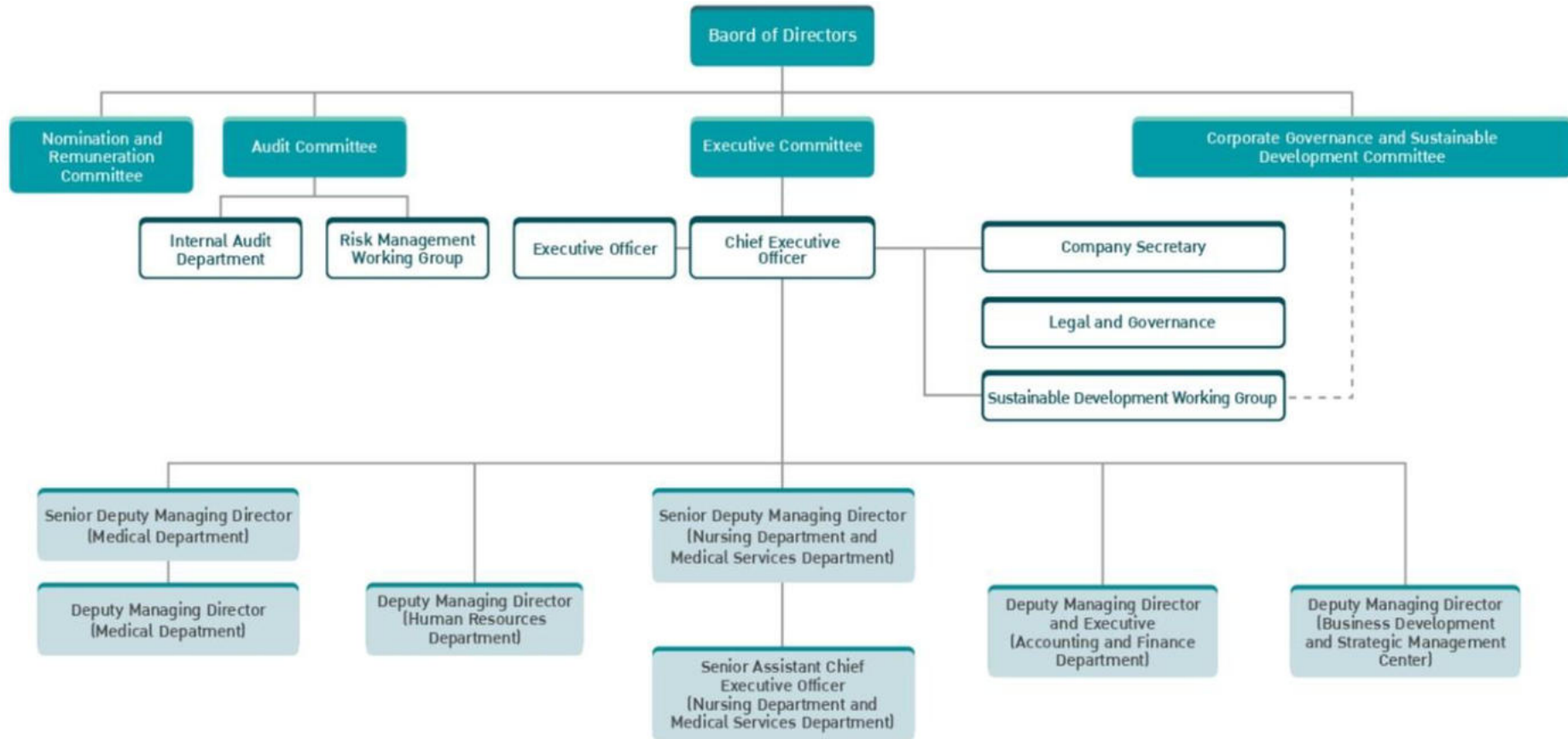
Information on corporate governance structure

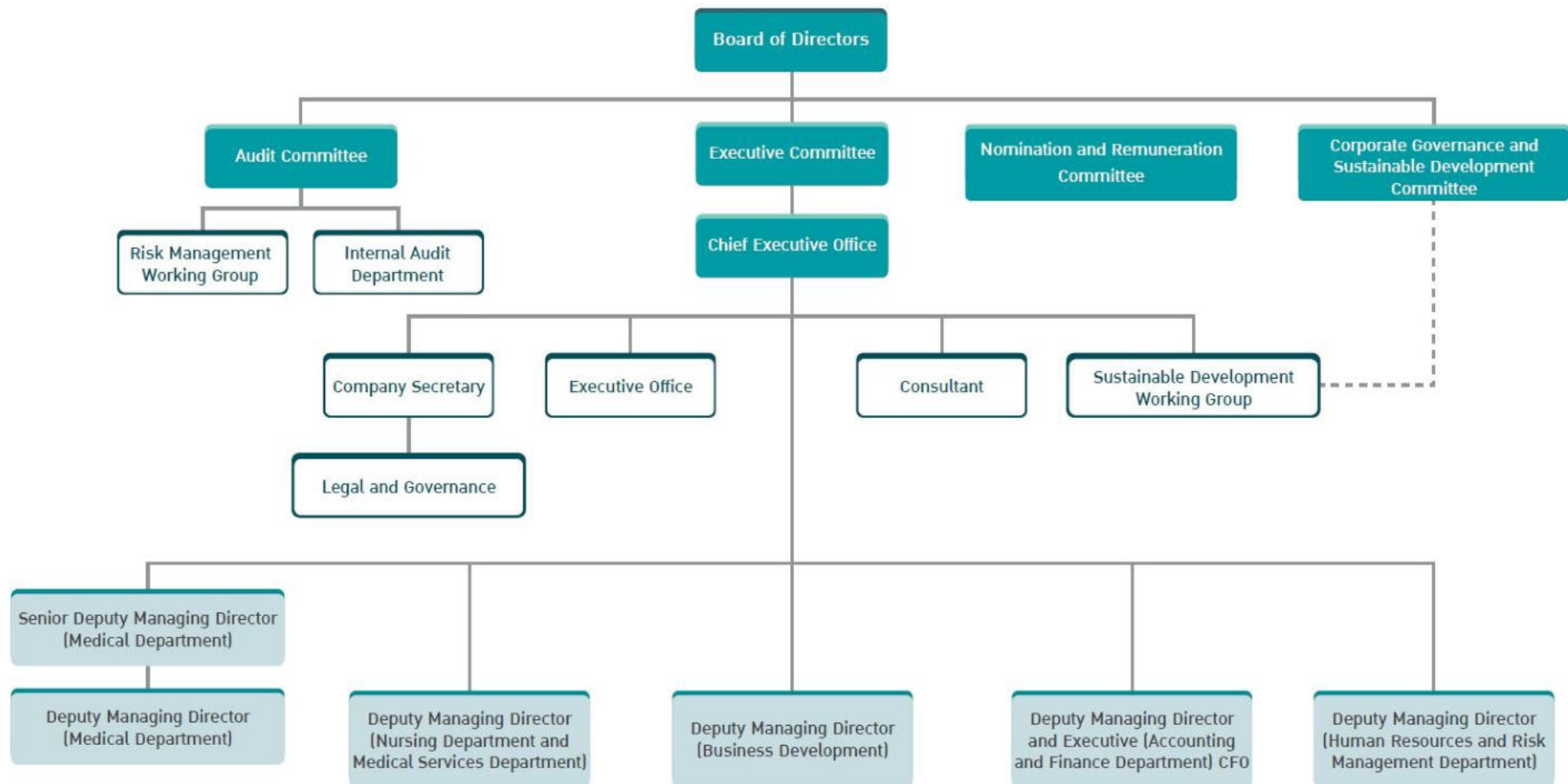
Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram





As of 1 March 2026, the Company has changed its management structure, but information regarding the board of directors, sub-committees, and management remains unchanged.

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	9		10		10	
	7	2	8	2	9	1
Executive directors	3		3		3	
	3	0	3	0	3	0
Non-executive directors	6		7		7	
	4	2	5	2	6	1
Independent directors	3		4		4	
	2	1	3	1	4	0
Non-executive directors who have no position in independent directors	3		3		3	
	2	1	2	1	2	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	77.78	22.22	80.00	20.00	90.00	10.00
Executive directors	33.33		30.00		30.00	
	33.33	0.00	30.00	0.00	30.00	0.00
Non-executive directors	66.67		70.00		70.00	
	44.44	22.22	50.00	20.00	60.00	10.00
Independent directors	33.33		40.00		40.00	
	22.22	11.11	30.00	10.00	40.00	0.00
Non-executive directors who have no position in independent directors	33.33		30.00		30.00	
	22.22	11.11	20.00	10.00	20.00	10.00

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	66		66		68	
	67	65	66	66	67	69

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 : 76 years Highest level of education : Master's degree Study field of the highest level of education : Master of Social Studies Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the 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 companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>28 Mar 2018</p>	<p>Finance, Corporate Management, Corporate Social Responsibility</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. SATIAN POOPRASERT Gender: Male Age : 72 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 10,550,000 Shares (1.341727 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 1,000,000 Shares (0.127178 %) <p><u>Indirect shareholding details</u></p> <p>Domestic Partners</p>	<p>Vice-chairman of the board of directors (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>28 Mar 2018</p>	<p>Corporate Management, Health Care Services</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. VIROON MAVICHAK Gender: Male Age : 74 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 9,250,000 Shares (1.176396 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys 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>4. Mr. PRASERT TRAIRATVORAKUL Gender: Male Age : 76 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 9,950,000 Shares (1.265420 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 616,833 Shares (0.078448 %) <p><u>Indirect shareholding details</u></p> <p>Spouse</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>28 Mar 2018</p>	<p>Corporate Management, Health Care Services</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. ATTAPOL SARIDDIPUNTAWAT Gender: Male Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 200,000 Shares (0.025436 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>28 Mar 2018</p>	<p>Corporate Management, Finance, Accounting</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. KANIT PATSAMAN Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 60,000 Shares (0.007631 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys 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, Accounting

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mrs. VILASINEE PUDDHIKARANT</p> <p>Gender: Female</p> <p>Age : 69 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	28 Mar 2018	Corporate Management, Finance, Marketing, Information & Communication Technology
<p>8. Mr. PISET CHIYASAK</p> <p>Gender: Male</p> <p>Age : 60 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Organization Development</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	31 Jul 2018	Law, Corporate Management, Marketing, Media & Publishing

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Dr. TANAI CHARINSARN Gender: Male Age : 52 years Highest level of education : Doctoral degree Study field of the highest level of education : Information Technology Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p>	23 Apr 2024	<p>Information & Communication Technology, Corporate Management, Engineering, IT Management, Strategic Management</p>
<p>10. Police Lieutenant General BORIHARN SINGAROM Gender: Male Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Architecture, Public Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Newly appointed director not being replaced the ex-director</p>	25 Apr 2025	<p>Law, Human Resource Management, Architecture, Public Administration</p>

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 board of directors who resigned / vacated their position during the year

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 companys 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. Mr. PISET CHIYASAK	Director		✓	✓		
Total (persons)		3	7	4	3	3

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 companys certificate of registration
9. Dr. TANAI CHARINSARN	Director		✓	✓		
10. Police Lieutenant General BORIHARN SINGAROM	Director		✓	✓		
Total (persons)		3	7	4	3	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Health Care Services	3	30.00
2. Media & Publishing	1	10.00
3. Information & Communication Technology	2	20.00
4. Law	2	20.00
5. Marketing	2	20.00
6. Accounting	2	20.00
7. Finance	4	40.00
8. Corporate Social Responsibility	1	10.00
9. Human Resource Management	1	10.00
10. IT Management	1	10.00
11. Corporate Management	9	90.00

Skills and expertise	Number (persons)	Percent (%)
12. Engineering	1	10.00
13. Architecture	1	10.00
14. Strategic Management	1	10.00
15. Public Administration	1	10.00

Information about the other directors ^{(*)(**)}

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	No	No
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda ⁽¹⁾ of the board of directors meeting	Yes	Yes	Yes

Additional explanation :

(*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

Remark: ⁽¹⁾ The Company has designated Mr. Kanit Patsaman, in his capacity as Chairman of the Audit Committee and Independent Director, to participate in the consideration and determination of the agenda for the Board of Directors' meetings.

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

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

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

Chairman of the Board of Directors and the Chief Executive Officer shall oversee and approve the setting of meeting agenda. The Company has designated Mr. Kanit Patsaman, in his capacity as Chairman of the Audit Committee and Independent Director, to participate in the consideration and determination of the agenda for the Board of Directors' meetings.

Reference link for the measures for balancing the power between the board of directors and the management : <https://investor.pram9.com/storage/download/corporate-governance-policy/20240514-pr9-board-of-directors-charter-en.pdf>

Page number of the reference link : 10

Information on the roles and duties of the board of directors

Board charter : Have

Board of Directors

As of 31 December 2025, the Company's Board of Directors consisted of 10 members, which is the structure that constitutes board diversity, such as gender, age, racial and national origin diversity with optimal number of board members, appropriate for the Company's size of business. The Board of Directors is composed of members who have an appropriate mix of competence, professional skills, specialization and diverse expertise that are relevant to the Company's nature of business and in accordance with the board skill matrix, for example, having at least three directors with medical expertise, at least one director specialized in accounting and finance, at least one director with legal expertise, etc. as well as having at least 3 independent directors possessing qualifications required by the Company and in compliance with the notifications of Capital Market Supervisory Board as follows :

- Three directors who are involved in the internal affairs of the Company or executive directors account for 30 percent of the total number of the board members.
- Seven non-executive directors (One female) account for 70 percent of the total number of the board members.
- Three directors who are not involved in the internal affairs of the Company (1 female) account for 30 percent of the total number of the board members.
- Four independent directors account for 40 percent of the total number of the board members.
- Proportion by gender: -One female directors account for 10 percent of the total number of the board members. -Eight male directors account for 90 percent of the total number of the board members.

Board of Directors and Individual Controlling Persons

Name	Position
1. Mr. BhanapotDamapong ⁽¹⁾	Chairman of the Board of Directors (Non-Executive Director)
2. Dr. Satian Pooprasert	Vice-Chairman of the Board of Directors / Member of the Executive Committee / Chief Executive Officer
3. Dr. Viroon Mavichak	Director / Member of the Executive Committee / Deputy Managing Director
4. Dr. Prasert Trairatvorakul	Director / Member of the Executive Committee / Deputy Managing Director
5. Mr. Attapol Sariddipuntawat ⁽¹⁾	Director / Chairman of the Executive Committee (Non-Executive Director)
6. Mrs. Vilasinee Puddhikarant ⁽¹⁾	Director / Member of the Nomination and Remuneration Committee (Non-Executive Director)
7. Mr. Kanit Patsaman ⁽¹⁾	Independent Director / Chairman of the Audit Committee / Member of the Corporate Governance and Sustainable Development Committee
8. Mr. Piset Chiyasak ⁽¹⁾	Independent Director / Chairman of the Corporate Governance and Sustainable Development Committee / Chairman of the Nomination and Remuneration Committee/ Member of the Audit Committee
9. Dr. Tanai Charinsarn ⁽¹⁾⁽²⁾	Independent Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainable Development Committee
10. Police Lieutenant General Boriharn Siangarom ⁽¹⁾⁽³⁾	Independent Director / Member of the Audit Committee/ Member of the Nomination and Remuneration Committee

Remark : (1) 7 Independent directors/ non-executive directors account for 70 percent.

(2) Dr. Tanai Charinsarn Elected by the 2024 Annual General Meeting of Shareholders on 23 April 2024 as an additional independent director and appointed by the Board of Directors' Meeting No. 3/2024 on 23 April 2024 as an additional member of the Executive Committee and a member of the Corporate Governance and Sustainable Business Development Committee, replacing Dr. Prasert Trairatvorakul.

(3) Police Lieutenant General Boriharn Siangarom was appointed by the Annual General Meeting of Shareholders on April 25, 2025, to serve as an independent director and by the Board of Directors meeting No. 3/2025 on April 25, 2025, to be a member of the Nomination and Remuneration Committee and the Audit Committee, replacing Professor (Honorary) Lt. Cmdr. Dr. Sirinthara Singharana Na Ayutthaya, who has retired from the company as a director due to the expiration of her term.

Miss Marisara Thanasaksiri acted as the Company Secretary. Additional information and related details of the Board of Directors are presented in the Attachment 1 Details of Directors, Executives, Controlling Persons, and Company Secretary.

Qualifications of the Directors

1. A director shall possess knowledge and expertise, integrity and business ethics and have sufficient time to devote his/her knowledge and expertise and perform duties for the Company.
2. A director shall have the qualifications and possess no prohibited characteristics under the Public Limited Companies Act, the Securities and Exchange Act and other relevant laws. Moreover, the person shall have no characteristics indicating inappropriateness to be entrusted with managing a public company as stipulated by the Securities and Exchange Commission (SEC).
3. A director may assume directorship in other companies, but such directorship shall not be an obstacle to the performance of duties as a director of the Company and shall be in line with the guidelines of SEC and the Stock Exchange of Thailand (SET). The organization places particular emphasis on the management of risks and opportunities arising from climate change (Climate Change Risk and Opportunities) to ensure that it can effectively adapt and operate in alignment with greenhouse gas reduction targets and international standards. This approach

also enables the organization to respond proactively to evolving environmental and economic factors, thereby supporting sustainable business development and long-term resilience.

4. A director shall not undertake a business of the same nature and in competition with that of the Company or be a partner in an ordinary partnership or a partner of unlimited liability in a limited partnership, or be a director of other companies which operate a business of the same nature and in competition with that of the Company, whether for their own or others benefits, unless the Shareholders Meeting is notified prior to the appointment.

5. An independent director shall have the qualifications related to independence as determined by the Company and in accordance with the guidelines announced by the Capital Market Supervisory Board and shall safeguard the benefits of all shareholders equally without causing any conflict of interest. An independent director shall also attend the Board of Directors Meetings while expressing his/her opinions independently. Details on the definition of an independent director can be found in the Independent Director section.

Roles, Duties and Responsibilities of the Board of Directors

Scope of Authority, Duties and Responsibilities of the Board of Directors

1. Perform duties with responsibility, care and integrity for the best interest of the Company and all shareholders as well as ensure that operational compliance with the laws, corporate objectives, Companys regulations, and the resolutions of the Board of Directors and the shareholders meeting.
2. Determine and approve the Companys 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 managements performance.
3. Corporate governance aims to ensure that business operations adhere to the principles of good corporate governance, ethical conduct, respect for the rights and responsibilities of shareholders and stakeholders, and responsible conduct of business that benefits society, the environment, and governance. Special emphasis is placed on managing risks and opportunities arising from climate change to ensure the organization adapts and operates in line with greenhouse gas reduction targets and international standards, and can adapt to changing factors for sustainable business development.
4. Determine the approval authority on various matters in addition to the authority entrusted to the Chief Executive Officer in the Companys 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 Companys consolidated financial statements and separate financial statements at the end of the Companys 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 Companys responsibility towards all stakeholder groups with fairness by providing communication at all levels within and outside the organization to ensure practical implementation.

10. Supervise and manage conflicts of interest that may occur among the Company's stakeholders, including the prevention of inappropriate use of the Company's assets, information and opportunities as well as the execution of transactions with those who have inappropriate relationships with the Company.
11. Oversee to ensure that the arrangements are put in place to disclose the information of roles and duties of the Board of Directors and Sub-Committees, the number of meetings held and the details on meeting attendance of each director in the past year, and report the performance of all Sub-Committees.
12. Monitor and oversee the Company's management and different functions to ensure that they are conducted in accordance with the Company's policies, laws related to business operations and securities and exchange, Notifications of the Capital Market Supervisory Board, and SET's regulations, by mutatis mutandis, as not contrary to or inconsistent with other laws.
13. Approve various matters by taking into consideration the best interest of the Company's shareholders and all stakeholders in a fair manner.

Approval Authority of the Board of Directors

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

1. Approve the appointment of qualified persons without prohibited characteristics prescribed in the Public Limited Companies Act B.E. 2535 (1992), the law on securities and exchange as well as notifications, regulations and/or regulations of SET.
2. Approve the appointment of the Audit Committee, the Executive Committee and other Sub-Committees as well as define the scope of authority, duties and responsibilities.
3. Approve the appointment of the Chief Executive Officer, define the scope of authority, duties and responsibilities, and determine frameworks and policies on determination of salary, salary increase, and bonus, compensation and reward for the Chief Executive Officer.
4. Approve the appointment of the Company Secretary and determine the scope of authority, duties and responsibilities.
5. Approve and change names of the authorized directors to sign to bind the Company
6. Approve and provide opinions on the acquisition or disposal of assets unless such transactions shall be approved by the Shareholders Meeting.
7. Approve and provide opinions on connected transactions unless such transactions shall be approved by the Shareholders Meeting
8. Approve the arrangement of the Annual General Meeting.

Scope of Authority, Duties and Responsibilities of the Chairman of the Board of Directors

1. Set meeting agendas independently with the Chairman of the Executive Committee and Managing Director.
2. Encourage the Board members to attend the Board of Directors Meeting and the Shareholders Meeting as well as lead and control the meeting effectively.
3. Encourage the Board members to participate in the meetings and allocate sufficient time for the management or related persons to present information, support and provide the Board members with an opportunity to ask questions or express opinions independently, control issues for discussion, and summarize meeting resolutions.
4. Provide assistance, suggestions and comments that are beneficial to the Company's business.
5. Consider matters that may cause conflicts of interest to ensure accuracy and transparency
6. Support and encourage the Board members to perform their duties under the scope of authority,

duties and responsibilities of the Board of Directors in order to achieve the objectives of the laws, charters and corporate governance principles of the Company.

7. Strengthen the relationship among directors, whether independent directors, non-executive directors or executive directors as well as the Board- Management relationship.

Scope of Authority, Duties and Responsibilities of the Deputy Chairman of the Board of Directors

1. Responsibilities as specified in the Public Limited Company Act and the company's regulations assigned by the chairman of the board.
2. Acting on behalf of the chairman of the board when the chairman is unable to perform their duties as usual until the chairman resumes their normal duties or when a new chairman is elected and appointed by the board.

Authorized Directors

As of 31 December 2025, authorized directors to sign on behalf of the Company in accordance with the Company's Articles of Association and Certificate of Juristic Person Registration issued by the Department of Business Development, Ministry of Commerce, were Mr. Satian Pooprasert, Mr. Viroon Mavichak, and Mr. Prasert Trairatvorakul, and two out of the three shall sign and affix the Company's

Reference link for the board charter : <https://investor.pram9.com/storage/download/corporate-governance-policy/20240514-pr9-board-of-directors-charter-en.pdf>

Information on subcommittees

Information on subcommittees

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, SETs 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 SETs 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.param9.com/storage/download/corporate-governance-policy/20240326-pr9-audit-committee-charter-en.pdf>

Executive Committee

Role

- Others
- Oversee the Company's management

Scope of authorities, role, and duties

1. Develop the Company's vision, strategies, business direction, goals, guidelines, policies, business plans, budget,

management structure and approval authority to be proposed to the Board of Directors for approval, proceed as approved by the Board of Directors as well as examine and monitor such performance in an efficient and effective manner.

2. Oversee the Companys general management through the Chief Executive Officer, monitor the Companys 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 Companys 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 Companys Articles of Association.

5. Consider and monitor the Companys 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.param9.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 Companys 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 Companys 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 Companys Annual Report.

Reference link for the charter

<https://investor.pparam9.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 Companys 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 Committees Charter in accordance with the changing circumstances and propose it to the Board of Directors for approval.
7. Conduct a performance assessment of the Corporate Governance and Sustainable Development Committee at least once a year.
8. Perform other duties as assigned by the Board of Directors or in accordance with the policy set by the Board of Directors.
9. Oversee the implementation of social and environmental responsibility and sustainable development of the Company and propose to the Board of Directors for approval.

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

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

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

Sustainability Working Group

At its meeting No. 1/2020 on September 10, 2020, the Corporate Governance and Sustainable Business Development Committee resolved to appoint a Sustainability Working Group, established based on relevant positions. In the future, if there are changes to job titles and/or individuals replacing them, the original holder of the position before the change, or the replacing individual, shall continue to be responsible for the Sustainability Working Group. The Managing Director, or their authorized representative, is empowered to oversee climate change risk management and has the authority to modify the Working Group and its scope of responsibilities as needed.

In 2025, the company revised/added members to the Sustainability Working Group, defining their roles and responsibilities to align with the company's policies and strategies that prioritize economic/governmental, social, and environmental aspects. Members comprise senior executives, medical personnel, and company employees from various departments. In 2025, the Sustainability Working Group will hold meetings to support the company's sustainability initiatives as assigned (please see the company website for more details). (www.pparam9.com, Category: Sustainable Business Development)

Scope of Authority, Duties, and Responsibilities of the Sustainability Working Group:

1. Manage and support the company's sustainability efforts in accordance with the policies and goals assigned by the Corporate Governance and Sustainable Business Development Committee.
2. Build knowledge and understanding, provide advice, and suggest best practices in sustainability.
3. Monitor performance and report to the Corporate Governance and Sustainable Business Development Committee.
4. Perform any other tasks as assigned.

Reference link for the charter

<https://investor.pparam9.com/storage/download/corporate-governance-policy/20240514-pr9-corporate-governance-and-sustainable-development-charter-en.pdf>

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
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List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. KANIT PATSAMAN^(*) Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</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. Mr. PISET CHIYASAK Gender: Male Age : 60 years Highest level of education : Doctoral degree Study field of the highest level of education : Organization Development Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</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
<p>3. Police Lieutenant General BORIHARN SINGAROM Gender: Male Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Architecture, Public Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Newly appointed director not being replaced the ex-director</p>	25 Apr 2025	Law, Human Resource Management, Architecture, Public Administration

Additional explanation :

(*) Directors with expertise in accounting information review

List of audit committee members who resigned / vacated their position during the year

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. ATTAPOL SARIDDIPUNTAWAT Gender: Male Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>28 Mar 2018</p>
<p>2. Mr. SATIAN POOPRASERT Gender: Male Age : 72 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>28 Mar 2018</p>
<p>3. Mr. PRASERT TRAIRATVORAKUL Gender: Male Age : 76 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>28 Mar 2018</p>

List of committee members	Position	Appointment date of executive committee member
<p>4. Mr. VIROON MAVICHAK</p> <p>Gender: Male</p> <p>Age : 74 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Medicine</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	28 Mar 2018
<p>5. Mr. SOMCHAI PINYOPORNPANICH</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Medicine</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	30 Mar 2018
<p>6. Mr. SONGSAK PREMSUK</p> <p>Gender: Male</p> <p>Age : 65 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Bachelor of Architecture</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	30 Mar 2018
<p>7. Dr. TANAI CHARINSARN</p> <p>Gender: Male</p> <p>Age : 52 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Information Technology</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	23 Apr 2024

List of executive committee members who resigned / vacated their position during the year

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. PISET CHIYASAK	The chairman of the subcommittee (Independent director)
	Mrs. VILASINEE PUDDHIKARANT	Member of the subcommittee
	Police Lieutenant General BORIHARN SINGAROM	Member of the subcommittee (Independent director)
Corporate Governance and Sustainable Development Committee	Mr. PISET CHIYASAK	The chairman of the subcommittee (Independent director)
	Mr. KANIT PATSAMAN	Member of the subcommittee (Independent director)
	Dr. TANAI CHARINSARN	Member of the subcommittee (Independent director)

List of subcommittees who resigned / vacated their position during the year

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
1. Mr. SATIAN POOPRASERT Gender: Male Age : 72 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer (The highest-ranking executive)	28 Mar 2018	Corporate Management, Health Care Services

List of executives	Position	First appointment date	Skills and expertise
<p>2. Mr. PRASERT TRAIRATVORAKUL</p> <p>Gender: Male</p> <p>Age : 76 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Medicine</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Senior Deputy Managing Director	28 Mar 2018	Corporate Management, Health Care Services
<p>3. Mr. VIROON MAVICHAK</p> <p>Gender: Male</p> <p>Age : 74 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Medicine</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Senior Deputy Managing Director	28 Mar 2018	Corporate Management, Health Care Services

List of executives	Position	First appointment date	Skills and expertise
<p>4. Ms. Kamaporn Tumpipit (*)</p> <p>Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No</p>	Chief Financial Officer and Executive	1 Mar 2024	Accounting, Finance
<p>5. Mr. Wittaya Wanpen</p> <p>Gender: Male Age : 50 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Deputy Managing Director	18 Feb 2025	Health Care Services

List of executives	Position	First appointment date	Skills and expertise
6. Mr. North Techawathanawanna Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director	18 Feb 2025	Business Administration, Health Care Services

Additional Explanation :

() Highest responsibility in corporate accounting and finance*

*(**) Accounting supervisor*

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

Qualifications of the Top Management (Chief Executive Officer)

Qualifications of the Top Management (Chief Executive Officer)

1. Possess complete qualifications and does not possess prohibited characteristics stated in the Public Limited Company Act, the Securities and Exchange Act and related laws.
2. Possess extensive knowledge, capabilities, experience management in hospitals and business administration (Business Acumen, Finance, Marketing and Human Resources) and has work experience as a high-level executive in a hospital for no less than 10 years.
3. Have strong leadership, strategic planning capability, good corporate management skills and a forward-looking vision.
4. Have integrity and honesty, conduct business with morality and transparency and can devote sufficient time in fully applying his/her knowledge and capabilities in performing his/her duties of directorship.
5. Receive recognition in the organization or from related business organizations.
6. In case that the person does not have all of the required qualifications, the Nomination and Remuneration Committee shall have the discretion to approve the appointment.

Scope of Authority, Duties and Responsibilities of the Top Executive (Chief Executive Officer)

1. Supervise, manage, operate and perform regular business activities for the Company's benefits in accordance with the vision, business direction, objectives and Articles of Association, regulations, resolutions, policies, business strategies, goals, action plans and annual budget plan as approved by the Board of Directors and/or the Shareholders Meeting within the legal framework of relevant laws and scope of authority determined by the Board of Directors.
2. Oversee overall business operations, including finance, marketing, human resource management and other general operations in compliance with the Company's policies, business strategies, goals, action plans and annual budget plan as approved by the Board of Directors, as well as propose to the Executive Committee and/or the

Board of Directors for approval of the annual budget, management structure and scope of authority as proposed by the management of the Company.

3. Regularly inspect, monitor and evaluate the performance of the Companys management, suggest solutions to the problems to enable the management to execute in accordance with the set strategies, business plans, policies and goals, and report to the Board of Directors on a quarterly basis.

4. Issue the Companys internal orders, regulations, announcements and memorandums to ensure that the Companys operations are in line with the policies and for the best interest of the Company as well as to maintain discipline in the organization.

5. Assign any person to contact with external organizations, including government agencies and other regulatory agencies, within the scope of authority of the Chief Executive Officer or as assigned.

6. Determine the Companys organizational structure, management authority, and administration methods covering details of the selection, development and training, recruitment, appointment, transfer and dismissal of employees as defined in the Human Resources Management Authority Table approved by the Board of Directors.

7. Determine the wage rate, remuneration, reward, bonus and pay raise for employees as specified in the Human Resources Management Authority table approved by the Board of Directors.

8. Negotiate and enter into agreements and/or any transactions related to Companys normal business operations within the authority limits as specified in the Approval Authority approved by the Board of Directors, and/or as determined by the Board of Directors, and/or in accordance with relevant laws and regulations, and/or in accordance with the Companys Articles of Association.

9. Have the authority to approve entering into agreements and/or any transactions related to Companys normal business operations in accordance with authority limits approved by the Board of Directors, such as purchasing assets, applying for loans and credit lines with financial institutions, making significant investments and/ or in accordance with relevant laws and regulations and/or in compliance with the Companys Articles of Association

10. Appoint consultants in different fields necessary to support the Companys operations within the authority limits and/or as determined by the Board of Directors.

11. Perform other duties as assigned by the Board of Directors and have the authority to take any actions necessary to perform such duties.

12. Delegate the authority to a person or persons to perform any act on behalf of the Chief Executive Officer. The delegation of authority, duties and responsibilities of the Chief Executive Officer shall not be made in the manner that the Chief Executive Officer or authorized person delegated by the Chief Executive Officer is able to approve a transaction in which he/she or the person who may have conflicts of interest (as defined in the Notifications of SEC and/or the Capital Market Supervisory Board and/or SET and/or relevant agencies) may have stake in or may receive benefits in any way or may have any conflicts of interest with the Company, unless the approval of the transactions are in accordance with the policies and criteria approved by the Board of Directors Meeting.

Qualification of Executives

Qualification of Executives

Qualification of Executives

The Companys executives must;

1. Have complete qualifications and not having prohibited characteristics in accordance with the Public Company Act, the Securities and Exchange Act and other related laws.
2. Be knowledgeable and capable, and having extensive management experience in related fields of business, and business administration (Business acumen, finance, marketing and human resources) and work experience as an executive in such fields in hospitals no less than 7 years.
3. Have strong leadership, strategic planning capability, good corporate management skills and a forward-looking vision.

4. Have integrity, honesty and management ethics and can devote sufficient time in fully applying his/her knowledge and capabilities in performing his/her duties.
5. Receive recognition in the organization and from related business organizations

Scope of Authority, Duties and Responsibility of Executives

1. Implement policy, strategies, targets, and action plans as well as draw an annual budget plan in order to enable the Company to achieve its goals with efficiency and effectiveness.
2. Prepare business plans, budget and administration authority to be presented to the Executive Committee and the Board of Directors for consideration and approval. The plans shall be reviewed at least once a year.
3. Report the Company's operating performance to the Executive Committee's Meeting and the Board of Directors Meeting on a quarterly basis.
4. Develop business plans that enable growth of the Company with emphasis on the benefits to the society, environment and community, leading to its long-term sustainability, and without contravention of the laws while maintaining compliance with ethical practices, the Code of Conduct and the principles of corporate governance for the best interest of all stakeholders.
5. Perform other duties as assigned by the Executive Committee.

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive

Remuneration policy for executive directors and executives

Directors and Executives Remuneration Policy

To ensure transparency, fairness, and compliance with good corporate governance principles, as well as alignment with the company's long-term strategy and goals, by considering both company and individual performance, and by establishing appropriate and sufficient compensation and benefits to motivate and retain quality personnel, the company has established the following policies and guidelines for determining compensation and other benefits for the Board of Directors, sub-committees, and executives, including the Managing Director:

1. Process of determining remuneration and compensation

The Nomination and Remuneration Committee shall consider and determine the remuneration and other benefits of the Board of Directors, Sub-Committees and the Chief Executive Officer by taking the following actions.

(1) The remuneration and other benefits of the Board of Directors and its sub-committees are to be submitted for approval by the Board of Directors before being presented for approval at the Annual General Meeting of Shareholders.

(2) Propose the remuneration and compensation of the executives include the Chief Executive Officer to the Board of Directors Meeting for consideration and approval.

2. Guidelines for determining remuneration and compensation

(1) Remuneration and compensation of the Board of Directors and Sub-Committees

The determination of the remuneration of the Board of Directors and Sub-Committees shall be based on the consideration of the duties and responsibilities of directors in fulfilling their fiduciary duties, dedication, values derived from directors performance of duties as well as incentives attracting directors whose qualifications are suitable for the Company's requirements. The determination of the components of directors remuneration is as follows :

(1.1) Retainer fee paid to non-executive directors monthly, no matter whether the meeting takes place or not. The determination of the remuneration level shall be based on the consideration of the following factors.

- Industry's practices
- The Company's performance and size of business
- Knowledge, capabilities and experience of the directors required for the nomination or the Company's current business requirements.

(1.2) Attendance fee paid to directors attending each meeting and to those attending the meetings only, which is divided as follows :

- Meeting allowance of the Chairman of the Board and the Chairman of Sub-Committees.
- Meeting allowance of directors and members of Sub-Committees

(1.3) Incentive Fee is special remuneration paid to directors once a year by taking into consideration the value delivered to shareholders such as the Company's profit or dividend paid out to shareholders, without causing the Company to focus on short-term performance.

(1.4) Other forms of benefits (both monetary and non-monetary), which may be determined as a fixed amount of benefits with flat rate or by setting out specific criteria occasionally or to remain in effect unless otherwise the Shareholders Meeting has a resolution allowing a change.

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

Page number of the reference link : 3-4

Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives : Have

Remuneration of the Chief Executive Officer

The determination of the Chief Executive Officers 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 Officers performance assessment results. The Components of the Chief Executive Officers remuneration are as follows :

1. Regular remuneration, including a salary and other regular remuneration. The determination of the remuneration level shall be based on the consideration of the following factors.
 - Knowledge, capabilities and experience.
 - Industry practices of similar size of business
 - Performance Assessment (In case of remuneration increase)
2. Medical welfare as specified in the Company's regulations and employee manual.
3. Performance-based Remuneration, such as bonus and other special compensation, taking into consideration the performance assessment results within the remuneration policy framework determined by the Board of Directors.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	34,700,000.00	33,500,000.00	46,431,686.00
Total remuneration of executive directors (baht)	N/A	N/A	540,000.00
Total remuneration of executives (baht)	34,700,000.00	33,500,000.00	45,891,686.00

Total remuneration paid to directors and executives

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

Monetary Remuneration

Remuneration of directors (only remuneration as a director)

The 2025 Annual General Meeting of Shareholders held via electronic means on 25 April 2025 resolved to approve the directors remuneration for the year 2025 in the amount of 4,200,000 Baht consisting of meeting allowances, bonus and other benefits allowance including an annual health checkup voucher valued at THB 20,000 per person (Except for directors who hold executive or employee positions in the Company, who are not eligible to receive the checkup voucher.) is as follows:

Board Committee	Position	Meeting Allowance		Other benefits allowance		Bonus	
		2025 (Proposing Year)	2024	2025 (Proposing Year)	2024	2025 (Proposing Year)	2024
Board of Directors	Chairman	36,000	36,000	Checkup Voucher THB 20,000 per person (Except for directors who hold executive or employee positions in the Company)	None	Payment from the remaining amount, after the Company has paid meeting allowances and other benefits allowance. (Except for directors who hold executive or employee positions in the Company)	Payment from the remaining amount, after the Company has paid meeting allowance. Also, executive directors shall not receive Director Bonus
	Director	25,000	25,000				
Audit Committee	Chairman	36,000	36,000				
	Director	25,000	25,000				
Nomination and Remuneration Committee	Chairman	36,000	36,000				
	Director	25,000	25,000				
Nomination and Remuneration Committee	Chairman	36,000	36,000				
	Director	25,000	25,000				
Executive Committee	Chairman	15,000	15,000				
	Director	13,000	13,000				

Remuneration of Executives

In 2025, the Company has paid monetary compensation to executives, which consisted of salary and bonus as follows:

Remuneration of Executives	2022	2023	2024	2025
Number of Executives (person)	5	5	4	6
Remuneration (Million Baht)	34.5	34.7	33.5	45.9

The Company has a policy to provide other remuneration to the Company's executives, such as medical welfare, provident fund, insurance premiums, telephone fees, fuel bills and toll fees, etc.

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	798,120.00	1,283,316.00	1,041,366.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Other benefits allowance including an annual health checkup voucher valued at THB 20,000 per person (Except for directors who hold executive or employee positions in the Company, who are not eligible to receive the checkup voucher.)

Outstanding remuneration or benefits of executive directors and executives

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

Estimated remuneration of executive directors and executives in the current year : 0.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Duangkamol Wongsaita	Duangkamolw@praram9.com	02 202 9999#33112

person supervising accounting

person supervising accounting

The Company has assigned the person holding the position of Deputy Managing Director, Accounting and Finance Department, Miss Kamaporn Tumpipit, as the person taking the highest responsibility in accounting and finance as of 31 December 2025 and Miss Duangkamol Wongsaita , Assistant Division Manager, as the person supervising accounting. The two aforementioned persons have qualifications that meet the conditions and requirements for being the person taking the highest responsibility in accounting and finance and an accountant in accordance with the set criteria. Additional information is contained in Attachment for the of directors, executives, controlling persons and company secretary.

List of the company secretary

General information	Email	Telephone number
1. Ms. Marisara Thanasaksiri	marisarat@praram9.com	02 202 9999#39605

Company Secretary

Company Secretary

The Board of Directors Meeting No. 2/2018 on 28 February 2018, Before the conversion into a public limited company resolved to appoint Miss Marisara Thanasaksiri, who had a law degree, as the Company Secretary, effective from 16 March 2018. Miss Marisara was also appointed as the Head of Compliance. Additional information is contained in Attachment for the details of directors, executives, controlling persons and company secretary.

Scope of Authority, Duties and Responsibilities of the Company Secretary

1. Inform related executives of the resolutions and policies of the Board of Directors and shareholders, provide basic advice to the Board of Directors in accordance with the laws, rules, regulations, policies and Articles of Association of the Company and good corporate governance practices which must be acknowledged and upheld correctly and regularly, and report on significant changes of laws, rules, regulations and/or Articles of Association to the Board of Directors for acknowledgment
2. Prepare and keep documents such as a register of directors, invitation letters of the Board of Directors Meeting, minutes of the Board of Directors Meeting, annual reports, invitation letters of the shareholders meeting, and minutes of the shareholders meeting.
3. Ensure that directors, executives and other persons that the Board of Directors deem appropriate to prepare a report of interests of their own and related persons in accordance with the laws, keep such reports and submit copies of such reports to the Chairman of the Board of Directors and the Chairman of the Audit Committee within seven business days from the day the Company receives such reports.
4. Arrange the shareholders meeting and the Board of Directors Meeting in accordance with the laws, Companies Articles of Association and relevant practices, and take meeting minutes
5. Monitor and supervise the disclosure and report of information under his/her responsibility to related agencies in accordance with the regulations and requirements of such agencies.
6. Contact and communicate with general shareholders to be informed of shareholders rights.
7. Perform any other duties as specified by the Capital Market Supervisory Board, securities and exchange law and other relevant laws and regulations and/or as assigned by the Board of Directors.

Company Secretarys Contact Details:

Miss Marisara Thanasaksiri
 Praram 9 Hospital Public Company Limited
 99, Rama IX Road, Bangkapi, Huai Khwang, Bangkok, 10310
 Tel: 02-202-9999 or 1270 ext. 39605 E-mail: marisarat@praram9.com

List of the head of internal audit or outsourced internal auditor

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

Head of Internal Audit

Head of Internal Audit

The Company has established an Internal Audit function and hired an external auditor, Accounting Revolution Co., Ltd., having Mrs. Sasivimon Suksai as Managing Director, to perform her duties as Head of Internal Audit and directly report internal audit findings to the Audit Committee with Lt. Panitta Pakakij, Manager of Strategic Plan Department, serving as the Secretary to the Audit Committee to jointly coordinate with the Internal Auditor. Additional information is contained in Attachment for the details of directors, executives, controlling Persons and company secretary.

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Marisara Thanasaksiri	marisarat@praram9.com	02 202 9999#39605

Head of Compliance

Head of Compliance

The Board of Directors Meeting No. 2/2018 (before the conversion into a public limited company) on 28 February 2018 resolved to appoint Miss Marisara Thanasaksiri, who had a law degree, as the Company Secretary, effective from 16 March 2018. Miss Marisara was also appointed as the Head of Compliance. Additional information is contained in Attachment for the details of directors, executives, controlling persons and company secretary.

Scope of Authority, Duties and Responsibilities of the Head of Compliance

1. Support the performance of duties of the Board of Directors in overseeing to ensure that the performance of duties of the Board of Directors, executives, employees as well as different functions of the Company complies with the laws and related regulations of regulatory bodies such as the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET) and Thailand Securities Depository Co., Ltd. (TSD).

2. Coordinate with related regulatory bodies to ensure righteousness and transparency of the Company's operations. The roles and duties of the Board of Directors are to determine the strategy of the Company, set up performance monitoring and evaluation system and regularly improve performance monitoring every year in response to changing situations and regulatory environment.

Head of investor relations

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

List of the head of investor relations

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

Head of Investor Relations

Head of Investor Relations

The Company has assigned Miss Kamaporn Tumpipit, Deputy Managing Director, Accounting and Finance Department, as Head of Investor Relations and Acting Lt. Waraporn Aino to be responsible for the Investor Relations functions.

The Investor Relations has the authority and responsibilities for preparing 56-1 One Report and Management Discussion and Analysis (MD&A), arranging the Opportunity Day and other responsibilities as assigned for the benefits of important information disclosure to institutional investors, retail investors, shareholders as well as security analysts and related or interested persons to ensure that they receive accurate and complete information of the Company.

Investor Relations Contact Details :

Acting Sub Lt. Waraporn Aino
Praram 9 Hospital Company Limited
99, Rama IX Road, Bangkapi, Huai Khwang, Bangkok, 10310
Tel: 02-202-9999 or 1270 ext. 21402
Fax : 02-202-9998
E-mail : waraporna@pram9.com or for more information, please visit the Company s website : www.pram9.com in the Investor Relations Section.

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	2,000,000.00	<p>Types of non-audit service : Professional services related to work performed according to agreed-upon procedures for Board of Investment (BOI)</p> <p>Details of non-audit service : The agreed-upon procedures of the investment promotion certificate no. 67-1838-2-37-1-0 dated 29 August 2024</p> <p>Amount paid during the fiscal year 0.00 baht Amount to be paid in the future 150,000.00 baht Total non-audit fee 150,000.00 baht</p>	<p>1. Ms. MANEE RATTANABUNNAKIT Email: manee.rattanabunnakit@th.ey.com License number: 5313</p> <p>2. Mr. TERMPHONG OPANAPHAN Email: Termphong.opanaphan@th.ey.com License number: 4501</p> <p>3. Mr. VORAPOJ ANNAUYPANIT Email: Vorapoj.Amnauypanit@th.ey.com License number: 4640</p>

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past year

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

Nomination, Development and Appraisal of the Committee Performance

1) Independent Director

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

The Company has established the following qualifications of independent director:

(1) Holding no more than one percent of total voting shares of the Company, its parent company, subsidiaries, associated company, major shareholders or controlling persons, inclusive of the shares held by related persons of such independent director.

(2) Not being or used to be an executive director, employee, staff, advisor with regular salary, or controlling person of the Company, its parent company, subsidiary, associated company, subsidiary of the same level, major shareholder or controlling person unless the person has retired from having such characteristics for at least two years prior to the appointment as independent director. Such prohibited characteristics, however, do not include the case that the independent director used to be a government official or advisor of a government agency which is a major shareholder or controlling person of the Company.

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

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

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

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

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

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

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

The Company's three Independent Directors, as of 31 December 2025 are as follows :

Name	Position
1. Mr. Kanit Patsaman	Independent Director
2. Mr. Piset Chiyasak	Independent Director
3. Dr. Tanai Charinsarn	Independent Director
4. Police Lieutenant General Boriharn Siangarom	Independent Director

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. SATIAN POOPRASERT	Vice-chairman of the board of directors	28 Mar 2018	Corporate Management, Health Care Services
Mr. PRASERT TRAIRATVORAKUL	Director	28 Mar 2018	Corporate Management, Health Care Services
Mr. KANIT PATSAMAN	Director	28 Mar 2018	Corporate Management, Finance, Accounting

List of newly appointed director to replace the ex-director

List of newly appointed director not being replaced the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Police Lieutenant General BORIHARN SINGAROM	Director	25 Apr 2025	Law, Human Resource Management, Architecture, Public Administration

Selection of independent directors

Criteria for selecting independent directors

Independent Director

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

The Company has established the following qualifications of independent director:

(1) Holding no more than one percent of total voting shares of the Company, its parent company, subsidiaries, associated company, major shareholders or controlling persons, inclusive of the shares held by related persons of such independent director.

(2) Not being or used to be an executive director, employee, staff, advisor with regular salary, or controlling person of the Company, its parent company, subsidiary, associated company, subsidiary of the same level, major shareholder or controlling person unless the person has retired from having such characteristics for at least two years prior to the appointment as independent director. Such prohibited characteristics, however, do not include the case that the independent director used to be a government official or advisor of a government agency which is a major shareholder or controlling person of the Company.

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

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

(5) Not being or having never been the auditor of the Company, its parent company, subsidiary, associated company, major shareholder or controlling person and not being a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the Company, its parent company, subsidiary, associated company,

major shareholder or controlling person; unless the person has retired from having such characteristics at least two years before appointment as an independent director.

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

(7) Not being a director appointed as a proxy of the Companys 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 Companys 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 Companys 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 Companys Chief Executive Officer, who have complete qualifications and meet with the Companys 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 Companys 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 Companys Board of Directors is consistent with the Companys 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 Companys Charter as well as shall not be a person with prohibited qualifications as required by law. The shareholders will consider the appointment of the Companys directors

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

At present, there are One female directors, representing 10 percent of the total 10-member Board of Directors. Having female directors sitting in the Board will add diverse and sensitive opinions that provides more balanced opinions in any consideration and discussion.

In the future, if the Company increases the number of directors, the Company has a policy to provide equal opportunity for new male and female directors and fully support any additional female independent

directors. (3) The Board of Directors shall consist of persons with knowledge, capabilities and skills and a variety of expertise (Board Diversity), performing their duties in an ethical manner and with integrity, and having experience related to the Company's business that supports the performance of their duties to enable the composition of the Board of Directors to be in accordance with the Company's short-term and long-term business strategies, regardless of gender, age, race, religion, educational background, knowledge and professional skills.

In the recruitment and appointment of the board, the Company considers diversity in the board structure (Board Diversity) in various aspects as appropriate. The composition of the board (please refer to Section 7.2 for details on board composition, Section 7.2.1 Board of Directors) and details of knowledge, expertise, and specialization (Board Skill Matrix)

Name	Position	Medica	Management and Administration	Organizational development	Social	Finance	Accounting	Legal	Marketing	Communication	Information Technology	Architecture	Engineering	Strategy
1. Mr. Bhanapot Damapong	Chairman of the Board (Non-executive Director)		*	*	*	*								
2. Dr. Satian Pooprasert	Executive Director	*	*	*										
3. Dr. Viroon Mavichak	Executive Director	*	*	*										
4. Dr. Prasert Trairatvorakul	Executive Director	*	*	*										
5. Mr. Attapol Sariddipuntawat	Director (Non-executive Director)		*	*		*	*							
6. Ms. Vilasinee Puddhikarant	Director (Non-executive Director)		*	*		*			*		*			
7. Mr. Kanit Patsaman	Independent Director		*	*		*	*							
8. Mr. Piset Chiyasak	Independent Director		*	*				*	*	*				
9. Dr. Tanai Charinsarn	Independent Director		*	*							*		*	*
10. Police Lieutenant General Boriharn Siangarom	Independent Director			*				*				*		
Total		3	9	10	1	4	2	2	2	1	2	1	1	1

(4) The Chairman of the Board of Directors is not an individual who is also an executive director and is not a member of any sub-committees to ensure that sub-committees can express their opinions independently.

(5) The Board of Directors consists of 3 directors with experience in the medical field, consisting of 3 executive directors, accounting for 30 percent of the total Board of Directors.

(6) The Board of Directors has a tenure of not more than three years in accordance with the specified laws. The Board of Directors has established the policy specifying that the tenure of an independent director shall not exceed nine consecutive years from the first day of appointment as independent director and without any exemption.

(7) To ensure the Company's proper and smooth management, the Company has appointed a Vice-Chairman of the Board of Directors to perform the duty in case where the Chairman of the Board of Directors is not able to attend a meeting. The Board of Directors resolved to appoint Dr. Satian Pooprasert to be a Vice-Chairman of the Board of Directors.

The process for recruiting and appointing directors, executive directors, and senior executives.

(1) In the nomination and appointment of directors and the Company's the Chief Executive Officer is partly based on Professional Search Firm or the Director Pool to create diversity in the structure of the Board of Directors.

(2) Prepare Board Skill Matrix to determine the qualifications of directors that the Company wants to recruit, by considering the necessary skills the Board of Directors still lacks of and work experience that is in alignment with the Company's business strategy.

(3) In case where the Nomination and Remuneration Committee considers that the Company still lacks of the directors or executives who have specific knowledge, competency or specific experience, the Nomination and Remuneration Committee will consider recruiting persons for additional positions to comprehensively help develop work potentials in various aspects of the Company.

(4) Once the Nomination and Remuneration Committee has nominated qualified persons, the Committee will propose the new directors and senior executives to the Board of Directors Meeting for consideration and/or proposing to the Shareholders Meeting for approval, as the case may be.

(5) In case of the appointment of directors to replace the vacant positions for reasons other than rotation of office, the Nomination and Remuneration Committee shall select persons who are fully qualified in accordance with the determined criteria to propose to the Board of Directors Meeting to appoint a replacement position in the next Board of Directors Meeting unless the term of the director is less than two months. The person who is appointed to the position in such case shall remain in the position for only the remaining term of the vacating director

Succession planning for top executive positions (executive directors) and senior management

The Company has a plan to appropriately and transparently select personnel that will be responsible for significant management positions at all levels to ensure that the Company has professional executives. The Board of Directors has required a succession plan be prepared for the Chief Executive Officer and senior executives. In the event that the Chief Executive Officer or a senior executive retires, resigns or is unable to perform ones duties. For the Company's continuity of management, the Nomination and Remuneration Committee (Nomination Committee) has been entrusted to oversee the succession plan and intermittently report to the Board of Directors for acknowledgement at least once a year.

In case the position of the Chief Executive Officer or senior executives is vacant or the person in the position cannot perform ones duties, the Company has an initial action plan as follows:

1. Chief Executive Officer

When the Chief Executive Officer position becomes vacant or the person in the position cannot perform ones duties, the Company will assign an executive at a similar level or the Deputy Managing Director level to hold the position until the recruitment and selection of persons with qualifications in accordance to the criteria set by the Company. (More details of the criteria for the appointment are presented in the Section of the Nomination and Appointment of Directors and Executives.)

2. Senior Executives

When the senior executive positions, ranging from the Assistant Director level up to the Deputy Managing Director level or those who are in such positions, are not able to perform their duties, the Company will propose a successor selected by the Deputy Managing Director, the Human Resources Management Department (In case that the vacant position is the Deputy Managing Director, the Human Resources Management Department, it shall be the duty of the Chief Executive Officer) and propose to the Chief Executive Officer for consideration and approval of the appointment.

In 2022, the Board of Directors No. 5/2022 dated 5 July 2022 considered and approved the appointment of the Screening Committee for the Selection of the Executives Holding the positions of Chief Executive Officer and Deputy Managing Director and the amendments to the name list of members of the Screening Committee for the Selection of the Executives Holding the positions of Chief Executive Officer and Deputy Managing Director at the Board of Directors Meeting No. 7/2022 dated 10 November 2022. The scope of authority of the Sub-Committee is as follows:

- Participate in the succession planning process and/or provide its opinions with regard to the required qualifications of successors.

- Support and/or provide the information of the executives or nominated successors.
- Provide recommendations and assist in preparing the potential successors and developing their skills.

Development of the Board of Directors, Executives, and Company Secretary

The Board of Directors has established a policy to promote and enhance the knowledge and skills of its directors, executives, and company secretary. This involves active participation in determining the structure and development plans for the Board of Directors, subcommittees, executives, and the Company secretary. The objective is to continuously enhance the necessary competencies required for fulfilling their duties and responsibilities on an annual basis. This development may be conducted through internal training programs organized by the Company or external courses provided by recognized institutions, organizations, or regulatory bodies.

Notably, 100% of the Company's directors have successfully completed training programs specifically designed for board members, as detailed in Appendix 1: "Board of Directors Profiles." Additionally, in 2025, the Board of Directors, the top four executives, and the Company secretary have participated in training programs and seminars relevant to the Company's business, corporate governance, sustainable business development, and other courses that support their roles and responsibilities. These training programs were attended in both internal formats, conducted at the Company's premises, and external formats, hosted by professional institutions. Details can be found under the heading regarding board member development.

The Company has disclosed all training and seminar information for the top 4 executives and the Company secretary in the attached document under the section 'Board Profile - Information on Board Directors, Executives, and Company Secretary.'

Orientation program for Directors and employees

The Company has a policy to arrange orientation program for Directors, executives and employees. The objective is to present information about the Company and its business, such as vision, mission, operational plan, strategies, future growth targets, nature of business, organizational structure, roles, and responsibilities, and various criteria to ensure compliance with laws and regulatory requirements. These criteria include principles of good corporate governance, business ethics, key policies, and practices, such as the anti-corruption policy, conflict of interest prevention, fair competition, and the responsible use of internal information. Additionally, it covers the Company's rules and regulations, including working procedures and employee benefits. This orientation aims to prepare individuals for their roles, and the Human Resources department and relevant units are responsible for presenting the details to support effective job performance.

After the training, the Company holds a post-training test to assess the participants knowledge and understanding. All the participants must pass a test on corporate governance compliance and the Code of Conduct and earn an achievement level score determined by the Company, representing 100 percent achievement.

Such course is compulsory for new employees who have to attend this course on a yearly basis and all are required to pass a test, representing 100 percent achievement.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : Yes

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

Number of directors from major shareholders

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.pparam9.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 2025 Annual General Meeting of Shareholders		
Meeting date 25 April 2025 (via electronic means)	Providing the right to propose additional meeting agenda and nominate person to be elected as director 1 October 2024 - 31 December 2024	Providing the right to submit questions prior to the meeting 1 October 2024 - 31 March 2025

Note: No shareholders proposed additional agenda items, nominated individuals for election as directors, or submitted advance questions.

A for the 2026 Annual General Meeting of Shareholders, the Company provided shareholders with the opportunity to propose additional agenda and nominate qualified persons to be elected as the Company's directors in advance, starting from 1 October 2025 to 31 December 2025. Shareholders can submit questions about the Company prior to the meeting from 1 October 2025 to 31 March 2026.

Voting, vote counting, and vote counting method in each agenda: The Company provided ballots for every agenda. On the agenda concerning the appointment of Directors, the Company provided shareholders with an opportunity to vote for each individual nominated candidates for the appointment of Directors by using advanced technology for shareholders convenience, and for faster and more accurate vote counting in order to enable the Company to present the vote counting results to the shareholders for prompt acknowledgement as follows:

- (1) In case of physical meeting, barcode system will be adopted;
- (2) In case of e-Shareholder Meeting, e-Proxy system will be adopted.

In 2025, the Company conducted an e-Shareholder Meeting, however the shareholders were able to vote for each individual nominated candidate for the appointment of Directors. In order to comply with the relevant laws and the Company's Articles of Association

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. BHANAPOT DAMAPONG (Chairman of the board of directors)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
<p>2. Mr. SATIAN POOPRASERT (Vice-chairman of the board of directors)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <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) <p>Other</p> <ul style="list-style-type: none"> • 2025: Academic conference on rehabilitation medicine (neck pain) in collaboration with Phramongkutklao Hospital: Update in Common Neck Pain 2025. • 2025: Business Strategy course • 2025: Communication and Coordination for CEO (Triple C) Course, 2nd Batch • 2024: Annual Cyber Security Awareness Training 2024 • 2024: Heal for Healthcare Worker • 2024: Lecture Series Topic Lung Transplant
<p>3. Mr. VIROON MAVICHAK (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2018: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Academic conference on rehabilitation medicine (neck pain) in collaboration with Phramongkutklao Hospital: Update in Common Neck Pain 2025. • 2025: Business Strategy course

List of directors	Participation in training in the past financial year	History of training participation
<p>4. Mr. PRASERT TRAIRATVORAKUL (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2018: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Academic conference on rehabilitation medicine (neck pain) in collaboration with Phramongkutklao Hospital: Update in Common Neck Pain 2025. • 2025: Business Strategy course • 2024: PR9 Course: Fostering Transparency... Towards Sustainability
<p>5. Mr. ATTAPOL SARIDDIPUNTAWAT (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2021: Successful Formulation & Execution of Strategy (SFE) • 2017: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Leadership Training Program: Learn from Success, SC Asset Corporation Public Company Limited. • 2025: NEUROSCIENCE SOLUTION FOR BETTER FINANCIAL / INVESTMENT DECISION
<p>6. Mr. KANIT PATSAMAN (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2021: Ethical Leadership Program (ELP) • 2019: Role of the Chairman Program (RCP) • 2012: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: 2025 Audit Committee Seminar: In the Winds of Change - How will you adapt as the world changes? • 2025: Director's Briefing 4/2025 / ESG Risks Mitigation: What

List of directors	Participation in training in the past financial year	History of training participation
		<p>directors need to know before risks become a turning point for the organization.</p> <ul style="list-style-type: none"> • 2025: Hot Issue for Directors : The Evolving Role of Audit Committee in Fostering Trust and Transparency 3/2025 • 2025: Independent Director Forum 2025 : Role of Independent Directors in Overseas Expansion and International Market • 2025: Seminar on "Insight in SET: ID & AC Focus - Comprehensive Knowledge for Growth and Sustainability in the Capital Market" • 2025: Seminar on In-depth Analysis of Expectations Regarding the Appropriate Role and Functions of the Audit Committee (AC) and Audit Supervisors (CAE), organized by the Stock Exchange of Thailand and the F • 2024: Course on prevention and suppression of inappropriate behavior of listed companies • 2024: Empowering Boards: Enhancing Governance, Standards, and Financial Insights Class 3/2567 • 2021: National Director Conference • 2016: IT Governance and Cyber Resilience Program • 2012: Audit Committee Program

List of directors	Participation in training in the past financial year	History of training participation
7. Mrs. VILASINEE PUDDHIKARANT (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2025: Board Nomination and Compensation Program (BNCP) • 2018: Advanced Audit Committee Program (AACP) • 2010: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: 2025 Audit Committee Seminar: In the Winds of Change - How Will You Adapt as the World Changes? (EY) • 2025: Hot Issue for Directors : The Evolving Role of Audit Committee in Fostering Trust and Transparency • 2024: Course: Building immunity for listed companies with 3 lines of defense • 2018: Board that Make a Difference (BMD)

List of directors	Participation in training in the past financial year	History of training participation
8. Mr. PISET CHIYASAK (Director, Independent director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2025: Board Nomination and Compensation Program (BNCP) • 2018: Ethical Leadership Program (ELP) • 2015: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: 2025 Audit Committee Seminar: In the Winds of Change - How Will You Adapt as the World Changes? • 2025: Director's Briefing 2/2024 Leading with Urgency: Climate Action for Boards (Online) • 2025: Governance for Sustainability Instilling Governance for Sustainable Value Creation • 2025: Hot Issue for Directors : The Evolving Role of Audit Committee in Fostering Trust and Transparency 4/2025 • 2025: The Insight in SET AC Focus course provides comprehensive knowledge for growth and sustainability in the capital market. • 2024: Director's Briefing 2/2024 Leading with Urgency: Climate Action for Boards • 2024: Empowering Boards : Enhancing Governance, Standards and Financial Insights Class 4/2567 • 2020: Corporate Governance for Executives (CGE) • 2016: IT Governance and Cyber Resilience Program (ITG) • 2015: Risk Management Program for Corporate Leaders (RCL)

List of directors	Participation in training in the past financial year	History of training participation
9. Dr. TANAI CHARINSARN (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: ESG in the Boardroom: A Practical Guide for Board (ESG) • 2023: Risk Management Program for Corporate Leaders (RCL) • 2021: Board Nomination and Compensation Program (BNCP) • 2021: Director Leadership Certification Program (DLCP) • 2019: Advanced Audit Committee Program (AACP) • 2008: Director Certification Program (DCP) • 2004: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: Senior Executive Course (SES) Class 30, Capital Market Academy • 2008: Chartered Director Class (CDC)
10. Police Lieutenant General BORIHARN SINGAROM (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: Board Nomination and Compensation Program (BNCP) • 2009: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2025: 2025 Audit Committee Seminar In the Winds of Change. How will you adapt as the world changes?

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Performance Assessment of the Board of Directors and Sub-Committees

To ensure that the governance, control and management fully comply with the corporate Governance principles and to monitor and assess the result against the objectives and goals, the Company set a policy for the Board of

Directors, Sub-Committees and the Chief Executive Officer to take the performance appraisal at least once a year. The assessment results will provide the Board of Directors, Sub-Committees and the Chief Executive Officer with significant information and opportunity to review their performance, issues and problems in the past year. This will enhance the effectiveness of the performance of the Board of Directors, Sub-Committees and the Chief Executive Officer with the assessment process and criteria as follows:

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

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

Operating Performance Assessment Process

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

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

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

Scoring Criteria and Assessment Summary

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

Chief Executive Officer Performance Appraisal

The Company conducts performance appraisal for the Chief Executive Officer once a year. The Nomination and Remuneration Committee submits the results to the Board of Directors within the first month of the year. The appraisal shall cover the following key areas:

1. Vision and leadership in order to become a sustainability organization
2. Appropriately set and plan corporate strategies
3. Ensure the company achieves its mission and strategic plan by integrating sustainability issues into its business operations for sustainable growth.
4. Monitor, supervise and control operational performance to comply with the laws and corporate governance principles
5. Efficiently plan and manage financial transactions

6. Nurture good relationship with stakeholders, build corporate value and reputation in the eyes of outsiders, such as surrounding communities and the general public
7. Encourage business operations with responsibility towards the society and the environment
8. Manage and create good corporate culture as well as supports and take good care of employees
9. Regularly develop new products and services

Operating Performance Appraisal Process

1. The Nomination and Remuneration Committee considers and determines the policy and scoring criteria for key items according to the assessment form, and jointly assesses the performance of the Chief Executive Officer.
2. The Nomination and Remuneration Committee reports the assessment results to the Board of Directors.

Scoring Criteria and Assessment Summary

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

The performance assessment results of the Chief Executive Officer in 2025 are as follows

Assessment	Score (%)				
	2021	2022	2023	2024	2025
Performance assessment of the Chief Executive Officer	99	99	97	99	100

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

The Board of Directors performance assessment results are as follows:

Result	Score (%)				
	2021	2022	2023	2024	2025
Individual assessment of the Board of Directors (self-assessment)	96.32	98.10	97.95	98.42	99.08
Individual assessment of the Board of Directors (assessing others)	98.77	99.42	99.11	99.41	99.35
Assessment of the Board of Directors (group assessment)	96.94	99.01	98.66	99.27	99.63

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

Chief Executive Officer Performance Appraisal

The Company conducts performance appraisal for the Chief Executive Officer once a year. The Nomination and Remuneration Committee submits the results to the Board of Directors within the first month of the year. The appraisal shall cover the following key areas:

- Vision and leadership in order to become a sustainability organization
- Appropriately set and plan corporate strategies
- Ensure the strategic plan is well executed in response to the mission
- Monitor, supervise and control operational performance to comply with the laws and corporate governance principles
- Efficiently plan and manage financial transactions
- Nurture good relationship with stakeholders, build corporate value and reputation in the eyes of outsiders, such as surrounding communities and the general public
- Encourage business operations with responsibility towards the society and the environment
- Manage and create good corporate culture as well as supports and take good care of employees
- Regularly develop new products and services

Operating Performance Appraisal Process

(1) The Nomination and Remuneration Committee considers and determines the policy and scoring criteria for key items according to the assessment form, and jointly assesses the performance of the Chief Executive Officer.

(2) The Nomination and Remuneration Committee reports the assessment results to the Board of Directors.

Scoring Criteria and Assessment Summary

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

Reference link for the performance evaluation criteria for the executives : <https://investor.pram9.com/storage/download/corporate-governance-policy/20210909-pr9-cg-policy-en.pdf>

Page number of the reference link : 5

Information on meeting attendance and remuneration payment to each board member

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 : 6
past year (times)

Date of AGM meeting : 25 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	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		/	
2. Mr. SATIAN POOPRASERT (Vice-chairman of the board of directors)	6	/	6	1	/	1		/	
3. Mr. VIROON MAVICHAK (Director)	6	/	6	1	/	1		/	
4. Mr. PRASERT TRAIRATVORAKUL (Director)	6	/	6	1	/	1		/	
5. Mr. ATTAPOL SARIDDIPUNTAWAT (Director)	6	/	6	1	/	1		/	
6. Mr. KANIT PATSAMAN (Director, Independent director)	6	/	6	1	/	1		/	
7. Mrs. VILASINEE PUDDHIKARANT (Director)	6	/	6	1	/	1		/	

Names of Board members	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)
8. Mr. PISET CHIYASAK (Director, Independent director)	6	/	6	1	/	1		/	
9. Dr. TANAI CHARINSARN (Director, Independent director)	4	/	6	1	/	1		/	
10. Police Lieutenant General BORIHARN SINGAROM (Director, Independent director)	4	/	4	0	/	0		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. BHANAPOT DAMAPONG (Chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mr. SATIAN POOPRASERT (Vice-chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Mr. VIROON MAVICHAK (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
4. Mr. PRASERT TRAIRATVORAKUL (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Mr. ATTAPOL SARIDDIPUNTAWAT (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
6. Mr. KANIT PATSAMAN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
7. Mrs. VILASINEE PUDDHIKARANT (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
8. Mr. PISET CHIYASAK (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
9. Dr. TANAI CHARINSARN (Director)	4/6 (66.67%)	1/1 (100.00%)	N/A
10. Police Lieutenant General BORIHARN SINGAROM (Director)	4/4 (100.00%)	N/A	N/A
Average meeting attendance rate	96.67%	100.00%	N/A

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

Dr.Tanai Charinsarn requests leave from the meeting due to other commitments

Individual Meeting Attendance

Individual Meeting Attendance

The Board of Directors Meeting No. 5/2025 (Hybrid meeting) dated 14 August 2025 resolved to approve setting in advance the date, time, place, format of the Board of Directors Meetings, holding the 2026 Non-Executive Directors Meetings in hybrid format, and the Annual General Meeting of Shareholders via electronic means, and setting meeting agenda in advance, at the end of the year, prior to the meeting to be held in the following year.

The Board of Directors Meetings shall be convened 6 times, including 1 non-executive committee meeting in August prior to the regular board meeting, and the annual shareholder meeting in April, the Company complies with legal requirements. Additionally, specific time frames have been established for the Company to collaborate and refrain from trading its securities before the public release of financial reports, details are as follows:

**Board of Directors Meetings, Annual General Shareholders Meeting (AGM) in 2026
and Silent Period Schedule**

No.	Date	Silent Period
1/2026	20 January 2026	-
2/2026	17 February 2026	18 January 2026 - 19 February 2026
AGM	24 April 2026	-
3/2026	24 April 2026	-
4/2026	12 May 2026	12 April 2026 - 13 May 2026
5/2026	11 August 2026	12 July 2026 - 12 August 2026
7/2026	10 November 2026	11 October 2026 - 11 November 2026

Note : Meeting schedule and method may be subject to change based on necessity and appropriateness.

Non-Executive Directors Meeting

No.	Date
1/2026	11 August 2026

Note : 1. To be held after the Board of Directors Meeting No. 5/2025

2. Meeting schedules and method may be subject to change based on necessity and appropriateness.

"Furthermore, the sub-committee has approved the advance scheduling of the date, time, venue, hybrid meeting format, and agenda details for the regular meetings in the year 2026. In summary as follows:

- The Executive Committee shall be held monthly meetings, 12 times per year.
- The Audit Committee shall be held four times per year before the Board of Directors Meeting. Its major agenda is to review quarterly and annual financial statements.
- The Nomination and Remuneration Committee shall be held two times per year, in January and February.
- The Corporate Governance and Sustainability Development shall be held twice a year in May and November.

No.	Executive Committee Meeting	Audit Committee Meeting ⁽¹⁾	Nomination and Remuneration Committee Meeting	Corporate Governance and Sustainability Development Committee
1/2026	15 January 2026	16 February 2026	13 January 2026	12 May 2026
2/2026	12 February 2026	11 May 2026	13 February 2026	10 November 2026
3/2026	19 March 2026	10 August 2026		
4/2026	16 April 2026	9 November 2026		
5/2026	21 May 2026			
6/2026	18 June 2026			
7/2026	16 July 2026			
8/2026	7 August 2026			
9/2026	17 September 2026			
10/2026	15 October 2026			
11/2026	19 November 2026			
12/2026	17 December 2026			

Note : 1. The Audit Committee, which comprises all independent directors and has the duty and responsibility to manage corporate risks, has appointed the Risk Management Working Committee with the board members as members of the Working Committee.

2. Meeting schedules and method may be subject to change based on necessity and appropriateness.

Meeting Attendance of the Board of Directors and Sub-Committees in 2025

During the past year, the Company's board and sub-committees held hybrid meetings, with members participating both at the Company's headquarters and virtually through electronic media. The details are as follows:

Name	No. of attendance/ no. of meetings entitled to attend														
	Board of Directors (6 Meeting)			Audit Committee (4 Meeting)			Executive Committee (12 Meeting)			Nomination and Remuneration Committee (3 Meeting)			Corporate Governance and Sustainability Development Committee (2 Meeting)		
	In-person meeting	Virtual meeting	%	In-person meeting	Virtual meeting	%	In-person meeting	Virtual meeting	%	In-person meeting	Virtual meeting	%	In-person meeting	Virtual meeting	%
1. Mr. Bhanapot Damapong	6/6	-	100	-	-	-	-	-	-	-	-	-	-	-	-
2. Dr. Satian Pooprasert	6/6	-	100	-	-	-	12/12	-	100	-	-	-	-	-	-
3. Dr. Viroon Mavichak	6/6	-	100	-	-	-	10/12	-	83.33	-	-	-	-	-	-
4. Dr. Prasert Trairatvorakul	6/6	-	100	-	-	-	11/12	-	91.66	-	-	-	-	-	-
5. Mr. Attapol Sariddipuntawat	6/6	-	100	-	-	-	10/12	-	83.33	-	-	-	-	-	-
6. Ms. Vilasinee Puddhikarant	3/3	3/3	100	-	-	-	-	-	-	3/3	-	100	-	-	-
7. Mr. Kanit Patsaman	6/6	-	100	4/4	-	100	-	-	-	-	-	-	2/2	-	100
8. Mr. Piset Chiyasak ⁽¹⁾	6/6	-	100	4/4	-	100	-	-	-	3/3	-	100	2/2	-	100
9. Dr. Tanai Charinsam ⁽²⁾	4/6	-	66.67	-	-	-	5/5	1/1	50.00	-	-	-	1/2	-	50.00
10. Police Lieutenant General Boriharn Siangarom ⁽³⁾	4/4	-	100	3/3	-	100	-	-	-	1/1	-	100	-	-	-
11. Mr. Songsak Premasuk	-	-	-	-	-	-	10/10	2/2	100	-	-	-	-	-	-
12. Dr. Somchai Pinyopornpanich	-	-	-	-	-	-	11/11	1/1	100	-	-	-	-	-	-
% Total	96.67			100.00			86.90			100.00			83.33		

Notes : (1) Requested a leave of absence to run an important errand

(2) Mr. Piset Chiyasak was appointed as Chairman of the Nomination and Remuneration Committee to replace Emeritus professor Clinical Dr. Sarana Boonbaichaipruck, who resigned as Independent Director and Chairman of the Nomination and Remuneration Committee, effective 19 January 2022

(3) Dr. Tanai Charinsam Elected by the 2024 Annual General Meeting of Shareholders on 23 April 2024 as an additional independent director and appointed by the Board of Directors' Meeting No. 3/2024 on 23 April 2024 as an additional member of the Executive Committee and a member of the Corporate Governance and Sustainable Business Development Committee, replacing Dr. Prasert Trairatvorakul.

(4) Police Lieutenant General Boriharn Siangarom was appointed by the Annual General Meeting of Shareholders on April 25, 2025, to serve as an independent director and by the Board of Directors meeting No. 3/2025 on April 25, 2025, to be a member of the Nomination and Remuneration Committee and the Audit Committee, replacing Professor (Honorary) Lt. Cmdr. Dr. Sirinthara Singharana Na Ayutthaya, who has retired from the company as a director due to the expiration of her term.

Meeting Attendance of the Board of Directors and Sub-Committees in 2023 - 2024

	Name	No. of attendance/ no. of meetings entitled to attend									
		Board of Directors		Audit Committee		Executive Committee		Nomination and Remuneration Committee		Corporate Governance and Sustainability Development Committee	
		2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
1.	Mr. Bhanapot Damapong	6/6	6/6	-	-	-	-	-	-	-	-
2.	Dr. Satian Pooprasert	6/6	5/6	-	-	12/12	12/12	-	-	-	-
3.	Dr. Prasert Trairatvorakul	6/6	6/6	-	-	12/12	11/12	-	-	1/2	2/2
4.	Dr. Viroon Mavichak	6/6	6/6	-	-	12/12	10/12	-	-	-	-
5.	Mr. Attapol Sariddipuntawat	6/6	6/6	-	-	12/12	12/12	-	-	-	-
6.	Ms. Vilasinee Puddhikarant	5/6	6/6	-	-	-	-	2/2	2/2	-	-
7.	Mr. Kanit Patsaman	6/6	6/6	4/4	4/4	-	-	-	-	2/2	2/2
8.	Mr. Piset Chiyasak	6/6	6/6	4/4	4/4	-	-	2/2	2/2	2/2	2/2
9.	Dr. Tanai Charinsarn	-	4/4	-	-	0/0	5/7	-	-	-	2/2
10.	Police Lieutenant General Boriharn Siangarom	-	-	-	-	-	-	-	-	-	-
10.	Mr. Songsak Premsuk	-	-	-	-	12/12	12/12	-	-	-	-
12.	Dr. Somchai Pinyopornpanich	-	-	-	-	12/12	12/12	-	-	-	-

In 2025, the Board of Directors was held 6 times via electronic means and in hybrid format. Most of the members of the Board regularly attended the meetings and the meeting attendance of the entire Board of Directors represented 96.67 percent. The main meeting agenda were clearly determined for each meeting as follows:

Meeting Agenda to be proposed to the Board of Directors Meeting	
Agenda 1	Matters to be informed by the Chairman
Agenda 2	Approval of the Minutes of the previous meeting
Agenda 3	Matters arising from the previous meeting
Agenda 4	Matters for Acknowledgement
Agenda 5	Matters for Consideration
Agenda 6	Others (if any)

Note : Subcommittees similarly set their major meeting agenda.

In 2025, the Board of Directors considered the matters arising from the previous meeting, the matters for acknowledgement and the matters for consideration/ approval/ recommendations, and other matters as follows:

Matters for Acknowledgement

Matters for Acknowledgement	Quarterly	Annually	Periodically or situation-based
1. Acknowledgement of Sub-Committees reports - The Executive Committee - The Audit Committee, Report on the Results of Internal Control System Audit, Report on the Progress of Risk Management - Nomination and Remuneration Committee - Corporate Governance and Sustainability Development Committee - Non-executive Directors and report on the actions taken as recommended in the Management meetings	• • • •	•	
2. Report on the shareholding of Directors and executives	•		
3. Acknowledgement and opinions on related party transactions	•		
4. Report the annual risk management results		•	
5. Providing shareholders with an opportunity to propose meeting agenda, nominate directors, and send questions in advance for the Annual General Meeting of Shareholders.		•	
6. Report the results of allowing shareholders to propose meeting agenda and nominate persons with appropriate qualifications to be appointed as Directors prior to the Annual General Meeting of Shareholders.		•	
7. Summarize the results of the Annual General Meeting Shareholders.		•	
8. Report on the results of allowing shareholders to express opinions and amend the meeting minutes of the Annual General Meeting of Shareholders.		•	
9. Report on the annual bonus of the Non-Executive Directors		•	
10. Scoring result of the Annual General Meeting of Shareholders quality assessment		•	
11. Survey result of the Corporate Governance Report (GCR) of Thai Listed Companies and recommendations		•	
12. Results of the Thailand Sustainability Investment (THSI) or SET ESG Rating		•	
13. Results of SET Awards 2025			•

Matters for Consideration/ Approval/ Giving Opinions

Matters for Consideration/ Approval/ Giving Opinions	Quarterly	Annually	Periodically or situation-based
1. To approve the action plan according to its strategic plan, quality development plan and annual budget		•	
2. To approve the results of the annual performance appraisal of the Board of Directors, Sub-Committees and Chief Executive Officer		•	
3. To approve the review of the Companys corporate governance policy		•	
4. To approve the Chief Executive Officers salary increase and bonus		•	
5. To approve the Companys annual KPI		•	
6. Amendments to the Charter of the Board of Directors, the Charter of the Audit Committee, the Charter of the Nomination and Remuneration Committee, and the Charter of the Corporate Governance and Sustainable Business Development Committee			•
7. Annual report on the performance of the Board of Directors and Subcommittees		•	
8. Report on the Board's Responsibility for Financial Reports		•	
9. Adequacy of internal control systems		•	
10. Related party transactions and/or related party transactions of the Company	•		
11. Election of additional new directors			•
12. To approve the determination of the date of the Annual General Meeting of Shareholders and meeting agenda.		•	
13. To approve the closing date to determine the list of shareholders entitled to attend the annual general meeting of shareholders and to receive annual dividend.		•	
14. To approve the appointment of directors to its Sub-Committees		•	
15. To approve the review of business action plan according to the Companys strategic plan, quality development plan and annual budget plan.	•		
16.To approve the Companys financial statements	•		
17. Amendment of pricing policy in the section on credit limit determination for credit requesting counterparties			•
18. To approve the annual review of the Companys risks		•	
19. To approve Companys risk management framework in the next 3 years		•	
20. Interim Dividend Payment and Record Date Shareholders entitled to receive dividends in 2024			•
21. Setting the date for the 2024 annual meeting of directors and shareholders		•	
22. Review the business plan in accordance with the annual strategic plan			•
23. Company's annual quality improvement plan and budget		•	

Note : In terms of the Company's business plan, vision, strategy, and mission, the board of directors has consistently

monitored progress to ensure implementation. Regular updates are provided to the management through quarterly reports, as presented by sub-committees such as the management committee.

In 2025, the company held one hybrid meeting of the non-executive board on August 14, 2025. 100% of the directors attended the meeting at the head office, the designated meeting venue. The meeting extensively discussed issues related to the Thai economy and preparedness, assessing organizational risks from new perspectives, and investing in modern medical technology. This was deemed beneficial for management in developing the company's future business operations. Benefits Received

This meeting helped to plan for potential future changes in the Thai economy and to assess organizational risks in line with the changing circumstances. It also included exploring investment opportunities in modern medical technology to create opportunities, improve efficiency, and benefit the company's future business operations.

Reporting the Meeting Outcomes after the Meeting

The Board of Directors Secretary, who is not an executive, shall report the resolution and recommendations of the board meetings to the Board of Directors, senior executives and concerned parties who did not attend the meetings for acknowledgement and execution.

Meeting attendance of the Non-Executive Directors in 2018 -2025

Name of Non-Executive Directors		Position	No. of meetings attended/ No. of meetings entitled to attend (time)	
			2018-2025	2025
1.	Mr. Bhanapot Damapong	Chairman of the Board of Directors (Director who does not participate in the management of the Company)	8/8	1/1
2.	Mr. Attapol Sariddipuntawat	Director/ Chairman of the Executive Committee (Director who does not participate in the management of the Company)	8/8	1/1
3.	Ms. Vilasinee Puddhikarant	Director/ Member of the Nomination and Remuneration Committee (Director who does not participate in the management of the Company)	7/8	1/1
4.	Mr. Kanit Patsaman	Independent Director/ Chairman of the Audit Committee/ Member of the Corporate Governance and Sustainability Development Committee	8/8	1/1
5.	Mr. Piset Chiyasak	Independent Director/ Chairman of the Corporate Governance and Sustainability Development Committee/ Chairman of the Nomination and Remuneration Committee / Member of the Audit Committee	8/8	1/1
6.	Dr. Tanai Charinsarn ⁽¹⁾	Independent Director / Member of the Executive Committee / Member of the Corporate Governance and Sustainability Development Committee	2/2	1/1
7.	Police Lieutenant General Boriharn Siangarom ⁽²⁾	Independent Director / Member of the Audit Committee / Member of the Nomination and Remuneration Committee	1/1	1/1
Meeting attendance of individual director and the entire Board of Directors.			-	100

Notes : (1) Dr. Tanai Charinsarn Elected by the 2024 Annual General Meeting of Shareholders on 23 April 2024 as an additional independent director and appointed by the Board of Directors on 23 April 2024. (2) Police Lieutenant General Boriharn Siangarom was appointed as an independent director and member of the Audit Committee, replacing Professor Dr. Piset Chiyasak, on 25 April 2025.

Remuneration of the board of directors

Types of remuneration of the board of directors

Remuneration Determination

The compensation and other benefits determination process for the Board of Directors, sub-committees, and the Managing Director is transparent, fair, and in accordance with good corporate governance principles. It aligns with the company's long-term strategic goals and considers both company and individual performance. The compensation

structure comprises fixed salaries and variable bonuses, linked to financial key performance indicators (KPIs) and ESG (Environmental, Social, and Governance) KPIs to motivate executives to drive sustainable organizational growth. The components of the compensation and other benefits are appropriate and sufficient to attract and retain quality personnel. The Board of Directors has established policies and guidelines for determining compensation and other benefits for the Board, sub-committees, and the Managing Director as follows:

1. Process of determining remuneration and other benefits

The Nomination and Remuneration Committee shall consider and determine remuneration and other benefits of the Board of Directors, Sub-Committees and the Chief Executive Officer and shall proceed as follows:

(1) Remuneration and other benefits of the Board of Directors and subcommittees shall be proposed to the Board of Directors for consideration within the framework approved by the Shareholders Meeting submitted for consideration and approval at the Annual General Meeting of Shareholders.

(2) Remuneration and other benefits of the Chief Executive Officer shall be proposed to the Board of Directors for approval.

2. Guidelines for determining remuneration and other benefits

(1) Remuneration and other benefits of the Board of Directors and subcommittees

The determination of remuneration of the Board of Directors and Sub-Committees shall be based on the obligations of directors; which must be in compliance with the fiduciary duty principle, responsibilities, dedication, values received from the performance of duties of directors as well as incentives for qualified directors who are appropriate for the needs of the Company. Such is done by determining the components of remuneration for directors as follows:

(1.1) Retainer fee paid to non-executive directors on a monthly basis, whether or not there is a Board of Directors Meeting, by taking into account the following factors:

- Industry practice guidelines
- Operating results and business size
- Knowledge, competence and experience of directors to be recruited or in need of the

Company at that moment.

(1.2) Attendance fee paid to directors attending each meeting paid only to the directors who attended the meeting, which is divided into

- Attendance fee of the Chairman of the Board of Directors and the Chairman of the subcommittees
- Attendance fee of directors and subcommittees

(1.3) Incentive fee is a special remuneration paid to the directors once a year, by considering the values created for shareholders such as the Company's profits or dividends paid to shareholders, but will not focus on the Company's short-term performance.

(1.4) Other benefits (both monetary and non-monetary forms) which may be considered as an exact amount at a fixed rate or a special criterion and will be paid from time to time or to be effective until the Shareholders Meeting has resolved to change otherwise.

Remuneration of the Chief Executive Officer

The determination of the remuneration of the Chief Executive Officer is in accordance with the principles and policy approved by the Board of Directors and considered by the Nomination and Remuneration Committee. For the best interests of the Company, the types and levels of the remuneration, in terms of salary, bonus, and long-term incentives such as Employee Stock Option Program (ESOP) and Employee Joint Investment Program (EJIP) shall be consistent with the Company's performance and performance assessment results. The components of the Chief Executive Officer's remuneration are as follows:

1. Regular remuneration such as salary and other regular remuneration of its level is based on the following factors:

- Knowledge, competencies, and experience
 - Practice guidelines in the industry for business of similar size
 - Performance assessment (in case of considering remuneration increase)
2. Medical welfare in accordance with the welfare specified in the Companys regulations and employee manual
 3. Performance-based remuneration, namely bonus and other special remuneration, considered from performance assessment results which shall be under the policy framework set by the Board of Directors.

The company has a compensation policy divided into two types: short-term compensation, aimed at boosting morale, motivation, and performance, as good performance from executives contributes to improved company performance; and long-term compensation, aimed at rewarding performance, creating long-term incentives, and retaining quality personnel to maximize company benefits. In summary:

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

Long-term compensation includes.

- : Performance assessment in accordance with the Key Performance Indicators (Balance Scorecard)
- : Employee Stock Option Program (ESOP)
- : Employee Joint Investment Program (EJIP)

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. BHANAPOT DAMAPONG (Chairman of the board of directors)			446,000.00		N/A
Board of Directors (Chairman of the board of directors)	216,000.00	230,000.00	446,000.00	No	
2. Mr. SATIAN POOPRASERT (Vice-chairman of the board of directors)			150,000.00		N/A
Board of Directors (Vice-chairman of the board of directors)	150,000.00	0.00	150,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
3. Mr. VIROON MAVICHAK (Director)			150,000.00		N/A
Board of Directors (Director)	150,000.00	0.00	150,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
4. Mr. PRASERT TRAIRATVORAKUL (Director)			150,000.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	150,000.00	0.00	150,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
5. Mr. ATTAPOL SARIDDIPUNTAWAT (Director)			150,000.00		N/A
Board of Directors (Director)	150,000.00	0.00	150,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
6. Mr. KANIT PATSAMAN (Director, Independent director)			532,000.00		N/A
Board of Directors (Director)	150,000.00	188,000.00	338,000.00	No	
Audit Committee (Chairman of the audit committee)	144,000.00	0.00	144,000.00	No	
Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	50,000.00	0.00	50,000.00	No	
7. Mrs. VILASINEE PUDDHIKARANT (Director)			360,000.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	150,000.00	135,000.00	285,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	75,000.00	0.00	75,000.00	No	
8. Mr. PISET CHIYASAK (Director, Independent director)			618,000.00		N/A
Board of Directors (Director)	150,000.00	188,000.00	338,000.00	No	
Audit Committee (Member of the audit committee)	100,000.00	0.00	100,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	108,000.00	0.00	108,000.00	No	
Corporate Governance and Sustainable Development Committee (The chairman of the subcommittee)	72,000.00	0.00	72,000.00	No	
9. Dr. TANAI CHARINSARN (Director, Independent director)			334,040.00		N/A
Board of Directors (Director)	100,000.00	131,040.00	231,040.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (Member of the executive committee)	78,000.00	0.00	78,000.00	No	
Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	25,000.00	0.00	25,000.00	No	
10. Police Lieutenant General BORIHARN SINGAROM (Director, Independent director)			335,000.00		N/A
Board of Directors (Director)	100,000.00	135,000.00	235,000.00	No	
Audit Committee (Member of the audit committee)	75,000.00	0.00	75,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	25,000.00	0.00	25,000.00	No	
11. Mr. SOMCHAI PINYOPORNPANICH (Member of the executive committee)			291,000.00		N/A
Executive Committee (Member of the executive committee)	156,000.00	135,000.00	291,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
12. Mr. SONGSAK PREMSUK (Member of the executive committee)			291,000.00		N/A
Executive Committee (Member of the executive committee)	156,000.00	135,000.00	291,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,466,000.00	1,007,040.00	2,473,040.00
2. Audit Committee	319,000.00	0.00	319,000.00
3. Executive Committee	390,000.00	270,000.00	660,000.00
4. Nomination and Remuneration Committee	208,000.00	0.00	208,000.00
5. Corporate Governance and Sustainable Development Committee	147,000.00	0.00	147,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	2,823,000.00	2,687,000.00	2,530,000.00
Other monetary remuneration (Baht)	0.00	1,302,000.00	1,277,040.00
Total (Baht)	2,823,000.00	3,989,000.00	3,807,040.00

Other remuneration (only as a Director)

Other remuneration (only as a Director)

The Company has a policy of providing additional compensation to the board of directors in accordance with the agreed terms, such as healthcare benefits for directors and their families, as specified in the Company's regulations. Additionally, post-retirement healthcare benefits are extended to directors and/or executives who are founders, in line with the policies and criteria set by the Company.

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance 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 : No / In progress
associated companies

As of 31 December 2025, the Company does not have investment in subsidiaries or associates or an investment plan in the near future, and, therefore; has no policy on investment and supervision of subsidiaries and associates. In case it has a plan to invest in subsidiaries or associates in the future, it will then prepare an investment policy and the policy on supervision of subsidiaries and associates that are complete and in accordance with the principle and practice guidelines.

Information on the monitoring of compliance with corporate governance policy and guidelines

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 therefore, procedures have been established for directors, executives, employees, staff, and related parties, and communicated for their information and compliance as follows:

Practices to prevent conflicts of interest.

1. Avoid conducting related party transactions or connected transactions with oneself or related persons that may cause conflict of interest with the Company, except for transactions that will support medical services and/ or transactions that are reasonable and create benefits to the Company.
2. Refrain from seeking own benefits or benefits of others by using and disclosing information or internal information that has not been disclosed to the public or is confidential to outsiders.
3. Not use documents or information obtained from being the Companys 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 Companys 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 Companys documents, and organizes an annual training for review.

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

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

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

Has the company operated in preventing the use of : 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 Companys securities shall not be traded using confidential information and documents or internal information, unless it

must be disclosed as required by law. The Company has therefore established a policy on the use of information and confidentiality as guidelines for keeping and preventing the use of internal information that may be significant and may affect the changes in the Company's stock price as follows:

Practices to prevent the unauthorized use of internal information and maintain confidentiality.

1. Prohibit individuals or units that perceive internal information to disclose such information to unrelated individuals or units unless the Company has already publicly disclosed such information
2. Directors, executive directors, employees and staff members, including advisors to the Chief Executive Officer, who have acknowledged significant internal information which has or may have an effect on the price of the Company's securities as well as financial information, shall refrain from trading of the Company's securities during the 30-day silence period prior to the disclosure of financial statements or internal information to the public and during the 24 hours after the Company's information has been publicly disclosed. Those related to such information shall not disclose that information to other persons, unless such information has been notified to the SET.
3. Doctors, consultants and staff members who play significant roles must sign a non-disclosure agreement to protect the Company's business information, trade information and confidential information.

The company has provided training on internal information policies and practices to directors, executives, employees, and staff online via the company's e-learning system. Participants were required to sign an agreement acknowledging and complying with the policy. A knowledge test was also administered after the training, with participants required to pass a score meeting the company's criteria. New employees at all levels also received this training during their orientation day.

The Company has disclosed a policy on the prevention of the use of internal information and confidentiality on the Company's website, www.praram9.com, for all directors, executives and employees to acknowledge and use as practice guideline. The Company has also included the policy in the orientation program for new employees. In the past year, there was no insider trading case.

Securities Trading and the Use of Inside Information

Policy on Securities Trading and the Use of Inside Information

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

Practices to prevent insider trading of the Company's securities.

1. Directors, executives and auditors of the Company which issues securities are obliged to disclose and report of their securities holding, their spouses or partners as well as minor children, juristic person in which they, their spouses or persons living together as husband and wife, and minor children holding more than 30 percent of the total voting rights of the juristic person, according to the regulations of the SET and the SEC
2. Employees at all levels of the Company, as well as their families who have knowledge or may have access to non-public information, are prohibited from engaging in the buying or selling of the Company stocks, or encouraging others to buy, sell, offer to buy, or offer to sell the Company's stocks, either personally or through agents, while in possession of undisclosed information. The Company and the Stock Exchange of Thailand consider such securities transactions as trading for profit or benefiting a particular group. Therefore, directors, executives, employees, and contractors of the Company, including advisors with access to significant non-public information that may impact changes in the Company's stock prices, must refrain from trading the Company's stocks within the 30day period prior to the disclosure of financial statements or internal information to the public. This restriction applies within the 24 hours following the public disclosure of such information by the Company.

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

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

Support from the Company's Secretary

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

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

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

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

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

Anti-Fraud and Corruption Policy

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

Practices to prevent involvement in corruption and collusion.

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

(More information is presented in Anti-Fraud and Corruption Policy in the Corporate Governance, Attachment 5 and on the Company's website at <https://investor.pparam9.com/th/company-info/corporate-governance/corporate-governance-policy>)

Gift Giving and Receiving Policy

To support and prevent a loophole that may lead to corruption, the Company has clearly determined the gift giving and receiving policy as follows:

Practices regarding the giving and receiving of gifts by the Company.

1. Directors, executives or employees shall not ask for, receive or accept to receive money or other benefits from those with related businesses.
2. Directors, executives or employees may receive or give gifts according to the tradition. The gift shall not worth over 3,000 baht (Three thousand Baht). In case the value exceeds 3,000 Baht (Three Thousand Baht), the person shall report to their immediate supervisor. Accepting gift shall not have impact on any business decision of the receiver.

Fraud and Corruption Risk Assessment

The Company has prepared risk management plan three years in advance and regularly reviews, adjusts the risk management framework every year and clearly identify responsible persons.

The key essence of the Risk Management Plan centers around sustainability, opportunity and performance, and ERM Certify. The Company has clearly set criteria for risk assessment, both likelihood and potential impact, to cover all risks that are not medical treatment related.

Fraud and Corruption Risk Assessment

Fraud and corruption risks arising from business operations and reputation risk are among the six possible risks, such as financial report preparation, loss of assets and corruption. The Company has prepared risk management guidelines as follows:

1. Establishing the Risk Management Committee, comprising Directors and senior executives, to formulate enterprise risk management policy. The Chairman of the Risk Management Committee is a Director/ the Chief Executive Officer, who is the top executive of the Company.
2. Realizing the importance of systematic, efficient and timely risk management, the Risk Management Committee reports directly to the Audit Committee to determine direction, measures, action plan, policy and risk management framework that are in line with the Company's risk management policy.
3. Monitor, assess and ensure the Company's risk management is in line with its corporate strategic plan and business direction. It shall also cover policy and scope of the management of the Company's risks arising from external and internal factors.

In addition, the Company has an internal control and audit system according to the regular annual audit plan. The Internal Audit, which is independent and does not report directly to the management, shall review risks, internal control, corruption and/or related processes and report the results to the Audit Committee and the Board of Directors for consideration respectively.

Internal Audit against Fraud and Corruption

1. The Company has put in place the internal control system to handle corruption related matters, covering the areas of financial, accounting and record keeping, as well as other processes related to anti-fraud and corruption.
2. The internal control system is established to ensure reasonable confidence that the Company's operations is efficient, reliable and compliant to anti-fraud and corruption related regulations and policy determined by the Company.

Supervision and Control to Prevent and Monitor Fraud and Corruption Risk

The Company has established practice guidelines for supervision and control to prevent and monitor the fraud and corruption risk as follows:

1. Directors and executives are responsible for preventing and detecting fraud and errors by continuously introducing sufficient accounting system and internal control system. Directors and executives at all levels shall perform their duties with honesty, integrity, ethics and morality.
2. The Company will provide risk management that covers the identification and consideration of risks, assessment of the impacts of such risks, consideration on control activities, including monitoring, internal control, and risk response methods covering monitoring of prevention capability, and detecting fraud, errors and failure to comply with laws.
3. Arrange for an internal control system in terms of prevent control and detective control, which is a tool to reduce chances and incentives for misconduct and corruption. The Company has established the criteria for the segregation of duties, such as the segregation of duties between the procurement unit from the finance and accounting unit. In addition, the Company has in place monitoring and assessment processes where the executives will receive reports and acknowledge the causes of the defects or suspicious situations in a timely fashion as well as be able to appropriately improve the preventive control system in assessing internal control. The Internal Audit Department acts as part of the process.

Monitoring and Assessment of Anti-Fraud and Corruption Policy Implementation

The Company has set guidelines for monitoring and assessing the implementation of the anti-fraud and corruption policy as follows:

1. Entrust the Audit Committee to review the accuracy of reference documents and self-assessment form regarding the Company's anti-corruption measures and approve the Company's assessment report on corporate governance and corporate social responsibility and anti-fraud and corruption
2. Directors, executives and employees of the Company shall report to the Company on the actions that are considered corruption related to the Company by notifying the supervisor or responsible persons and cooperate in examining the facts.
3. The Board of Directors and executives of the Company shall behave as a role model in anti-corruption to communicate to all employees and related parties and review the policies and measures to ensure they are appropriate and best address the changing business environment, regulations and legal requirements.
4. Directors, executives and related persons shall provide risk management that covers the identification and consideration of risk factors and monitor the process of internal control and risk response, including monitoring the assessment of ability to prevent and detect fraud, error and compliance or non-compliance with the regulations.

The Company ensures communication of such guidelines through various channels such as the Company's Intranet and website, www.param9.com, for executives and all employees for acknowledgement and compliance.

Employee Training on Anti-Fraud and Corruption Policy and Guidelines

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

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

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

All employees have to complete certain training hours as required by the Company and have to achieve 100 percent score test. In case of failing to pass the test, the Company provides an opportunity for them to study and review their knowledge and understanding before retake the test until they pass. This includes encouraging directors, executives, and employees to participate in anti-corruption training courses organized by external organizations.

2. Communication

The company has communicated to all employees in the organization through various channels, such as the internal computer network system (Intranet), announcements at important points within the company, employee LINE groups in the organization, and has also published to external parties on the company's website at www.param9.com, Investor Relations section.

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	1	0	0

Details of cases or issues related to corruption

Year of event	Details	Progress status
Sep 2023 - Oct 2023	<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 Companys 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 Companys business policy or related to high-level executives, the inspector shall consider proposing the said matter with comments to the Board of Directors for further consideration.
 - 2.4 In case where the complaint causes damage to any person, the inspector shall propose appropriate and fair measures to mitigation such damage to the victims under the framework set by the Board of Directors and/or the Audit Committee.
 - 2.5 The Internal Auditor shall find the cause and solutions to the misconduct or wrongdoing in order to prevent reoccurrence and shall report to the Audit Committee for acknowledgement and implementation of the solution.

Safeguarding the whistleblower

1. The complainant can choose not to reveal oneself if he/she feels that the disclosure may cause damage. However, the complainant shall specify clear and sufficient details of facts or evidence proving that there is a

reasonable cause to believe of such fraudulent act or violation of laws, rules, regulations and Articles of Association of the Company or Code of Business Conduct. However, if the complainant chooses to reveal oneself, the complaint recipient will be able to proceed faster.

2. The Company considered the information related to the complaint as confidential and will disclose only as necessary considering safety and damage of the whistleblower, source of information or the related persons. The person responsible in all procedures shall keep the information at the highest level of confidentiality and shall not disclose it to others. Violation of such practice will be considered a violation of discipline.

3. In case where the whistleblower considers that he/she may be insecure or troubled or damaged, the complainant can request the Company to provide appropriate protection measures or the Company may establish protection measures without receiving request by the whistleblower if it considers that the matter is likely to cause damage or insecurity.

4. Employees who treat other people with unfair manner, discrimination or cause damage to other persons who report or complain or provide clues on corruption or non-compliance with laws, rules, regulations business ethics of the Company, or file a lawsuit or bear witness or give statements or cooperation to the court government organizations, the employees shall be considered performing and offense of discipline and shall be punished. Such persons may be punished as specified by law if the persons commit offense under the law.

5. Those who have suffered or damaged will be compensated through appropriate and fair methods and process considered by the Quality Department.

In addition, external stakeholders can ask for information, report complaints or clues of illegal acts, inaccuracy of financial reports, defective internal control system or violation of the Companys Code of Business Conduct or violation of rights through the complaint channels as follows :

1. By mail :

The Audit Committee

Rama 9 Hospital Public Company Limited

No. 99Rama IX Road, Bangkok, Huai Khwang, Bangkok 10310

2. By phone: 1270

3. The Companys Website, www.pparam9.com, under the Investor Relations Section, on the Whistleblowing Page.

4. The Companys 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 Companys reporting channels.

Cooperation to adopt the Company's anti-fraud and corruption policy and measures

The company recognizes the importance of conducting business transparently and honestly, and opposes processes that lead to fraud and corruption. In addition to campaigning and encouraging employees to cooperate against fraud and corruption, the company has sent letters requesting cooperation from customers, business partners, individuals, and/or related entities listed in the register of key customers doing business with the company, to cooperate in combating fraud and corruption according to the company's guidelines publicly disclosed internally and externally on the website www.pparam9.com under the Company Information section, Corporate Governance category. Several individuals have expressed their willingness to join the company in the fight against corruption and have submitted written confirmations of their support and adherence to the company's anti-corruption policies and measures.

This year, 2025, marks a significant advancement for the company in this area. In addition to business partners expressing their willingness to join the company in the fight against corruption, two other business partners have declared their intention to join the Thai private sector anti-corruption coalition with the company. The company anticipates further positive developments in the future.

Furthermore, anyone who witnesses fraud or corruption within the company can report the information, file a complaint, or provide a tip-off about the wrongdoing to the company via mail addressed to the Audit Committee, by telephone, or through the company website. The contact details are the same as those used for complaints from external stakeholders.

Monitoring and handling procedures when receiving information, complaints, or reports of wrongdoing

In 2025, the Company did not receive any information about any wrongdoings resulting from corruption. The Risk Management Manager has summarized the report to the Audit Committee meeting every quarter.

However, the Company has communicated to executives and employees to be aware of the regulations, practices, including the anti-corruption policy and penalties, in addition to training new employees on the employee orientation day and reviewing it regularly every year.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KANIT PATSAMAN (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. PISET CHIYASAK (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Police Lieutenant General BORIHARN SINGAROM (Member of the audit committee)	3	/	3	3/3 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

The Audit Committee of Praram 9 Hospital Public Company Limited comprises three Independent Directors who have knowledge, capabilities, experience and required qualifications in accordance with the Audit Committee Charter and the notifications of the Stock Exchange of Thailand, namely Mr. Kanit Patsaman, Chairman of the Audit Committee and Mr. Piset Chiyasak and Police Lieutenant General Boriharn Siangarom. In 2025, the Audit Committee independently performed its duties within the scope of duties and responsibilities stipulated in the Audit Committee Charter approved by the Board of Directors. The Audit Committee held four meetings with the management, the external auditor and the internal auditor and a meeting with the external auditor and the internal auditor without the presence of the management, the details of the number of times the meeting was attended are as follows:

Name of members of the Audit Committee	General meetings	Meeting without the Managements participation	
	Number of meetings	With the external auditor	With the internal auditor
1. Mr. Kanit Patsaman	4 /4	1/1	1/1
2. Mr. PisekChiyasak	4/4	1/1	1/1
3. Police Lieutenant General Boriharn Siangarom	3/3	0/0	0/0

Note: * Appointed by the Board of Directors meeting No. 3/2025 on April 25, 2025 to the position of Audit Committee member.

- Professor (Honorary) Lt. Cmdr. Dr. Sirinthara Singharana Na Ayutthaya retired from her position upon the expiration of her term at the Annual General Meeting of Shareholders on April 25, 2025.

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

1. Review of Financial Statements The Audit Committee reviewed the Companys 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 Auditors 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.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. ATTAPOL SARIDDIPUNTAWAT (The chairman of the executive committee)	10	/	12	10/12 (83.33%)
2 Mr. SATIAN POOPRASERT (Member of the executive committee)	12	/	12	12/12 (100.00%)
3 Mr. PRASERT TRAIRATVORAKUL (Member of the executive committee)	12	/	12	12/12 (100.00%)
4 Mr. VIROON MAVICHAK (Member of the executive committee)	10	/	12	10/12 (83.33%)

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
5 Mr. SOMCHAI PINYOPORN PANICH (Member of the executive committee)	12	/	12	12/12 (100.00%)
6 Mr. SONGSAK PREMSUK (Member of the executive committee)	12	/	12	12/12 (100.00%)
7 Dr. TANAI CHARINSARN (Member of the executive committee)	6	/	12	6/12 (50.00%)
Average meeting attendance rate				(88.10%)

The results of duty performance of Executive Committee

1. Strategic Business Growth: Rama 9 Hospital's growth strategy focuses on becoming a Digital Hospital & AI-Driven Hospital, utilizing core strategies of Global Standard, World-Class Hospitality, Efficiency with Collaboration, and Digital Transformation. This is integrated with improvements in service quality, accessibility (affordable pricing), expanding the international patient base, and sustainability (ESG) to create stable growth and meet the needs of modern lifestyles. Currently, Rama 9 Hospital has adopted technology to develop its services in a decentralized healthcare model, believing that services can begin from home, allowing everyone to access Rama 9 Hospital's services without having to travel to the hospital. Examples include Telemedicine services for health consultations and initial treatment, and health assessments via medical devices that allow patients to access their medical records or schedule appointments before visiting the hospital. This clearly demonstrates the hospital's vision of becoming a digital hospital.

2. Information Technology Strategy: Moving towards becoming a fully digital hospital, Rama 9 Hospital has launched 9SMART, a digital platform connecting healthcare services. Patients can easily schedule appointments online, view test/medication history, accumulate points, and manage packages under the concept of Good Health Grows With Care. This elevates the hospital to become a digital-era healthcare partner by upgrading services to meet the needs of digital-era patients, aligning with technology and future patient needs.

3. Image: Won No. 1 as the "Most Trusted Organization of the Year" and ranked among the TOP 3 private hospitals (Thailand's most admired company 2025-2026) by BrandAge magazine. Furthermore, it has collaborated in various areas and received numerous awards, such as the "Excellence in Medical Management" award from the Bangkok Life Hospital Awards 2025, organized by Bangkok Life Assurance Public Company Limited, for partner hospitals that excel in medical data management and treatment planning.

4. Social Contributions:

- Donated a high-resolution perforation surgical system with fluorescence imaging and tissue dissection and vascular closure instruments, valued at 7,490,000 baht, to Yala Hospital in Yala Province (1 unit) and Hat Yai Hospital in Songkhla Province (1 unit), to provide quality treatment opportunities for patients in remote areas.

- Received a commemorative royal medal from... Her Royal Highness Princess Maha Chakri Sirindhorn, as an organization participating in the kidney transplant project as a royal merit-making act on the occasion of the 100th birthday anniversary of Her Royal Highness Princess Galyani Vadhana, Krom Luang Narathiwat Ratchanakarin, reinforces the mission for kidney patients.

- Providing health care and check-ups for monks at Wat Phra Ram 9 Kanchana Phisek.

- Being a partner in the E-Waste project to help manage electronic waste properly on International E-Waste

Day.

- Collaborating with Plan B Media Public Company Limited to create a new form of out-of-home advertising by launching "The Eye-Diagnostic Billboard," a cutting-edge billboard that allows users to check for symptoms of "vitreous degeneration" in just 15 seconds.

5. Praram 9 Hospital Significant awards received include:

- SET Awards 2025, Business Excellence category, "Outstanding Investor Relations Awards" and "Commended Sustainability Awards" from the Stock Exchange of Thailand.

- ESG Ratings 2025, ranked AAA in the Service sector from the Stock Exchange of Thailand. - AGM quality assessment with a perfect score of 100 from the Thai Investors Association.

- IAA Awards for Listed Companies 2025, 3 awards: Outstanding CEO, Outstanding CFO, and Outstanding IR from the Investment Analysts Association.

In addition, the company won the Sustainability Disclosure Award 2025, reinforcing its commitment to sustainable business operations. This award recognizes organizations that prioritize the disclosure of sustainability information for the benefit of stakeholders, reflecting a commitment to improving service efficiency, sustainable business operations to create business growth potential, and the importance of disclosing information to stakeholders according to the principles of sustainable development, considering the impact on three areas: environment, society, and good corporate governance.

6. Facility Improvements: The first floor of Building A was renovated to accommodate international customers, leading to increased competitiveness and revenue generation. This includes improvements to the area to add MRI machines, upgrading the physical therapy department, improving the Food Plaza, relocating the dialysis department to the 5th floor, and upgrading the inpatient ward on the 12th floor to accommodate more inpatients. In Building B, the LASIK operating room has been renovated.

Furthermore, in 2026, there are plans to expand the center of medical excellence, including expanding the dialysis area and acquiring state-of-the-art medical equipment to elevate the level of medical excellence and enhance customer satisfaction, leading to word-of-mouth referrals and sustainable growth.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 3
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PISET CHIYASAK (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Mrs. VILASINEE PUDDHIKARANT (Member of the subcommittee)	3	/	3	3/3 (100.00%)
3 Police Lieutenant General BORIHARN SINGAROM (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination and Remuneration Committee

Recruitment and Development

1. Approved the performance report on the succession plan for directors and senior executives. The company has continuously recruited, selected, and developed successors according to established criteria to enhance leadership readiness, management skills, and appropriate experience to oversee key organizational units and support the continuity and sustainability of management.

2. Reviewed the criteria and methods for recruiting directors before submitting them to the Board of Directors for approval.

3. Considered nominating directors whose terms have expired to resume positions on the Board and sub-committees according to the established structure, as well as recruiting and nominating new directors to fill vacant positions. This will be done considering their qualifications, suitability, and alignment with the organizational structure according to established criteria, such as the Board Skill Matrix, corporate governance principles, and relevant laws. The nominations will then be submitted to the Board of Directors and the shareholders' meeting for approval.

4. Developed guidelines and plans for developing the knowledge, abilities, and skills of the Board of Directors, sub-committees, and the Managing Director, using appropriate training courses and guidelines to enhance corporate governance effectiveness, and submitted them to the Board of Directors for approval.

5. Considered and approved the management and employment of senior executives in specific cases, in accordance with company regulations and policies, taking into account appropriateness. The continuity of management and good governance principles will be presented to the Board of Directors for consideration and approval.

6. The Human Resources Manager will be appointed as the secretary of the Nomination and Remuneration Committee to support the committee's operations effectively.

Compensation Determination

1. To review, screen, and propose the compensation for the Board of Directors and sub-committees for the year 2025, based on company criteria, taking into account the roles, responsibilities, and performance of the company, and comparisons with companies in the same industry and of similar size. This will be presented to the Board of Directors and the shareholders' meeting for approval.

2. To consider and approve guidelines for post-employee welfare benefits for directors and/or senior executives in specific cases, based on company policies and criteria, under the principles of appropriateness, transparency, and accountability.

3. To approve the performance evaluation and compensation of the Managing Director for the year 2024,

including reviewing the performance indicators (and guidelines for determining the Managing Director's compensation for the following year), and presenting this to the Board of Directors for approval.

The Nomination and Compensation Committee has fully performed its duties, powers, and responsibilities as defined, adhering to the principles of good governance, transparency, and the best interests of the company and its shareholders.

Meeting attendance of Corporate Governance and Sustainable Development

Committee

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

List of Directors	Meeting attendance of Corporate Governance and Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PISET CHIYASAK (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. KANIT PATSAMAN (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Dr. TANAI CHARINSARN (Member of the subcommittee, Independent director)	1	/	2	1/2 (50.00%)
Average meeting attendance rate				(83.33%)

The results of duty performance of Corporate Governance and Sustainable Development Committee

The Corporate Governance Committee has reviewed and regularly reported its findings to the Board of Directors quarterly, summarized as follows:

1. Monitoring progress towards the 2025 Sustainability Strategy, encompassing environmental, social, and economic sustainability. This included providing additional recommendations on disseminating the sustainability strategy and energy goals to employees to raise awareness and foster collaboration; managing hospital food waste; developing ESG budgets; and efficiently managing food quantities for inpatients and their caregivers to achieve balance.

2. Monitoring the FTSE Russell ESG Scores, a new sustainability performance assessment replacing the previous SET ESG Ratings.

3. Updating the list of the Sustainability Business Development Working Group to include individuals and entities involved in sustainability operations. This included revising the scope, authority, and responsibilities of the Working Group to align with international standards and regulations such as JCI, FTSE Russell ESG Scores, IFRS, and TCFD.

4. Approving the invitation for clients, partners, and business associates to join the company's anti-corruption program. To help expand the anti-corruption coalition network and increase its membership, through active promotion and action, two of the company's business partners will declare their intention to become members of the Thai Private Sector Anti-Corruption Coalition in 2025.

5. Provide training to executives and employees on corporate ethics, best practices in the workplace, and anti-corruption, and encourage their implementation.
6. Review the company's corporate governance policy and present it to the Board of Directors for approval.
7. Approve the company's sustainability plan for 2026 and recommend ways to integrate ESG into the business strategy to benefit the company and its clients.
8. Schedule the 2026 Corporate Governance and Sustainability Committee meeting in advance.

By continuously prioritizing and integrating ESG into its operational processes, the company received the prestigious "Commended Sustainability Awards" from the Stock Exchange of Thailand in 2025 for the fourth consecutive year. This demonstrates its excellence in this area. Furthermore, the company received other awards for good corporate governance, including a "Excellent" rating in the Thai listed companies' corporate governance survey for the seventh consecutive year, placing in the top quartile of its group. The company also achieved a perfect score of 100 in the assessment of the quality of its 2025 Annual General Meeting of Shareholders for the seventh consecutive year.

The Corporate Governance Committee remains committed to performing its duties to the best of its ability to further develop the company's operations while simultaneously creating positive impacts on the environment and society, leading to long-term sustainability.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainable Achievement Snapshot

Healing The Planet (E) Responsible for both the planet and health.

- Recycled more than 1,007 cubic meters of treated wastewater annually for landscape irrigation.
- Installed a Solar Rooftop system, resulting in a 367 percent increase in electricity cost savings, directly reducing operating expenses.
- Reduced greenhouse gas (GHG) emissions intensity by 9.7 percent relative to total revenue, advancing toward the Net Zero Carbon target.
- Recycled 4,479 kilograms of used hemodialysis solution gallons into plastic bags, creating added value through the circular economy and reducing procurement costs for new plastic bags used within the Hospital

Future-Ready Care (S) Advancing Quality of Care and Workforce Development

- Successfully renewed accreditation from Joint Commission International (JCI) for the fifth consecutive term, achieving a score of 99.23 percent following the survey conducted on 1013 November 2026.
- Average training hours totaled 85 hours per employee per year.
- Implemented two Creating Shared Value (CSV) initiatives, achieving a Social Return on Investment (SROI) of more than 1.0 times.
- 100 percent of directors, executives, and employees completed training on the Personal Data Protection Act B. E. 2562 (PDPA) and cybersecurity awareness.
- Zero incidents of personal data leakage, with successful detection and prevention of cyberattacks.

Governing With Strategic Vision (G) - Leading with Credibility and Future-Focused Vision

- Achieved an AAA ESG Rating 2025 for the third consecutive year.
- Recognized at the SET Awards 2025 for the third consecutive year in the categories of Sustainability Excellence (Commended Sustainability Awards) and Outstanding Investor Relations Awards.
- Received the Sustainability Disclosure Award 2025, reinforcing the Company's commitment to sustainable business practices.
- Received the Excellence in Medical Management award from the Bangkok Life Hospital Awards 2025.
- Collaborated with Plan B Media Public Company Limited (Plan B Media) to launch The Eye-Diagnostic Billboard, an innovative billboard enabling preliminary self-screening for vitreous degeneration at five locations.
- Directors, executives, and employees received training and acknowledged the Company's anti-corruption policy through internal communication channels.

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

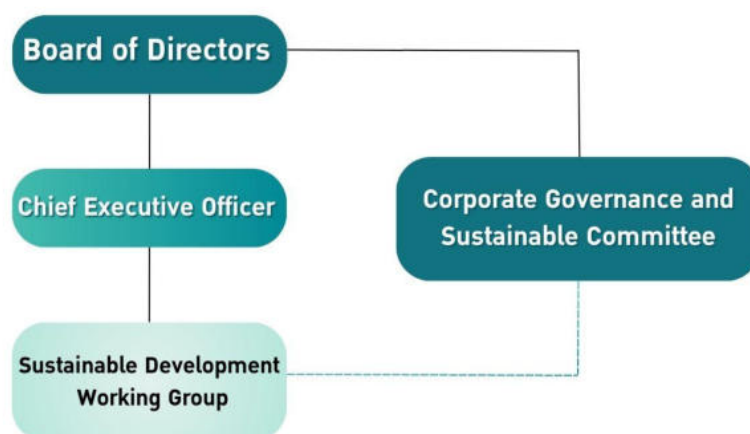
Sustainability Management Policy

The Company conducts its business with a commitment to balanced growth for all stakeholders across the economic, social, and environmental dimensions. The highest priority is placed on ethical, transparent, and fair business practices. The Company adheres to the United Nations Guiding Principles on Business and Human Rights (UNGPs) and

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

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

3.1.2 Sustainable Development Governance Structure



Roles, Duties, and Responsibilities

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

- Review and provide recommendations on corporate governance policies and practices, organizational ethics, and other relevant policies that support adherence to good corporate governance principles, applicable standards, and regulatory requirements. This includes oversight of corporate social responsibility and sustainable development matters, such as sustainability management policies, environmental management, and governance of climate-related risks and opportunities, to ensure alignment with relevant regulations, standards, and international best practices prior to submission to the Board of Directors for approval.

- Appoint sustainability working groups and undertake other actions necessary to support the Companys sustainability initiatives, including defining the authority, duties, and responsibilities of such working groups.

- Oversee and monitor management and/or designated working groups to ensure effective implementation of policies and achievement of established targets, including those related to environment, energy, greenhouse gas emissions, and climate-related risks.

3. Chief Executive Officer

- Oversee and monitor the performance of the Sustainable Development Working Group, including the integration of ESG-related risks and opportunities, as well as climate change considerations, into the Enterprise Risk Management (ERM) framework on a quarterly basis.

- Consider and allocate appropriate budgets and resources to support sustainability initiatives, including energy efficiency improvement projects and climate impact mitigation projects.

- Communicate sustainability policies and targets to employees and stakeholders.

4. Sustainable Development Working Group

- Manage and support the Companys sustainability initiatives in accordance with the policies and targets assigned by the Corporate Governance and Sustainable Committee.

- Develop sustainability and climate change action plans, including the preparation of a GHG Inventory (Scope 13), greenhouse gas reduction initiatives, energy management, waste management, and environmental impact mitigation projects, for submission to the Corporate Governance and Sustainable Committee and subsequently to the Board of Directors for approval.

- Collect data and monitor key performance indicators, such as energy consumption, waste generation, water usage, and greenhouse gas emissions, and report progress to management and the Corporate Governance and Sustainable Committee.

- Promote awareness, provide guidance, and encourage employee participation in sustainability initiatives to foster a sustainability-oriented corporate culture.

- Review relevant practices to ensure alignment with applicable standards.

3.1.3 Creating Sustainable Value for Stakeholders

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

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




Sustainability management goals



Does the company set sustainability management : Yes
goals







3.1.4 Sustainability Management Targets

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

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

Governance and Economic Dimension	Social Dimension	Environmental Dimension
Corporate Governance and Good Business Ethics	Contributing to Community and Social Well-Being	Climate Change Management
<ul style="list-style-type: none"> ● Maintain an Excellent rating in the Corporate Governance Report (CGR) assessment, 100 percent of executives acknowledge and comply with the Corporate Governance and Business Ethics policy. ● Continuously maintain certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC). ● At least two business partners declare their intention to become members of the Thai Private Sector Collective Action Against Corruption (CAC) by 2027. ● 100 percent of executives and employees acknowledge the Anti-Corruption Policy 	<ul style="list-style-type: none"> ● At least two Creating Shared Value (CSV) initiatives per year. ● Creating Shared Value (CSV) initiatives achieve a Social Return on Investment (SROI) > 1.0 times. 	<p>Short-term:</p> <ul style="list-style-type: none"> ● Reduce net greenhouse gas emissions (Scope 1, 2, and 3) by more than 0.5 percent compared to the previous year. <p>Medium-term:</p> <ul style="list-style-type: none"> ● Reduce net greenhouse gas emissions (Scope 1, 2, and 3) by more than 5 percent by 2028 compared to the 2022 base year. 
	Responsibility to Service Recipients	Energy Conservation

	<ul style="list-style-type: none"> ● Maintain accreditation under the Joint Commission International (JCI) standards. ● Severe adverse events = 0. ● 100 percent of relevant employees complete PDPA training. ● Reportable data breach incidents to regulatory authorities = 0. ● Outpatient (OPD) patient experience satisfaction rate of not less than 95 percent. ● Inpatient (IPD) patient experience satisfaction rate of not less than 95 percent. 	<p>Short-term:</p> <ul style="list-style-type: none"> ● Reduce energy consumption by more than 0.5 percent compared to the previous year. <p>Medium-term:</p> <ul style="list-style-type: none"> ● Reduce energy consumption by more than 0.5 percent by 2028 compared to the 2022 base year. 
Innovation Development	Human Rights and Labor Laws	Water Management

<ul style="list-style-type: none"> ● Smart Hospital user satisfaction rate of 90 percent. 	<ul style="list-style-type: none"> ● Zero cases of human rights violations. ● Results of the Human Rights Due Diligence (HRDD) assessment remain at a very low-risk level, with zero human rights violation cases. 	<p>Short-term:</p> <ul style="list-style-type: none"> ● Results of the Human Rights Due Diligence (HRDD) assessment remain at a very low-risk level, with zero human rights violation cases. <p>Medium-term:</p> <ul style="list-style-type: none"> ● Reduce water consumption by more than 0.5 percent by 2028 compared to the 2022 base year. 
Supply Chain Management	Personnel Development and Retention	Waste Management
<ul style="list-style-type: none"> ● Key suppliers acknowledge and formally accept the Supplier Code of Conduct, particularly with respect to anti-corruption. 	<ul style="list-style-type: none"> ● Lost Time Injury Rate Frequency (LTIRF) ● Average training hours of not less than 40 hours per person per year. ● Employee engagement rate of not less than 80 percent. ● Total employee turnover rate of less than or equal to 9 percent per year. 	<p>Short-term:</p> <ul style="list-style-type: none"> ● Reduce waste generation by more than 0.5 percent compared to the previous year. <p>Medium-term:</p> <ul style="list-style-type: none"> ● Reduce waste generation by more than 2 percent by 2028 compared to the 2022 base year. 

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

Information on review of policy and/or goals of sustainable management over the past year

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

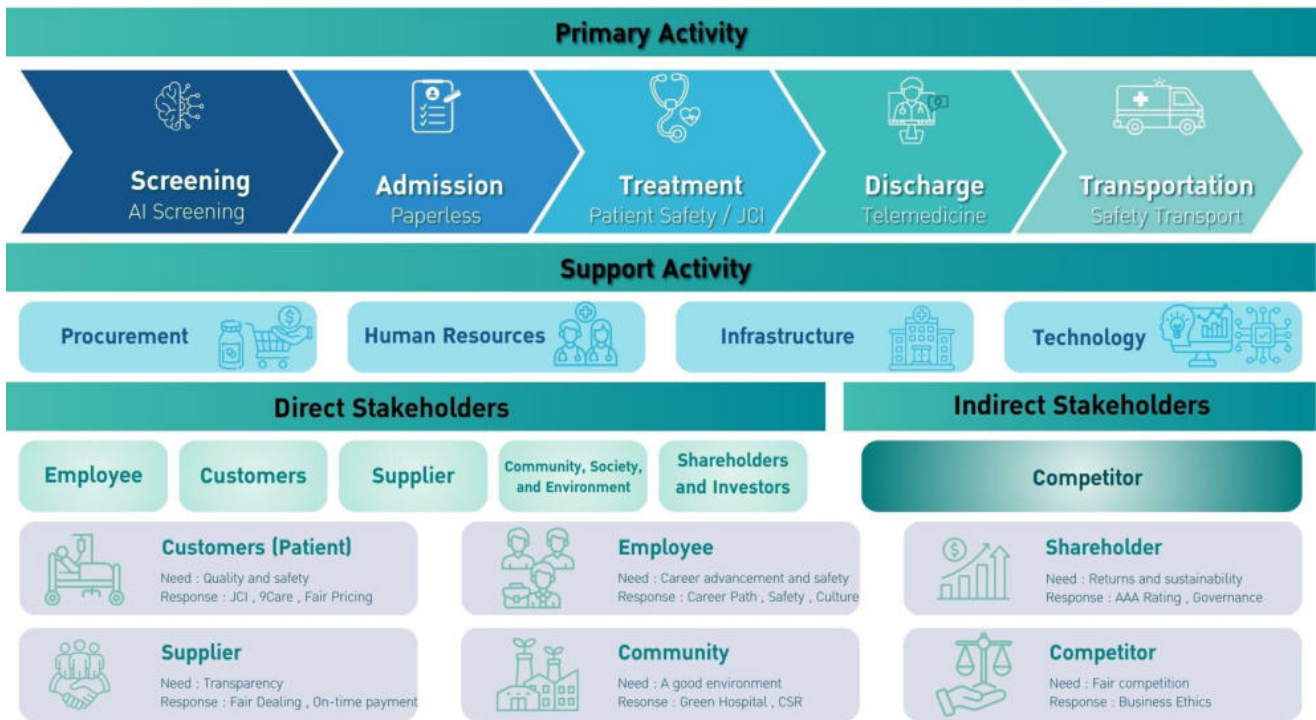
Has the company reviewed the policy and/or goals of sustainable management over the past year : No

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

Information on impacts on stakeholder management in business value chain

Business value chain

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



Primary Activity

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

Support Activity

1. Procurement : Ensure the procurement of medicines, medical supplies, medical equipment, and other necessary items in a manner that is quality-driven, fair, transparent, and verifiable to meet established standards.
2. Human Resources : Recruit, develop, retain, and support medical professionals and employees to enhance knowledge, specialized expertise, and professional standards.
3. Infrastructure : Design service infrastructure with consideration for accessibility and convenience for patients and service users.
4. Technology : Develop and apply technology to enhance service accuracy, efficiency, convenience, and safety for patients and service users.

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

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

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

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
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Conduct performance evaluations in a fair and transparent manner. • Manage compensation appropriately in alignment with performance outcomes. • Adjust salaries and provide bonuses in accordance with established criteria. • Promote job security and career advancement opportunities. • Continuously develop employees 	<ul style="list-style-type: none"> • Review and enhance the annual performance appraisal process through the Performance Management System (PMS). • Conduct performance evaluations while promoting two-way communication. • Develop Individual Development Plans (IDPs) and support training in alignment with the plans, with systematic assessment of skills and competencies. 	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Presentation on Continuous Quality Improvement Project (CQI) • Established internal whistleblowing and grievance mechanisms • Annual performance evaluations in accordance with established criteria • Ongoing organizational culture and safety surveys

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>skills and competencies.</p> <ul style="list-style-type: none"> • Encourage effective communication and operational efficiency. • Systematically manage workplace health and safety. • Retain high-potential employees within the organization. • Continuously enhance employee capabilities. • Apply human rights principles in human resource management. • Comply with labor laws and relevant regulations. • Provide a suitable working environment that supports effective performance. 	<ul style="list-style-type: none"> • Establish clear career paths for both managerial and operational levels. • Improve the working environment in accordance with occupational health and safety principles. • Organize internal engagement activities to strengthen workplace relationships. • Provide employee counseling through the Human Resources Department. • Raise awareness of the impacts of climate change. • Hold regular departmental meetings. • Provide channels for reporting incidents and 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		unsafe working conditions.	
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Shareholders 	<ul style="list-style-type: none"> • Conduct business in accordance with the principles of Corporate Governance and Business Ethics, ensuring transparency and accountability. • Strictly implement anti-corruption measures. • Deliver consistent returns on investment. • Operate to achieve stable growth and generate appropriate profitability. • Manage risks effectively to address changes and support sustainable growth. • Disclose material corporate information in 	<ul style="list-style-type: none"> • Systematically and prudently manage economic, social, and environmental risks. • Enhance the effectiveness of internal control and risk management systems. • Strengthen business capabilities to support continuous growth and generate long-term investment returns. • Conduct business in accordance with good corporate governance principles, ensuring transparency and fairness. 	<ul style="list-style-type: none"> • Visit • Online Communication • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • Provide shareholders with the opportunity to nominate directors, propose meeting agenda items, submit questions in advance, and express opinions and recommendations. • Conduct investor relations activities on a continuous basis.

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>a complete and timely manner.</p>	<ul style="list-style-type: none"> • Disclose and present performance results, as well as business directions and plans, accurately, completely, and in a verifiable manner. • Regularly update the Investor Relations website to ensure comprehensive information and provide channels for feedback and suggestions. 	
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> • Develop services to meet established standards and align with patients expectations. • Continuously enhance medical expertise and professional competencies. • Encourage family involvement in 	<ul style="list-style-type: none"> • Enhance care processes to ensure efficiency by promoting customer and family participation and maintaining continuous communication throughout treatment. • Provide medical services in 	<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
	<p>treatment planning.</p> <ul style="list-style-type: none"> Clearly communicate treatment information and post-discharge care instructions. Facilitate convenient access to healthcare services. Uphold accountability and responsibility toward patients. Provide accurate and timely medical information. Establish appropriate and reasonable medical service fees. Foster innovation and collaboration by leveraging digital technologies to enhance service quality. 	<p>accordance with international quality standards and applicable laws and regulations.</p> <ul style="list-style-type: none"> Establish and evaluate medical service fees on a reasonable and appropriate basis. Review and improve medical service packages to ensure suitability and fairness. Expand access channels through social media platforms. Develop the 9 CARE platform to provide continuous home-based care for customers with chronic, rare, and complex conditions, while enabling 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>health information connectivity with customers families.</p>	
<ul style="list-style-type: none"> • Community 	<ul style="list-style-type: none"> • Contributing to Community and Social Well-Being. • Implement Climate Change Management practices to mitigate climate-related impacts. • Utilize resources efficiently and responsibly. • Support the use of clean energy and promote Energy Saving Management. • Reduce greenhouse gas emissions. • Implement appropriate Water Saving Management and Waste Management practices. 	<ul style="list-style-type: none"> • Organize activities to mitigate the impacts of climate change under Climate Change Management initiatives. • Conduct campaigns to reduce greenhouse gas emissions. • Implement social initiatives under the Happy Community project. • Develop and disseminate up-to-date health education content through social media platforms. • Enhance service efficiency and align services with the needs 	<ul style="list-style-type: none"> • Online Communication • External Meeting • Complaint Reception • Others <ul style="list-style-type: none"> • Conduct regular surveys and assessments of community needs.

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>of people of all age groups to improve quality of life.</p> <ul style="list-style-type: none"> • Promote efficient and responsible resource utilization. 	
<ul style="list-style-type: none"> • Suppliers 	<ul style="list-style-type: none"> • Conduct procurement processes in a transparent, fair, and equitable manner. • Manage procurement processes efficiently and in a timely manner. • Provide fair compensation and ensure timely payment. • Comply with commercial terms and contractual conditions, including payment obligations as agreed. • Uphold respect for human rights and labor practices and 	<ul style="list-style-type: none"> • Conduct meetings and execute contracts with suppliers in accordance with the procurement policy on an equitable and fair basis. • Implement systematic Supply Chain Management practices. • Conduct comprehensive Human Rights Due Diligence (HRDD) covering suppliers and relevant workers. • Provide training to supplier personnel working within the 	<ul style="list-style-type: none"> • Visit • Online Communication • External Meeting • Complaint Reception • Training / Seminar • Others <ul style="list-style-type: none"> • Select and evaluate supplier performance at least once per year. • Identify and categorize key suppliers based on the nature of their business relationships.

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>demonstrate responsibility toward society and the environment.</p> <ul style="list-style-type: none"> Promote the development of suppliers capabilities and competencies. 	<p>hospital in accordance with the same standards applied to permanent employees.</p>	
<ul style="list-style-type: none"> Competitors 	<ul style="list-style-type: none"> Conduct business in accordance with fair and transparent competition principles. Maintain a policy prohibiting improper solicitation or recruitment of personnel from competitors. 	<ul style="list-style-type: none"> Strictly comply with the Companys Code of Conduct and commercial agreements. Adhere to Corporate Governance and Business Ethics principles. Participate in meetings and cooperate with the Private Hospital Association in accordance with meeting resolutions. 	<ul style="list-style-type: none"> External Meeting

Information on organization's material sustainability topics

Organization's material sustainability topics

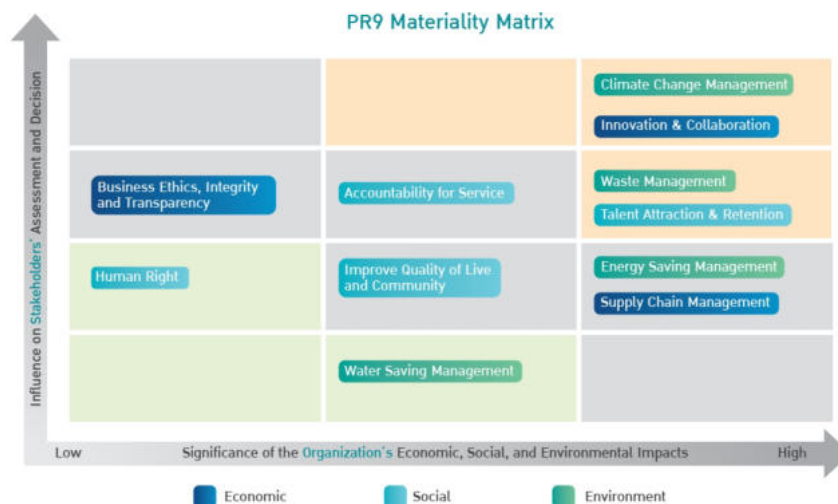
The company has identified its sustainability : Yes
materiality topics

Over the past year, the company has reviewed its : Yes
sustainability materiality topics

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Business Ethics, Integrity and Transparency	• Good Governance
Innovation & Collaboration	• Innovation Development
Supply Chain Management	• Sustainable Supply Chain Management
Human Right	• Human Rights
Improve Quality of Life and Community	• Community / Social Responsibility
Accountability & Retention	• Customer / Consumer Responsibility
Talent Attraction & Retention	• Fair Labor Practices
Climate change Management	• Greenhouse Gas Management
Energy saving Management	• Energy Management
Water saving Management	• Water Management
Waste Management	• Waste and Waste Management

Diagram of organizations material sustainability topics



Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesnt Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards, IFRS Sustainability Disclosure Standards,
standards or guidelines Task Force on Climate-related Financial Disclosures (TCFD)

Sustainability risk management

Information on risk management policy and plan

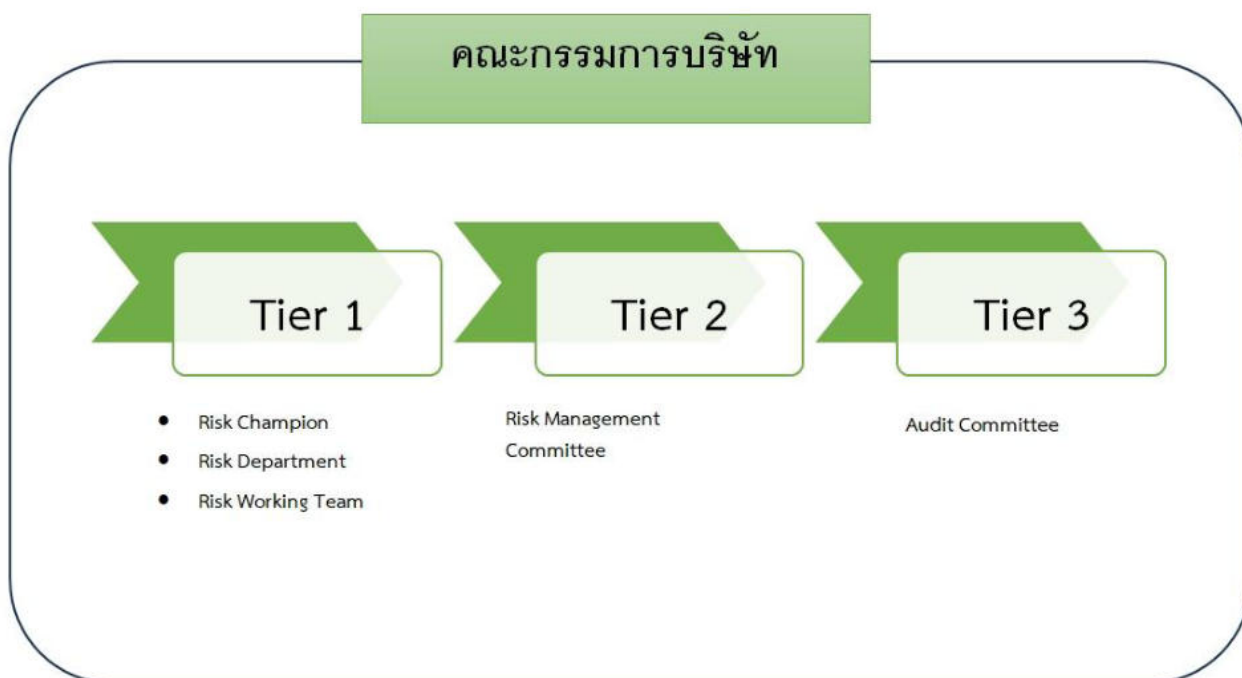
Risk management policy and plan

Risk Management

Risk Management Policy and Oversight

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

- 1) Clinical Risk Policy, where the hospital prioritizes patient safety and offers international-quality medical services, measured by continuous JCI (Joint Commission International) accreditation in every cycle.
- 2) Enterprise Risk Management (ERM) Policy, which the hospital implements according to the Best Practice procedures of the international standard COSO ERM 2017.



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

First Line of Defense (Tier 1)

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

Second Line of Defense (Tier 2)

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

Third Line of Defense (Tier 3)

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

Roles and Responsibilities of Senior Management

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

Roles and Responsibilities of the Risk Management Department

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

International standards for Enterprise Risk Management (ERM)

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



1. **Governance and Culture** This includes having a Board of Directors, Audit Committee, and Risk Management Committee with clear responsibilities, as well as senior management and all levels of hospital staff emphasizing and implementing risk management procedures. The hospital also has a risk management policy, manuals, and reports, as well as fostering risk management awareness throughout the company. There are 5 principles: Exercises Board Risk Oversight (2), Establishes Operating Structures (3), Defines Desired Culture (4), Demonstrates Commitment to Core Values, and Attracts, Develops, and Retains Capable Individuals.

2. **Strategy and Objective Setting** The hospital implements risk management linked to the company's main strategies and objectives. This step consists of 4 principles: Analyzes Business Context (7), Defines Risk Appetite (8), Evaluates Alternative Strategies, and

Formulates Business Objectives.

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

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



Integration of ESG Risks into ERM

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

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

Emerging Risks and Cyber Resiliency

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

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

5. Information, Communication, and Reporting The Company

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

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

Proactive Risk Management: Converting Threats to Opportunities



Risk Management Metrics, Targets & 2025 Achievements

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

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

Reference link to risk management policy and plan : <https://investor.pparam9.com/en/company-info/sustainability-management/risk-management>

Page number of the reference link : 46 (48)

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

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

Related risk factors : Strategic Risk

- Changes in technologies
- Competition risk

ESG risk factors : Yes

Risk characteristics

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

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

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

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

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

Risk-related consequences

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

Risk management measures

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

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

Navigating the AI Era: Balancing Innovation with Governance



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

Related risk factors : Strategic Risk

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

Operational Risk

- Human error in business operations

ESG risk factors : Yes

Risk characteristics

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

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

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

Risk-related consequences

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

2.Impact on international image

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

4.Competitiveness and returns

Risk management measures

1. **Establishing Standard Consistency (Standardization):** One of the main risk factors is the inconsistency of service standards across different departments. This strategy therefore utilizes **Service Transform Checklist** as a guideline for daily operations (Internal Control) to ensure consistent standards across all service points.
2. **Elevating Service to Excellence (Excellence Center):** For domestic service recipients, this strategy is employed to deliver services through an Excellence Center, aiming to develop services to an excellent level, thereby mitigating business growth risks and maximizing customer satisfaction.
3. **Collaboration with Proactive Monitoring Systems:** The Service Transform project does not operate in isolation but coordinates with other departments, such as:
 - **Customer Journey Taskforce:** to analyze the root causes of issues at service points that do not meet standards and to establish preventive measures.
 - **Mystery Shopper:** External parties are engaged to assess service quality, providing impartial data to enhance project effectiveness.
4. **Linking with Culture and Technology:** This strategy supports the dissemination of international service culture and works in conjunction with the system **CRM** to enable the provision of appropriate services that respond to the rapidly changing expectations of service recipients.

The Road to World Class Hospitality



Risk 3 Business Risk: Cyber Recovery Risk

Related risk factors :

Operational Risk

- Information security and cyber-attack
- System disruption risk

ESG risk factors : Yes

Risk characteristics

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

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

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

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

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

Risk-related consequences

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

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

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

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

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

Risk management measures

1. Preventive Controls

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

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

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

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

2. Detective Controls

Involves monitoring and tracking potential anomalies:

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

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

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

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

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

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

4. Governance and Management Structure

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

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

Cyber Resilience: Beyond Protection to 100% Availability

2025 Achievement
0 Unpreventable Cyber **100%**
 Attacks | System Availability



“Information security is a strategic factor for patient trust.”

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

Related risk factors : Strategic Risk
 • Behavior or needs of customers / consumers

Operational Risk
 • Shortage or reliance on skilled workers
 • Human error in business operations

ESG risk factors : Yes

Risk characteristics

Personnel skills do not meet the organizational strategic direction.

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

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

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

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

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

Risk-related consequences

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

1. Impact on achieving strategic goals and internationalization

- **Obstacles to International Adaptation:** Personnel skills are a crucial factor directly impacting the achievement of strategic goals, especially for hospitals aiming for internationalization.
- **Limitations in Technology and Data Utilization:** If personnel lack digital literacy and data insight management skills, the organization will be unable to effectively transition to data- and technology-driven operations.
- **Proactive Service:** Inconsistent skills will result in personnel being unable to provide Proactive Service as defined by the strategy.

2. Financial impact and competitiveness

- **Decreased Human Resource Utilization Efficiency:** Challenges in developing potential and readiness for job rotation lead to human resource utilization efficiency not meeting its full potential.
- **Overstated Personnel Costs:** This results in high staff expenses compared to competitors and is inconsistent with revenue growth rates, thereby diminishing the hospital's competitive advantage.
- **Financial Discipline:** A cost structure inconsistent with revenue due to personnel capability issues, affecting the overall cost management of the organization.

3. Impact on service standards and patient experience

- **Inconsistency of Standards:** The necessity for personnel to adapt to rapidly changing quality expectations. Failure to do so will impact the progression towards becoming World Class Hospitality.
- **Patient Experience:** As service delivery primarily relies on employee capabilities, a lack of language skills and international communication will directly impact the holistic service experience,

4. Impact on stakeholder confidence

- **Investor Confidence:** If the organization cannot demonstrate that its personnel have the potential to grow in line with the strategy, it will affect the confidence of stakeholders and investors in addressing future challenges.
- **Maximum Return:** Ultimately, this may affect the goal of generating maximum returns for investors, shareholders, and employees if the business cannot grow according to the strategic plan.

Risk management measures

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

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

1. Framework & Roadmap

- **Development of Competency Framework System:** The hospital has developed a competency framework aligned with its organizational strategy to clearly define essential skills for each job role and continuously communicate this to employees.
- **Preparation of Training Roadmap:** The Human Resources department utilizes the Competency Framework as a foundation for creating a Training Roadmap to develop personnel effectively.

2. Skill-Specific Development

- **Language and Internationalization Skills:** Language and international communication skills are measured and evaluated, and the assessment results are used to plan employee development, showing demonstrable positive outcomes.
- **Digital Literacy:** Focuses on developing skills in new technologies and in-depth data management to support data-driven work approaches,
- **Multi-skill Competency:** The Human Resources department, in collaboration with the Finance department, promotes multi-skilled personnel to enhance workforce management flexibility and reduce long-term personnel cost constraints.

3. Learning & Controls

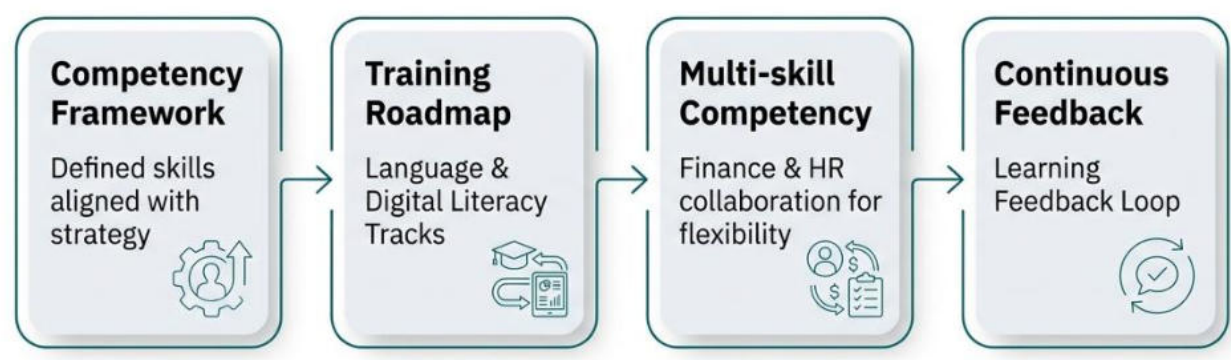
- **Continuous Learning Feedback Loop:** Implement a continuous learning assessment system to ensure tangible skill improvement and alignment with evolving organizational roles and responsibilities.
- **Service Transform Checklist:** Used as an internal control plan for daily activities to develop personnel potential through professional standard training courses and by inviting experts to share knowledge.

4. Governance & Culture

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



Workforce of the Future: Bridging the Skills Gap



Outcome: Personnel ready for International Markets and Data-Driven Healthcare

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

Related risk factors :

Operational Risk

- Human error in business operations

Compliance Risk

- Change in laws and regulations
- Legal risk

ESG risk factors : Yes

Risk characteristics

Compliance risk related to business operations.

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

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

Risk-related consequences

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

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

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

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

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

Risk management measures

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

1. Proactive Risk Management Measures

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

- **Education and Communication:** Focuses on educating and communicating with employees across all sectors regarding applicable laws and regulations to ensure understanding and correct implementation.
- **Development of Operating Procedures (Flow):** Clear legal operating procedures have been established to define who should do what to respond and rectify quickly if there is a potential for non-compliance or if non-compliant practices occur.
- **Oversight through Specialized Committees:**
 - **AI Governance Committee:** Established to define a governance framework for ethical, transparent, and responsible AI usage within the medical context.
 - **ESG Committee:** Oversees operations to comply with international sustainability standards such as TCFD, GRI, and preparedness according to the IFRS S1-S2 framework.
- **Three Lines of Defense Structure:** This principle is used to ensure that everyone in the organization is involved in risk management and to foster a culture of compliance.

2. Reactive Risk Management Measures

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

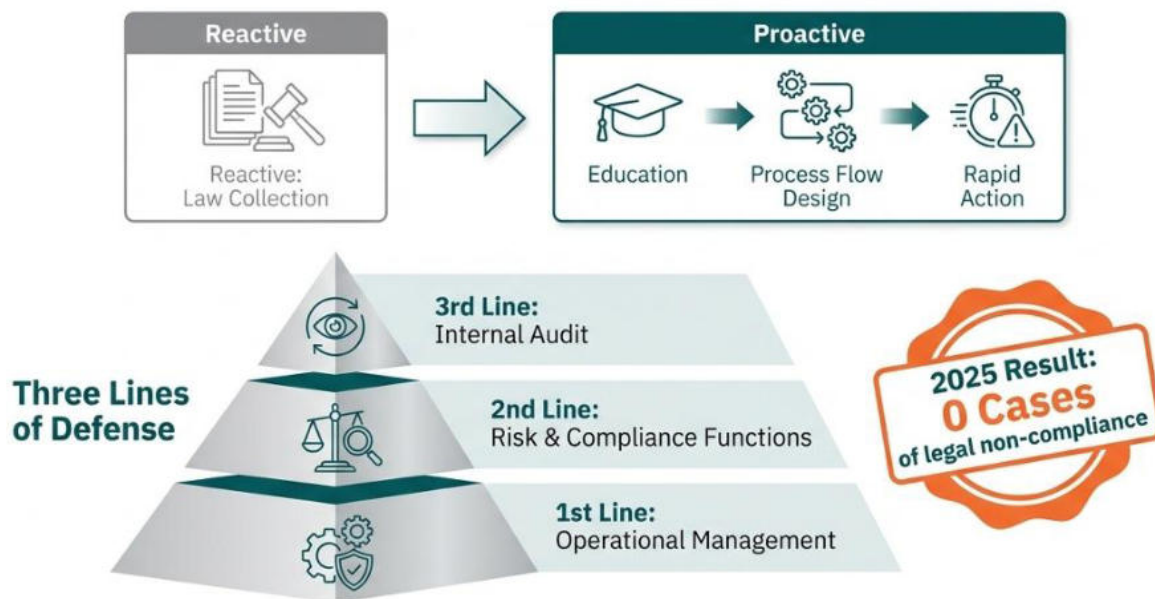
- **Monitoring and Reporting:** Legal compliance is monitored and reported, and in 2025, the hospital achieved success by **No cases, no complaints, and no significant legal non-compliance found.**

3. Measures in Specific Areas

- **Labor and Human Rights:** Strictly adheres to labor laws, ensures a safe working environment, and is in the process of developing human rights policies in line with international practices.
- **Medical Standards:** Adheres to clinical risk policies consistent with international standards. **JCI (Joint Commission International)** continuously.
- **Anti-Corruption:** Utilizes the framework of **GRC (Governance, Risk and Compliance)** In operations to ensure transparency and reduce the risk of corruption or bribery.



Proactive Compliance & Governance



Risk 6 Medical Service Risks: Patient Safety Risks

Related risk factors : Strategic Risk
 • Behavior or needs of customers / consumers

Operational Risk
 • Human error in business operations

Compliance Risk
 • Legal risk

ESG risk factors : Yes

Risk characteristics

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

- Learn from medical errors and communicate them, as well as implement proactive risk management measures through the "Risk Catcher" project.
- Train employees at all levels in risk management knowledge, and raise risk awareness through reporting and maintaining a Risk Register at all levels.

- Monitor accurate patient identification IPSP1 (Identify Patients Correctly) by setting incidents (in the patient identification category) to zero, and providing training on IPSP1 to each department.
- After identifying Near Miss risks for some time, the risk team thoroughly analyzed the Near Miss data and systematically implemented risk reduction measures.
- Develop a risk culture by appointing a Risk Coordinator or Risk Champion for each Ward to represent the unit in fostering a proactive risk culture. Risk Champions will receive beneficial training with the primary goal of ensuring patient safety.

Risk-related consequences

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

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

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

- **Unanticipated deaths:** The most severe impact is the unforeseen loss of patient lives in the hospital.
- **Medical treatment incidents:** The occurrence of incidents or errors in the treatment process (Incident), which affects patient well-being,
- **Patient identification errors:** If the IPSP1 system (Identify Patients Correctly) fails, it will lead to incorrect treatment for the wrong person, type, or location.
- **Near Miss incidents:** Even if no harm has yet occurred to patients, frequent near-miss incidents reflect vulnerabilities in the safety system that require systematic analysis.

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

- **Decreased quality of treatment:** Risks in medical service provision directly affect the quality of medical care patients should receive according to standards,
- **Loss of international standard certification:** Failure in safety management may result in the hospital not receiving standard certification **JCI (Joint Commission International)** which is an international indicator of hospital quality,
- **Inconsistent service standards:** Risks related to personnel potential may lead to varying patient care standards across different units (Wards), affecting overall safety.

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

- **Risks from AI usage:** The use of artificial intelligence in diagnosis or data analysis, if lacking proper oversight, will directly impact **Patient safety and quality of care** as it involves lives and highly sensitive personal information.
- **Medical data security:** Cyber threats may lead to the leakage or distortion of critical medical information, affecting the accuracy of continuous medical treatment,

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

- **Service experience (Patient Experience):** Safety risks negatively impact the holistic service experience, which is at the core of becoming a World Class Hospitality
- **Stakeholder confidence:** Should safety failures occur, they will impact the confidence of service recipients, investors, and society as a whole, which is the foundation for sustainable growth.

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

Risk management measures

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

1. Policies and International Standards

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

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

2. Proactive Risk Management Measures

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

- **Patient Identification (IPSG1):** Strictly monitor correct patient identification (Identify Patients Correctly), aiming for zero incidents in this category, and provide training on this matter to all departments.
- **"Near Miss" Analysis:** When a "Near Miss" incident is reported, the risk team thoroughly analyzes the data to systematically implement risk reduction measures before actual harm occurs.
- **Risk Reporting (Risk Register):** Train employees at all levels to acquire knowledge and raise awareness through reporting and maintaining risk registers at all levels.
- **"Risk Catcher" Project:** This involves extracting lessons learned from past medical errors, communicating them, and implementing proactive preventive measures to avoid recurrence.

3. Governance Structure

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

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



Patient Safety First: The Foundation of Trust



0 Unexpected Deaths

Core Mechanisms

- **Risk Catcher Project:** Extracting lessons from "Near Misses"
- **Risk Champions:** Safety representatives in every Ward
- **Standard:** JCI Accredited continuously

Risk 7 ESG Risks: (Environmental) Climate Change Risks

Related risk factors : Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Impact on the environment

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

Risk characteristics

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

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

1) Governance : Governance of Climate Change Risks and Opportunities

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

2) Strategy : Strategy and Planning

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

- 2.1. Greenhouse Gas Reduction Strategy
- 2.2. Adaptation and Resilience Strategy
- 2.3. Sustainable Healthcare and Innovation Strategy
- 2.4. Engagement and Governance Strategy

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

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

2.1 Physical Risks

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

2.2 Transition Risks

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

2.3 Opportunities

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

2.4 Climate Scenario Analysis

The company has conducted climate scenario analysis under the assumption of

- **SSP1-2.6 (Low Emission Scenario)**: A scenario where the world can limit temperature increase to 2 degrees Celsius or below, in line with international commitments, heavily focusing on transition risks (regulations and low-carbon policies).
- **SSP5-8.5 (High Emission Scenario)**: A high greenhouse gas emission scenario, leading to a temperature increase exceeding 2 degrees Celsius, emphasizing severe physical risks.

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

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

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

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

1. Risk Identification from both Physical and Transition Risks.
2. Impact & Likelihood Assessment
3. Risk Prioritization
4. Defining Control Measures and Mitigation & Adaptation Plan
5. Monitoring and Reporting to the Board of Directors

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

4) Metrics & Targets : Climate Metrics and Targets

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

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

2025 Performance & Independent Verification:

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

4.1 Greenhouse Gas Emissions

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

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

4.2 Implementation of Greenhouse Gas Reduction Projects

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

1. Green Energy:

- Install **Solar Rooftop** Building C (80 kW) and Wastewater Treatment System Building A (20.74 kW) produced 64,416.76 kWh in 2025 (an increase of 367% from the previous year).

- Convert air conditioning system to **VRV and Chiller Water System** Saved over 75,934 kWh of electricity per year.

2. Water Innovation:

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

3. Circular Economy:

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

4.3 Targets

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

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

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

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

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

Risk-related consequences

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

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

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

Risk management measures

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

1. Structural Governance

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

2. Risk Management Measures

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

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

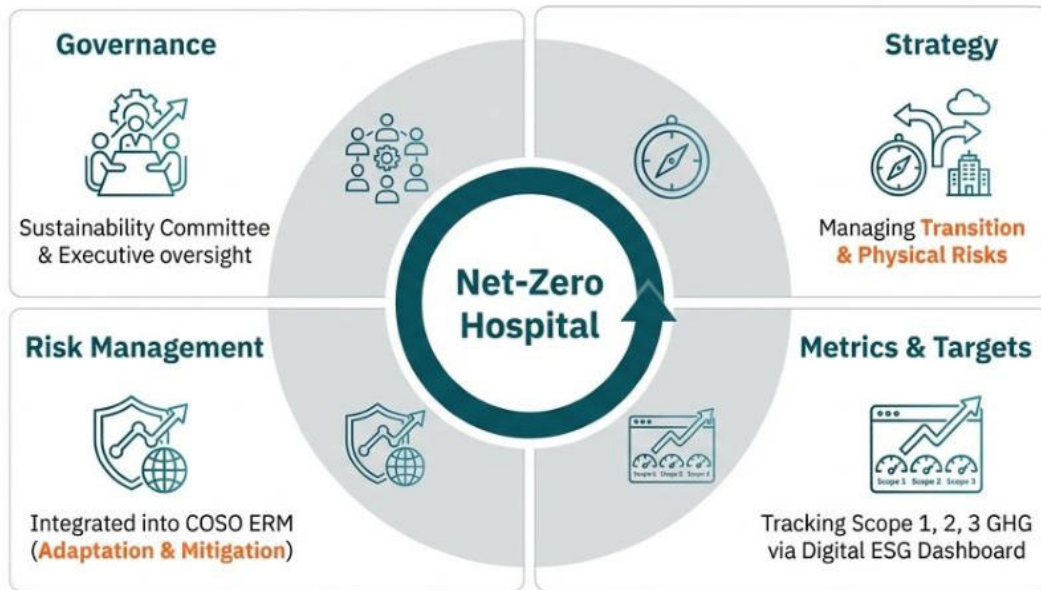
3. Technology and Metrics and Targets

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

4. Application of International Standards Frameworks

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

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



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

Related risk factors :

Operational Risk

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

ESG risk factors : Yes

Risk characteristics

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

Risk-related consequences

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

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

Risk management measures

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

3. **Improvement of the Working Environment:**

4. **Safety Monitoring and Inspection:** Implement continuous monitoring, inspection, and risk assessment systems to reduce the likelihood of accidents and occupational diseases.

5. **Health Support:** Provide employee health care measures such as annual health check-up programs, mental health counseling, and health promotion through various activities, and prepare standard personal protective equipment (PPE) for employees.



A Safe, Inclusive, and Equitable Workplace

<h3>Physical Safety (Occupational Health)</h3> <ul style="list-style-type: none">• Mitigating infection & chemical risks• Standard PPE Provision• Environment control (Light, Sound, Air)	<h3>Human Rights & Inclusion</h3> <ul style="list-style-type: none">• Diversity & Inclusion Policy: Merit-based hiring• Balanced Leadership (Male/Female Ratio)• Global Standard: Aligned with FTSE Russell• Core Value: Zero Discrimination
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Risk 9 ESG Risk (Social Risk): Human Rights Risk

Related risk factors : 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

ESG risk factors : Yes

Risk characteristics

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

The hospital operates under its Diversity and Inclusion Policy, adhering to the principle of meritocracy in recruiting, appointing, and developing personnel. This ensures that personnel of all genders receive equal opportunities for career advancement, which is reflected in the balanced proportion of female and male representation in executive positions and on the company's board of directors, as well as a personnel selection process that does not impose gender-based conditions and appropriately respects gender diversity.

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

Risk-related consequences

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

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

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

Risk management measures

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

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

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

Risk 10 ESG Risks (Governance): Corporate Governance

Related risk factors :

Compliance Risk

- Corporate Governance

ESG risk factors : Yes

Risk characteristics

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

Risk-related consequences

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

Risk management measures

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

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

Business Continuity Plan (BCP)

Rama 9 Hospital

1. Objective

The Business Continuity Plan (BCP) is established to ensure that Rama 9 Hospital can maintain the continuity of essential operations and services during unexpected emergencies or crises. The objective is to minimize the impact on resources, personnel, and the hospital's reputation, while maintaining public trust and stakeholder confidence.

2. Framework and Approach

Rama 9 Hospital has developed its BCP in alignment with the international standard **ISO 22301**, following the **Plan-Do-Check-Act (PDCA)** cycle:

Plan:

- Define the scope of BCP implementation.
- Assign roles, responsibilities, and resources.
- Establish governance and communication channels.

Do:

- Conduct threat assessments and Business Impact Analysis (BIA).
- Develop and implement the BCP.
- Conduct BCP simulation exercises and training.

Check:

- Monitor, review, and evaluate the effectiveness of the plan.
- Perform internal audits to identify gaps or weaknesses.

Act:

- Address non-conformities.
- Continuously improve the BCP to ensure readiness.

3. Business Impact Analysis (BIA)

The hospital conducts BIA to identify and prioritize critical business functions, determining which operations must continue during a crisis and which may be suspended temporarily. This allows for efficient allocation of recovery resources and ensures continuity of essential healthcare services.

4. Comprehensive Risk-Based Plans

Rama 9 Hospital has established risk mitigation and emergency response plans covering **seven key areas**:

Natural Disaster Mitigation Plan

e.g., flooding, earthquakes, and storms.

Fire Emergency Response Plan

Including annual fire drills and evacuation training.

Information System Failure Recovery Plan

Including IT disaster recovery and data backup procedures.

Threat and Abduction Response Plan

Focusing on staff and patient safety and emergency communication.

Terrorism and Sabotage Contingency Plan

Including lockdown procedures and suspicious object protocols.

Mass Casualty Incident (MCI) Response Plan

Ensuring coordinated care for a large number of casualties.

Life-Saving Emergency Medical Response Plan

Covering public health emergencies such as pandemics, chemical or biological incidents.

5. BCP Exercises and Training

Annual simulation exercises are conducted to test the BCPs effectiveness and ensure that all personnel understand their roles and responsibilities during a crisis. Lessons learned are used to refine and strengthen the plan.

6. Review and Continuous Improvement

The BCP is reviewed annually and revised as needed following any incident that impacts operations. This ensures that the plan remains effective, up to date, and aligned with the evolving threat landscape.

Reference link to business continuity plan (BCP) : <https://investor.pram9.com/en/company-info/sustainability-management/risk-management>

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : Yes
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

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

Operational Targets

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

Performance in 2025

Achieved all established targets in full.

Sustainable Supply Chain Management Strategy

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

1.

Scan the QR Code to access additional assessment results.

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

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

Environmental : energy efficiency, waste and pollution management, water stewardship, and greenhouse gas emission reduction.

Social : human rights, labor practices, fair employment, and the health and safety of workers and communities.

Governance : anti-corruption, prevention of conflicts of interest, and protection of personal medical data.

The Supplier Code of Conduct is communicated not only through publication on the Companys website for suppliers and the public, but also through training programs for all employees responsible for procurement.

2. Supplier Evaluation and Development: The Company conducts annual supplier evaluations covering quality, service performance, and operational effectiveness in alignment with ESG principles. A Self-Assessment Checklist is used to ensure that suppliers possess the capabilities and standards consistent with the Companys requirements and sustainability policies.

Self-Assessment: In 2025, 100 percent of the Companys Critical Suppliers completed the annual sustainability self-assessment and achieved a 100 percent pass rate. No suppliers were found to be non-compliant with the Companys Supplier Code of Conduct. All evaluation results were rated at Level A across both the pharmaceutical and medical supplies category and the general supplies category.

Capability Development: The Company continuously provides training programs to enhance the capabilities of suppliers and outsourced personnel. In 2025, training sessions covered Emergency Code and safety management, Facility Management and Safety (FMS), Infection Control practices, chemical and mercury management, proper handling and storage of bodily fluids, appropriate use of cleaning agents, and fall prevention. In 2025, 88 percent of the Companys housekeeping staff and 90 percent of outsourced housekeeping personnel participated in these training programs.

In addition to training for supplier and contractor employees, the Company also emphasizes strengthening supplier and contractor capabilities in the social and environmental dimensions. This includes promoting knowledge and awareness of human rights, fair labor practices, employee health and safety, and environmental management. These initiatives enable suppliers to enhance their operations in alignment with international sustainability standards and help mitigate potential risks within the supply chain.

3. Joint Product Quality Assurance: The Company plans and works closely with suppliers to ensure the quality of pharmaceuticals and medical supplies throughout the supply chain, from manufacturing sources to points of service, to ensure maximum patient safety. In 2025, no product quality incidents attributable to suppliers were identified.

4. Systematic ESG Risk Assessment and Due Diligence: The Company places strong emphasis on comprehensive ESG risk assessments across all supplier tiers to ensure that every level of the supply chain aligns with the Companys sustainability policies and standards.

1. New Supplier Due Diligence: Due diligence is conducted for all new suppliers prior to entering the selection process. This includes screening their track record in labor law compliance (including human rights and labor practices), business ethics, and environmental performance in accordance with ESG principles at the upstream level before onboarding into the supply chain. This process helps prevent and mitigate potential adverse social and environmental impacts. In 2025, 100 percent of new suppliers successfully passed ESG due diligence prior to registration.

2. Evaluation of Existing Suppliers: The Company establishes criteria to identify key suppliers that present high risks or have a significant impact on the Companys operations. Supplier classification is based on procurement value, the criticality of goods and services, and quality, environmental, and social risk factors. Suppliers are categorized into two groups as follows:

Critical Tier 1 : Key suppliers that conduct business directly with the Company and represent the highest procurement value or hold strategic importance, with a direct impact on the quality and safety of core services (e.g., pharmaceuticals and medical supplies). A total of 30 suppliers were classified in this group (15 general procurement suppliers/ 15 pharmaceutical and medical suppliers), accounting for 53.79 percent and 40.83 percent of total procurement value, respectively. 100 percent of these suppliers underwent risk assessment.

Critical Non-Tier 1 : Key suppliers that do not conduct business directly with the Company but provide goods or services to Critical Tier 1 suppliers in support of operations. This group comprised 30 suppliers (15 general procurement suppliers/ 15 pharmaceutical and medical suppliers), with 100 percent undergoing risk assessment. ESG risks are evaluated through a Self-Assessment process and monitored via the Grievance Mechanism, which allows suppliers, communities, or third parties to report concerns through the 1270 hotline, the Companys website, or email at

procurement@praram9.com. These measures help mitigate potential adverse impacts on environmental, social, and governance dimensions.

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

Performance in 2025

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

Onsite Audit

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

The audit criteria covered three key areas as follows:

1. Legal Compliance

- Validity and currency of business operating licenses
- Validity and currency of relevant certifications
- Prohibition of illegal labor and child labor

2. Standards by Product and Service Category

- Appropriate access restrictions to storage areas
- Temperature and humidity control (for controlled products, where applicable)
- Cleanliness of storage areas
- Accuracy of import registration and documentation
- Availability of Certificates of Analysis (COA) (for pharmaceutical products)
- Continuous improvement of products and services

3. Environmental and Occupational Health

- Hygiene and cleanliness of on-duty personnel
- Internal waste and waste disposal management
- Pollution management and control measures

The onsite audits of both suppliers yielded the following results:

Thai Otsuka Pharmaceutical Company Limited met all evaluation criteria. The company maintains quality control systems in accordance with international standards, ensures appropriate storage of raw materials and finished products, and demonstrates excellent environmental and safety management practices.

Master Laundry Company Limited met all evaluation criteria. The company operates standardized service processes, maintains proper hygiene practices among its personnel, and implements appropriate waste and wastewater management procedures for its laundry operations.

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

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

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

Identification of Critical Suppliers

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

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

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

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

Criteria for Identifying Critical Suppliers

- 1.1 Suppliers that continuously provide pharmaceuticals, medical supplies, goods, or services to the Company.
- 1.2 Suppliers with high procurement value or volume.
- 1.3 Suppliers operating in limited markets whose goods or services are difficult to substitute.

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

Supplier Management

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

Performance in 2025

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

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

Responsibility Toward Suppliers

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

Grievance Mechanism

Suppliers, employees, or external parties may submit supply chainrelated complaints through the Companys designated channels: procurement@pram9.com, the 1270 hotline, or an online submission form. All complaints are acknowledged within five business days and investigated within a defined timeframe, with results communicated within 30 days. If additional time is required, the complainant will be informed of the reason and the revised timeline.

Corrective Action & Consequence Management

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

- 1. Notification and Corrective Action Plan:** The Company formally notifies the supplier of the assessment results and requires the supplier to submit a corrective action plan outlining specific remediation measures and a clear implementation timeline within a defined period (e.g., 3060 days).
- 2. Monitoring and Follow-up:** The Company monitors progress until the issue is fully resolved and may conduct an on-site audit to verify corrective actions.
- 3. Consequence Management:** In cases of serious violations, repeated non-compliance, lack of cooperation, failure to implement corrective actions within the agreed timeframe, or severe misconduct (such as illegal labor practices, serious human rights violations, or corruption), the Company may impose measures including temporary suspension of orders, reduction of procurement volume, suspension of new contracts, or immediate contract termination. These actions are intended to prevent adverse impacts on the supply chain and uphold the Companys sustainability standards.

In 2025, no significant ESG risks were identified.

Collaborative Sustainability Development Program with Suppliers

- 1. Project:** Electronic Waste (E-Waste) Management through the Dispose E-Waste Properly Campaign
 - o **Collaborating Partner:** Advanced Info Service Public Company Limited (AIS)
 - o **The Companys Role:** Serving as an electronic waste collection point for employees, patients, and the general public.
 - o **Implementation Period:** From 2024 to present.
 - o **Performance in 2025:**
 - Quantity Collected: 156 electronic waste items
 - Total Weight: 77.90 kilograms
 - o **Value Delivered:**
 - The 77.90 kilograms of collected e-waste were converted into 77.90 GB of educational internet access for students in remote areas.

- o **Objective:** To reduce pollution from hazardous substances (such as mercury and lead) while simultaneously supporting education and promoting sustainable environmental stewardship.
- 2. Project: Upcycling Used Dialysis Solution Containers into Recycled Plastic Bags**
- o **Collaborating Partner:** SCG Chemicals Public Company Limited (SCGC)
 - o **Process:** Used dialysis solution containers are collected and processed through a closed-loop recycling system to produce high-quality recycled plastic resin (SCGC Green Polyme). The resin is subsequently converted into plastic bags containing 30 percent recycled content.
 - o **Performance in 2025:** Reduced plastic waste by 4,479 kilograms.
 - o **Value Delivered:** Reduced consumption of virgin materials, lowered greenhouse gas emissions, supported the circular economy, and contributed to the transition toward a low-carbon society
 - o **Future Plan:** Expand the use of recycled plastic materials to manufacture additional products for internal use within the Company.
- 3. Project: Development of Keychains from Recycled Plastic Bottles (RPET)**
- o **Collaborating Partner:** Admire Tomorrow (Thailand) Co., Ltd., a manufacturing supplier certified under the Global Recycled Standard (GRS)
 - o **Process:** Three used 600-ml PET plastic bottles are upcycled into RPET fibers, which are then fabricated into doll-shaped keychains embroidered with the Companys logo.
 - o **Performance in 2025:** Reduced plastic waste and promoted the use of recycled materials.
 - o **Value Delivered:** Created meaningful souvenirs with an environmental story to communicate sustainability concepts to stakeholders and supported suppliers that operate with environmental responsibility.

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

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

Role and Collaboration Model:

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

Collaborating Partner:

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

Performance in 2025:

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

- o Reduced hazardous waste and general waste requiring landfill or incineration, avoiding approximately 104 kilograms of carbon dioxide equivalent (kgCO₂e) emissions (equivalent to planting approximately 5 trees)

- o Added value to post-consumer materials by transforming them into useful new products, such as construction blocks
- o Promoted efficient resource utilization in line with circular economy principles

Value Delivered:

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

Personal Data Protection and Information Security

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

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

Operational Targets

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

Performance in 2025

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

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	N/A	113.00	113.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	N/A	100.00	100.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Companys research and development (R&D) policy : No

Research and development (R&D) expenses over the past 3 years

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

Additional explanation for research and development (R&D) expenses over the past 3 years

-

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes
innovation culture

The Development and Promotion of an Innovation Culture at Praram 9 Hospital

Praram 9 Hospital has a systematic approach to developing and fostering an innovation culture, focusing on transformation across three key dimensions: **People, Process, and Technology**, through the following initiatives:

1. Establishing a Clear Vision and Strategy

Core Vision: To become *"the most trusted and modern healthcare hub"* by integrating innovation into services and aligning it with four key strategies:

- 1) Digital Transformation** (AI, Big Data, Cloud, ERP)
- 2) Global Standards** (Developing specialized medical centers with cutting-edge technology)
- 3) Efficiency with Collaboration** (Implementing Lean Management and RPA)
- 4) World-Class Hospitality** (Enhancing patient-centric service skills)

Digital Hospital Strategy: The CEO has set a clear goal to transition into a **Digital Hospital**, fostering organization-wide commitment.

2. Building a Culture that Encourages Creativity and Innovation (People)

CAT Culture:

Collaboration: Cross-functional teamwork (e.g., Check-Up Department improvement project involving doctors, nurses, finance, and IT).

Agility: Using **Agile Project Management** for rapid experimentation and iterative improvements based on feedback.

Trust: Data-driven decision-making to build mutual trust.

Employee Engagement:

- Encouraging a **Change Mindset** by moving away from traditional methods and adopting **data-driven decisions**.

Example: A pilot **Agile project** in the Check-Up Department reduced patient wait times using **feedback loops**.

- Hosting **Lean Project Competitions** where teams solve real pain points, with Winning ideas receiving funding for further development.

3. Process Optimization (Process)

Digitalization:

- Transitioning from analog to digital (EMR, PHR) and managing data via **Data Warehouse**.

- Redesigning workflows through workshops and pilot testing.

Smart Hospital Initiatives:

- Developing a **LINE-based health platform** for seamless services (e.g., online appointments, auto check-in, real-time test results).

- Simplifying processes to enhance patient convenience.

4. Investing in Technology and Infrastructure (Technology)

Digital Systems:

AI & Big Data: AI-assisted diagnostics and patient data analytics.

Telemedicine: Online consultations via the **9 CARE app**.

Smart Hospital: Integrated services through **LINE OA**.

EMR/PHR: Electronic Medical Records/Personal Health Records.

IoT: Real-time health monitoring devices.

Advanced Medical Technologies:

Minimal Invasive Surgery Center.

TAVI (Transcatheter Aortic Valve Implantation).

5. Workforce Development

1. Digital Board: Strategic decision-making for digital transformation.

2. Training Programs: Digital literacy, Lean Management, and AI applications.

3. Employee Involvement:

- Lean projects to solve operational challenges.

- Innovation contests with awards and funding for scaling ideas.

- Agile Project Management for faster innovation cycles.

6. Collaborating with Technology Partners

- **Naver Cloud Corporation** (South Korea): Smart healthcare and telehealth development.

- **SensAI:** AI health research and testing.

7. Achievements and Outcomes

- **Digital Transformation Initiative of the Year 2024** (Healthcare Asia Awards).

- Improved patient convenience, reduced wait times, and instant access to health data.

Conclusion

Praram 9 Hospital fosters **sustainable innovation culture** by balancing **People-Process-Technology**:

- **People:** Mindset shift via **CAT Culture** and employee engagement.

- **Process:** Digitalization and **Lean methodologies**.

- **Technology:** Investments in digital systems and medical innovations.

The result is a **culture of continuous innovation**, enhancing patient care and elevating healthcare standards.

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits : No
from innovation development?

Non-financial benefits

Does the company measure the non-financial : No
benefits from innovation development?

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