ESG Performance Report
for Listed Companies in 2024

AIKCHOL HOSPITAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

Published on 21 March 2025

ESG Performance

Company Name : AIKCHOL HOSPITAL PUBLIC COMPANY LIMITED Symbol : AHC

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 : No

Information on review of environmental policies, guidelines, and/or goals over the past year

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

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

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Compliance with energy management principles and standards

Compliance with water management principles and standards

Compliance with waste management principles and standards

Information on incidents related to legal violations or negative environmental impacts

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

	2022	2023	2024
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	:	No

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	:	No

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management	:	Yes

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Information on electricity management

Company’s electricity consumption (*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	13,810,748.85	8,086,266.00	8,165,040.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	13,810,748.85	8,086,266.00	8,165,040.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	10,689.43	6,177.44	6,116.13

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

Electricity Expense (*)

	2022	2023	2024
Total electricity expense (Baht)	36,124,826.64	42,551,050.72	35,358,298.30
Percentage of total electricity expense to total expenses (%)(**)	2.19	2.67	2.15
Percentage of total electricity expense to total revenues (%)(**)	1.82	2.33	1.96

	2022	2023	2024
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	27,960.39	32,506.53	26,485.62

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

	2022	2023	2024
Diesel (Litres)	36,460.10	33,853.25	27,606.26
Gasoline (Litres)	85.00	870.27	121.71
LPG (Kilograms)	86,880.00	62,880.00	70,808.00

Additional explanation : Not include external fuel consumption

Company's fuel expense (*)

	2022	2023	2024
Total fuel expense (Baht)	0.00	3,757,798.30	3,005,360.03
Percentage of total fuel expense to total expenses (%)(**)	0.00	0.24	0.18
Percentage of total fuel expense to total revenues (%)(**)	0.00	0.21	0.17

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

(**) 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	:	No

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management	:	No

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management	:	Yes

2565 **2566**

2567

Total water usage (cubic meters)

59,220.00 58,726.00 59,746.00

Water consumption from production processes (cubic meters)

59,220.00 58,726.00 59,746.00

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	59,220.00	58,726.00	59,746.00
Water withdrawal by produced water (cubic meters)	59,220.00	58,726.00	59,746.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	45.84	44.86	44.75
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.03	0.03	0.03

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

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	59,220.00	58,726.00	59,746.00

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.02978016	0.03210548	0.03311167
Intensity of total water consumption (Cubic meters / m^2)	125,911.00000000	122,177.00000000	100,633.00000000

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

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	4,606,678.65	4,212,818.66	3,413,505.27
Total water withdrawal expense from third-party water (Baht)	4,606,678.65	4,212,818.66	3,413,505.27
Percentage of total water withdrawal expense to total expenses (%)(*)	0.28	0.26	0.21
Percentage of total water withdrawal expense to total revenues (%)(*)	0.23	0.23	0.19
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	3,565.54	3,218.35	2,556.93

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	:	No

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management	:	No

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

Waste and Waste Management: The Company's Waste and Waste Volume

2022	2023	2024
Total Waste and Hazardous Waste (kg)		
115,487.10	81,677.50	76,054.00
Total Waste and Hazardous Waste (kg)		
115,487.10	81,677.50	76,054.00

Waste and waste management: The amount of waste and waste that the company reuses/recycles.

2022	2023	2024
Total amount of waste and reused (Reuse) /		
8,784.00	8,961.00	15,858.00
Recycled (Recycle) (kg)		
Amount of waste and non-hazardous waste reused /	8,784.00	
8,961.00	15,858.00	
Recycled (kg)		

Information on waste management

Waste Generation(*)

	2022	2023	2024
Total waste generated (Kilograms)	115,487.10	81,677.50	76,054.00
Total hazardous waste (kilograms)	115,487.10	81,677.50	76,054.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.06	0.04	0.04
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.06	0.04	0.04

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

	2022	2023	2024
Total reused/recycled waste (Kilograms)	8,784.00	8,961.00	15,858.00
Reused/Recycled non-hazardous waste (Kilograms)	8,784.00	8,961.00	15,858.00
Percentage of total reused/recycled waste to total waste generated (%)	7.61	10.97	20.85

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	:	No

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals	:	No

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management	:	No

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	0.00	0.00	0.00

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues)(*)	0.000000	0.000000	0.000000
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.00	0.00	0.00

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	:	No

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

Absorption and removal of Greenhouse Gas

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ESG Performance

Company Name : AIKCHOL HOSPITAL PUBLIC COMPANY LIMITED Symbol : AHC

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 : No

Social and human rights guidelines : Others : Labor law

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

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

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

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

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0

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	:	No
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, Occupational health and safety in workplace

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Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals?	:	No

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 management	:	No

Information on employment

Employment

	2022	2023	2024
Total Employment (Person)	1,292	1,309	1,335
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	1,292	1,309	1,335
Male employees (persons)	197	203	222
Percentage of male employees (%)	15.25	15.51	16.63
Female employees (persons)	1,095	1,106	1,113
Percentage of female employees (%)	84.75	84.49	83.37

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	384	448	474
Percentage of employees under 30 years old (%)	29.72	34.22	35.51
Total number of employees 30-50 years old (Persons)	779	741	727
Percentage of employees 30-50 years old (%)	60.29	56.61	54.46
Total number of employees over 50 years old (Persons)	129	120	134
Percentage of employees over 50 years old (%)	9.98	9.17	10.04

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	52	68	77
Percentage of male employees under 30 years old (%)	26.40	33.50	34.68
Total number of male employees 30-50 years old (Persons)	119	113	123
Percentage of male employees 30-50 years old (%)	60.41	55.67	55.41
Total number of male employees over 50 years old (Persons)	26	22	22
Percentage of male employees over 50 years old (%)	13.20	10.84	9.91

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	332	380	397
Percentage of female employees under 30 years old (%)	30.32	34.36	35.67
Total number of female employees 30-50 years old (Persons)	660	628	604
Percentage of female employees 30-50 years old (%)	60.27	56.78	54.27
Total number of female employees over 50 years old (Persons)	103	98	112
Percentage of female employees over 50 years old (%)	9.41	8.86	10.06

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	1,279	1,296	1,321
Percentage of employees in operational level (%)	98.99	99.01	98.95
Total number of employees in management level (Persons)	11	11	12
Percentage of employees in management level (%)	0.85	0.84	0.90
Total number of employees in executive level (Persons)	2	2	2
Percentage of employees in executive level (%)	0.15	0.15	0.15

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	192	198	218
Percentage of male employees in operational level (%)	97.46	97.54	98.20
Total number of male employees in management level (Persons)	4	4	4
Percentage of male employees in management level (%)	2.03	1.97	1.80
Total number of male employees in executive level (Persons)	1	1	0
Percentage of male employees in executive level (%)	0.51	0.49	0.00

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	1,087	1,098	1,103
Percentage of female employees in operational level (%)	99.27	99.28	99.10
Total number of female employees in management level (Persons)	7	7	8
Percentage of female employees in management level (%)	0.64	0.63	0.72
Total number of female employees in executive level (Persons)	1	1	2
Percentage of female employees in executive level (%)	0.09	0.09	0.18

Significant changes in the number of employees

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

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	9	11	11
Percentage of disabled workers to total employment (%)	0.70	0.84	0.82
Total number of employees with disabilities (Persons)	9	11	11
Percentage of disabled employees to total employees (%)	0.70	0.84	0.82

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	539,383,911.00	516,689,517.00	563,123,183.00
Average remuneration of employees (Baht / Person)	417,479.81	394,720.79	421,815.12

Provident fund management policy

Provident fund management policy : Doesn't Have

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	494	478	530
Proportion of employees who are PVD members (%)	38.24	36.52	39.70

Information on employee development

Employee training and development

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	69.44	80.61	80.50
Total amount spent on employee training and development (Baht)	1,464,849.02	1,886,446.79	1,663,451.18
Percentage of training and development expenses to total expenses (%)(*)	0.000888	0.001183	0.001010

	2022	2023	2024
Percentage of training and development expenses to total revenue (%)(*)	0.000737	0.001031	0.000922

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

Information on safety, occupational health, and work environment

Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	3,252.00	3,252.00	3,240.00
Total number of hours worked by employees (Hours)	3,252.00	3,252.00	3,240.00

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	6	14	9
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

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	217	246	231
Total number of male employee turnover leaving the company voluntarily (persons)	31	34	51
Total number of female employee turnover leaving the company voluntarily (persons)	186	212	180
Proportion of voluntary resignations (%)	16.80	18.79	17.30
Percentage of male employee turnover leaving the Company voluntarily (%)	2.40	2.60	3.82
Percentage of female employee turnover leaving the Company voluntarily (%)	14.40	16.20	13.48

	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare Committee, Labor Relation Committee, Employee Committee, Labor Union

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

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, Labeling of goods and products with legally required information, 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

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Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals	:	No

Details of setting customer management goals

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management	:	No

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from customers/consumers	:	Yes
Telephone	:	038 939 999
Fax	:	-
Email	:	whistleblower@aikchol.com
Company's website	:	www.aikchol.com
Address	:	Aikchol Hospital 68/3 Moo 2 Phayasatja Rd, Bansuan Sub-District, Muang Chonburi province. 20000

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	No

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 implemented by the company over the past year	:	Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Water and sanitation management, Reducing inequality

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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	:	No

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	:	No

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits from social development?	:	No

Non-financial benefits

Does the company measure the non-financial benefits from social development?	:	No

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ESG Performance

Company Name : AIKCHOL HOSPITAL PUBLIC COMPANY LIMITED Symbol : AHC

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

The Company's Good Corporate Governance Guide is a corporate governance that aims to create sustainable value for the business in addition to building confidence for investors. The board of directors should supervise the company to lead to at least the following results:

1. Be competitive and have good performance, taking into account the long-term impact.
2. Conduct business ethically, respect the rights and be responsible towards shareholders and stakeholders.
3. It is beneficial to society and can improve or reduce negative impacts on the environment.
4. Able to adapt to changes

Good corporate governance principles for listed companies in 2017 consist of 8 practices as follows:

Principle 1 Recognize the role and responsibilities of the board as a leader of the organization that creates sustainable value for the business.

Principle 2 Establish the main objectives and goals of the business for sustainability.

Principle 3 Strengthen effective boards

Principle 4 Recruitment and development of senior executives and personnel management

Principle 5 Promote innovation and responsible business practices

Principle 6 Ensure that there is an appropriate risk management and internal control system.

Principle 7 Maintain financial integrity and disclosure

Principle 8 Promote stakeholder engagement and communication.

The Board has adapted the 8 principles to suit the Company's business context, with the principles of good corporate governance covering the following 5 categories:

Chapter 1 Shareholders' Rights

Chapter 2 Equal Treatment of Shareholders

Chapter 3 Role of stakeholders

Chapter 4 Disclosure and Transparency

Chapter 5 Responsibilities of the Board

Reference link for the full version of corporate governance policy and guidelines : https://ir.aikchol.com/

Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of Directors, Determination of Director Remuneration, Independence of the Board of Directors from the Management, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies, Other guidelines regarding the board of directors

Nomination of Directors

The Nomination and Remuneration Committee selects directors by considering their suitability for knowledge, experience, and specialized skills that are beneficial to the Company. Persons appointed to the position of Company Director must have all qualifications in accordance with Section 68 of the Public Limited Companies Act B.E. 2535 (including amendments), the Securities and Exchange Act B.E. 2535 (including amendments), and the announcement of the Securities and Exchange Commission, and must not have prohibited characteristics under other laws and related regulations. In accordance with the Company's regulations, the Company's Board of Directors must consist of not less than

6 and not more than 11 persons, and not less than half of the total number of Directors must reside in the Kingdom of Thailand.

Criteria and procedures for selecting company Directors

1. Criteria for shareholders to nominate qualified individuals to be considered for election as Directors by announcing the criteria for shareholders to nominate qualified individuals to serve as directors at least 45 days prior to the annual general meeting of shareholders via the Company's website https://ir.aikchol.com/

2. The criteria for considering the original Directors to be proposed for another term of office are based on their performance during their tenure, their time devoted to the company, and the number of companies in which each director holds positions. The listed company must not exceed 5 companies.

3. Since the composition of the Board of Directors must consist of independent Directors in the number not less than one-third of the total number of the Company's Directors, the process for selecting Independent Directors will use the same method as for selecting the Company's Directors, with the qualifications of independent Directors in accordance with the Company's Good Corporate Governance Manual.

4. Consider screening individuals to become Company Directors by

(1) Verify that the person to be nominated has the qualifications in accordance with the relevant laws and regulations, as well as the Company's regulations and good corporate governance principles.

(2) Consider the suitability of knowledge, experience, and specific skills that are beneficial to the company.

5. Prepare a list of persons who have been screened, along with their qualifications and reasons for selection in order, to be submitted to the Board of Directors for consideration.

6. Submit the names of persons according to Section 5 to the Board of Directors for consideration and approval and submit to the shareholders' meeting for consideration and approval of appointment.

7. In the event that a director's position becomes vacant for reasons other than the expiration of the director's term, the directors shall consider selecting a person who has the qualifications and is not prohibited by the Public Company Act and the Securities and Exchange Act to be a Director at the next board meeting, unless the remaining term of the Director who leaves is less than two months. In this case, the resolution to appoint a person to be a replacement Director must receive no less than three-quarters of the votes of the remaining Directors.

Determination of Director Remuneration

According to the Public Limited Companies Act B.E. 2535, Section 90 and Article 20 of the Company's Articles of Association, states that “The Company's Directors are entitled to remuneration for performing their duties such as salary, gratuity, bonus or other benefits as determined by the shareholders' meeting or as a rule. and will be determined from time to time Or it may be effective constantly until it changes. and in addition to receiving allowances, meeting allowances or other welfare benefits as specified by the shareholders' meeting”

Directors' remuneration should be commensurate with their duties and responsibilities and be reviewed annually. In which the remuneration of directors for the year 2024, the Nomination and Remuneration Committee has considered in accordance with the criteria and procedures of the remuneration proposal and then proposed the remuneration of the Company's directors. by considering the industry and the performance of the company. Approval from the shareholders to determine the remuneration for the Board of Directors. and appropriate sub-committees in the current situation. The Annual General Meeting of Shareholders for the year 2024 approved the remuneration.

Independence of the Board of Directors from the Management

The Company has a total of 8 board members as follows:

1.Mr.Apirag Vanich Chairman of the Board, Authorized Director

2.Asst.Prof.Krisada Banchuin, M.D. Independent Director, Chairman of the Audit Committee, Chairman of the Nomination and Remuneration Committee

3.Ms.Kanchana Vanich Director, Authorized Director

4. Ms.Oranuj Vanich Director

5. Mrs.Thitawat Pothanant Independent Director, Member of the Audit Committee, Member of the Nomination and Remuneration Committee

6. Assoc.Prof.Dr.Sarayut Rueangsuwan, Ph.D Director, Member of the Nomination and Remuneration Committee

7. Mr.Kudun Sukhumananda Independent Director, Member of the Audit Committee

8. Assoc.Prof.Pongsak Yuktanandana, M.D Independent Director, Member of the Audit Committee

• Independent Directors account for 50 percent of all directors.

• Executive Directors -None-
• The Chairman of the Board of Directors and the CEO are not the same person.
• Directors participating in the management (authorized signatories) account for 25 percent.
• Female Board members account for 37.5 percent.

Director Development

The requirement of all Directors of the Company is to attend at least one training course organized by the Thai Institute of Directors Association (IOD) related to Directors, namely the DIRECTOR ACCREDITATION PROGRAM (DAP) or the DIRECTOR CERTIFICATION PROGRAM (DCP) or equivalent to enhance their skills and abilities in performing their duties.

Board Performance Evaluation

The Board of Directors are required to evaluate the performance of the entire Board of Directors annually by evaluating their own performance individually and compiling a summary of the evaluation results to consider reviewing the performance, problems and obstacles in improving the Board's performance.

Corporate Governance of Subsidiaries and Associated Companies

- The Company has no subsidiaries and affiliates. -

1.Composition and structure of the Board of Directors

1.1 The composition of the Board of Directors consists of Directors who represent the shareholders or major shareholders and Independent Directors who act as representatives of the minority shareholders. All Independent Directors are Audit Committee members. They are responsible for supporting policies that benefit shareholders as a whole or opposing them when they see that the Board of Directors may decide to conduct business or conduct transactions that are not transparent or unfair, which may have a negative impact on the interests of shareholders as a whole. Independent Directors are not controlled by the management or major shareholders and do not have any significant involvement or interest in the business, which would prevent them from performing their duties or making decisions independently.
In addition, the Board of Directors has considered that the tenure of each Independent Director is appropriate and does not affect the independent opinions of the Independent Directors. In order to comply with the principles of good corporate governance, the Board of Directors has set a policy for independent directors to hold office continuously for no more than 9 years. However, the Company still has an independent director who has held office for more than 9 years, namely Asst.Prof.Dr. Kritsada Banchuen, which the Board of Directors has considered the reasonableness and necessity of such Independent Director. This is because the Independent Director is a director with knowledge, ability, and expertise in medicine, and there are limited personnel in this field. Therefore, it is considered to extend his term as an Independent Director continuously for more than 9 years.
1.2 In order for the listed company's operations to be efficient and to be able to grow sustainably in the long term, the Board of Directors is comprised of Directors with knowledge, abilities and diverse experiences appropriate to the nature or business conditions of the listed company.
1.3 In order for the Board of Directors to perform its duties and consider various details carefully, the Board of Directors has considered appointing subcommittees to consider issues, namely the Audit Committee, the Nomination and Remuneration Committee, as well as the establishment of a Risk Management Working Group and a Corporate Strategy Department to carry out specific tasks and screen matters to be considered by the Board of Directors.
2. The role and duty of the Board of Directors in helping to prevent and deter inappropriate behavior of the company.
2.1 The Board of Directors has a duty to manage and supervise all directors and executives to perform their duties with responsibility, caution (Duty of care) and honesty (Duty of loyalty) in accordance with the prescribed principles.
The Board of Directors uses discretion in considering various matters on the basis of the principle that decisions are made with honesty, reasonableness, based on sufficient and appropriate information, and without direct or indirect conflicts of interest to ensure that The performance of the duties of the Directors is truly for the best interests of the company and shareholders as a whole. In each meeting of the Board of Directors, the management will present sufficient, appropriate and reliable information for consideration, including observations and inquiries on each issue, especially issues that are material to the business operations, financial status and performance, or issues that may lead to inappropriate actions or conflicts of interest, resulting in damage to the listed company. The management is required to submit information no less than 7 days before the meeting, with the company secretary acting as a coordinator.
2.2 To ensure that listed companies have an efficient, adequate and appropriate internal control system, in which the Company has its own internal audit unit and is required to report directly to the Audit Committee.
2.3 To ensure that the Company has a system for disclosing information, transactions and the Company's business operations correctly, appropriately, completely and equally to all groups of investors. To strictly and appropriately

control, supervise and follow up on securities trading by the Company's directors, executives and employees who may have knowledge of the Company's material inside information. Assign the Company Secretary to follow up, supervise the preparation of reports related to related or related persons as specified and report related items to the Audit Committee every quarter.
2.4 Communication to Shareholders The Board of Directors has determined that the annual general meeting of shareholders shall be held in accordance with the specified criteria and has a policy that all Directors, including Auditors and Legal advisors, shall attend the annual general meeting of shareholders to jointly answer questions and provide correct information to shareholders. The meeting resolutions and meeting reports are published in accordance with the specified criteria completely and correctly every year. In 2024, the Company held the online general meeting of shareholders on Tuesday, April 23, 2024 and sent the meeting report to the relevant agencies and published it for shareholders to review on May 7, 2024 (14 days).
2.5 Promote the Company to comply with the Corporate Governance Code for Listed Companies 2017 ("CG Code") and participate in the CGR assessment. In 2024, the Company received a total assessment score of 84 points (4 stars) and participated in the AGM Checklist assessment with the Thai Investors Association and scored 91.5 percent.
3. Support and promote the performance of duties of personnel and units within the company by selecting those involved in the company's corporate governance system, considering their knowledge, abilities, and experience, as well as promoting, supporting, and facilitating individuals or units as follows:
3.1 To provide management with information or take other necessary actions to enable the performance of duties of personnel and related units to be effective, especially in the areas related to auditing, internal control and preparation of financial reports of listed companies, which the board of directors must take action to ensure that such units are truly independent from the control of the Board of Directors and management in order to make the operations of listed companies, both in the areas related to general operations and preparation of financial reports, transparent and reliable.
3.2 To appoint a Company Secretary to be responsible for various actions on behalf of the Company or the Board of Directors as prescribed in Section 89/15 of the Securities Act. As the Company Secretary is considered an important person who will help the Board of Directors and the Company comply with various relevant laws and regulations, including being the Company's representative in contacting regulatory agencies.
3.3 Promote and support training to consistently improve knowledge and skills necessary for performing duties.

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, Community and society, Other guidelines regarding shareholders and stakeholders

Shareholder

Shareholders' rights

The Company has a policy to support, promote and facilitate all shareholders of all groups to receive basic rights as investors in securities and as owners of the company through accepted methods and standards, by providing the rights to receive equal treatment, receive a share of the Company’s profits, attend the shareholders’ meeting, propose the agenda in advance, nominate persons to be elected as directors of the Company, express opinions in the meeting independently, and participate in important decisions of the Company, such as the election of directors, the appointment of auditors and the determination of audit fees, the approval of important transactions affecting the direction of the Company’s business operations, the amendment of the Memorandum of Association and the Company’s regulations. In this regard, all shareholders have the right to vote according to the number of shares held, with each share having one vote, and no share has special privileges over other shareholders. The Company also has a policy to promote and facilitate the exercise of shareholders’ rights, such as:

1. Send a letter of invitation to the General Shareholders' Meeting, specifying the place, date, time of the meeting clearly, along with details of the meeting agenda, important information necessary for consideration, opinions of the Board of Directors, minutes of the previous meeting, annual report, proxy forms, and clearly specifying the method of proxy granting. The company sends supporting documents for the meeting to shareholders at least 14 days in advance of the shareholders' meeting so that shareholders receive sufficient, correct, complete, and transparent information for making decisions on voting, and prepare to grant proxy in case they are unable to attend the meeting in person.

2. In the event that a shareholder is unable to attend the meeting in person, the Company provides an opportunity for the shareholder to appoint an Independent Director or any person as a proxy to attend the meeting on

their behalf.

3. In the shareholders' meeting, the Company provides a meeting venue that is large enough to accommodate the number of shareholders, has security, and is ready to handle emergencies.

4. Announce details of the general shareholders' meeting on the company's website for 3 consecutive days at least 14 days before the meeting to inform shareholders of the general shareholders' meeting in advance so that they can prepare to attend the meeting.

5. Refrain from anything that would limit the shareholders' right to attend the meeting. Every shareholder has the right to attend the shareholders' meeting throughout the meeting. He has the right to ask questions, offer opinions to the meeting according to the meeting agenda and the matters proposed, and vote on the meeting agenda. He also records important issues that have been asked and explained in the meeting report so that shareholders who do not attend the meeting are informed. The chairman of the meeting should allocate appropriate time and encourage the expression of opinions and questions at the meeting.

6. The voting for the election of Directors is stipulated that shareholders have the right to vote individually or as a group, but cannot separate the number of votes. The voting must use a method and voting equipment that is transparent, convenient, fast, and efficient, can show the voting results quickly, and shareholders can be informed of the resolution in a timely manner.

7. Disclose the shareholders' meeting resolutions to the public regarding the voting results for each agenda through the SETLink system of the Stock Exchange of Thailand.

8. Prepare a report of the shareholders' meeting and notify the Stock Exchange of Thailand within 14 days after the meeting date in accordance with the requirements of the Stock Exchange of Thailand and publish a complete and appropriate record of the meeting details, including a detailed record of the meeting minutes, voting and questions from shareholders on each agenda item, as well as publish the meeting report for shareholders to acknowledge on the Company's website.

9. The Board of Directors, including the special committees and the Company Secretary must attend every shareholder meeting, unless they have other important engagements, to answer questions and listen to shareholders' opinions. All senior executives also attend shareholder meetings to answer questions.

Equal treatment of shareholders

Creating equality for all shareholders of all groups, whether they are major shareholders, minor shareholders, institutional investors or foreign shareholders, the Company gives importance to all shareholders, regardless of gender, age, race, nationality or religion. The Company has a governance approach to protect the fundamental rights of shareholders equally and fairly, as follows:

1. The Company protects the rights of shareholders and treats all shareholders equally. All shareholders have the right to receive information or documents in Thai or English for foreign shareholders, in accordance with the criteria or regulations of the Stock Exchange of Thailand.

2. Shareholders have the right to appoint another person to attend the meeting and vote on their behalf. Shareholders have the right to receive documents or instructions on granting a proxy. A legal proxy who submits a proxy form to a director at the meeting has the right to attend the meeting and vote in the same way as a shareholder in all respects. A shareholder may appoint an independent director of the company to attend the meeting and vote on their behalf. Shareholders have the right to receive a complete history or work information of each independent director that is appropriate for consideration.

3. The Board of Directors encourages minority shareholders to exercise their rights to propose additional agenda items or nominate persons to be appointed as directors at least 45 days prior to the general meeting of shareholders and publishes the criteria for exercising such rights on the Company’s website. Requests to add agenda items or nominate persons to be appointed as directors must comply with the Company’s laws and regulations. The share registry and company secretary can provide assistance and advice.

4. The Company's personnel who are in units with inside information are prohibited from trading in the Company's securities within 1 month prior to the disclosure of financial statements to the public.

5. The Company has a policy that requires directors and senior executives to inform the Board or a person assigned by the Board about the trading of the Company's shares at least 1 day in advance before trading.

In addition to the basic rights stipulated in the law and the Company's regulations, such as the right to check the number of shares, the right to receive share certificates, the right to participate in shareholder meetings and vote, the right to express opinions freely in shareholder meetings, and the right to receive fair returns, the Company has established the following guidelines:

1. Perform duties with honesty and integrity, and make decisions with sincerity and fairness to both major and minor shareholders.

2. Manage the company's business to be progressive, stable and generate appropriate returns for

shareholders.

3. Perform duties and make decisions with competence and caution, using knowledge, experience, expertise and management skills to the best of one's ability.

4. Report the status and performance of the Company to shareholders in a fair, consistent and complete manner.

5. Refrain from seeking benefits for yourself and those involved by using any information of the company that has not yet been disclosed to the public.

6. Refrain from disclosing the Company's confidential information to others improperly.

7. Refrain from performing any actions that may cause a conflict of interest with the Company.

Employee

The company always recognizes that employees are valuable resources and a key factor in driving its success in achieving goals. The company treats employees equally and fairly, without exceptions in terms of origin, race, religion, gender, marital status, language. There is no support for child labor and no support for any form of corruption and fraud. The company has set the following guidelines:

1. Provide fair and appropriate compensation based on each employee's knowledge, abilities, responsibilities and performance.

2. Provide a provident fund for employees and other benefits such as medical benefits for employees and their families, funeral benefits for employees or family members who have died, employee loan funds, and scholarships for employees' children.

3. The appointment, transfer, reward and punishment of employees must be made with equality and based on the knowledge, skills and suitability, as well as the actions or conduct of the employees.

4. Focus on developing the knowledge transfer and capabilities of employees, and encourage employees to receive additional training in fields related to their duties.

5. Strictly comply with laws and regulations related to employees and encourage them to act with integrity and with ethical behavior

6. Maintain a working environment that is safe for the lives, health, well-being and property of employees.

7. Manage by avoiding any unfair actions that may affect the stability of employees' work performance.

8. Listen to the opinions and suggestions of employees at all levels.

9. Promote employees' understanding of ethics and roles and responsibilities to promote ethical behavior throughout the company.

10. Promote employee participation in determining the direction of work, including solving problems of the department and the company as a whole.

Customer

The company provides ethical and appropriate services to patients, which are trusted, taking into account of patient’s safety and satisfaction, and accepting patient’s complaints for analysis and further improvement. The company has set the following guidelines:

1. Committed to creating satisfaction and ensuring that customers receive quality service under appropriate safety and technology.

2. Disclose information about the service completely, correctly, timely and without distorting the facts.

3. Organize customer service systems and open communication channels so that customers can complain about their dissatisfaction and take the best action to meet their needs.

4. Give importance to maintaining the confidentiality of customer information and refrain from using such information for personal gain and/or the benefits of other related persons.

Business competitor

1. The Company conducts business openly and with transparently, unable to create unfair competitive advantages, behaves within the framework of effective rules and regulations, and treats competitors honestly and fairly.

2. Treat business competitors equally and fairly, and on the basis of receiving fair returns for both parties.

3. Refrain from seeking confidential information of competitors by dishonest or improper means.

4. Refrain from damaging the reputation of competitors by making malicious accusations, without truth or by improper means.

Business partner

The Company intends to ensure that the acquisition of products and services is standardized, with clear objectives regarding the quality of products and services that are worthy of value for money, in accordance with the terms and conditions of purchase and sale that have been entered into a fair and ethical contract. The Company has established a procurement policy and announced it for use within the Company on February 17, 2023, with the following guidelines:

1. There are clear procurement and hiring processes and contract terms and conditions or agreements to ensure fairness for all parties involved.

2. Strictly, transparently and equally comply with the terms and conditions of the contract or agreement with trading partners and contracting parties, and pay debts to trading partners and contracting parties on time.

3. An effective supplier registration and supplier selection system is in place to ensure that suppliers are able to deliver supplies and services that meet the Company's requirements, deliver on time and provide after-sales service. The scope of the assessment covers the assessment of potential based on assessment criteria established by the Company and the recording of suppliers in the Approved Vendor List (AVL) in the Company's procurement process.

4. Refrain from demanding receiving or paying any trade benefits to business partners in a deceptive manner.

5. In the event that the conditions cannot be met, the business partner will be notified in advance to jointly consider finding a solution based on the principle of rationality

Community and society

The company aims to treat society and the environment by maintaining safety standards and controlling pollution in business operations, supporting public welfare activities for the community, and participating in energy saving projects to instill personal habits and make use in daily life.

Other practices regarding shareholders and stakeholders

The Company places importance on disclosing important, accurate and precise information for stakeholders to use in making decisions, which is an important factor in building investor confidence. Therefore, the Company has established guidelines to supervise information disclosure and transparency as follows:

1. The Company's Board of Directors or persons assigned by the Board of Directors have a duty to disclose information, both financial and non-financial, sufficiently, reliably and timely, so that shareholders and stakeholders of the Company receive information equally as required by law. The Company prepares and updates information on the website to be complete, consistent, fast and timely so that shareholders can find information for consideration and contact the responsible agencies conveniently and quickly.

2. Establish a share registry to publicize information on the company's operations and performance that is beneficial to shareholders, investors, and the general public.

3. The Board of Directors arranges for the preparation of the financial statement, the profit and loss statement, and the audit report of the certified public accountant, together with the annual report of the Board of Directors, to be submitted to the shareholders' meeting at the annual general meeting for consideration and approval.

4. The Board of Directors prepares a report assessing the status and prospects of the Company. The report describes its responsibilities for preparing the financial statements, to be accompanied by the report of the certified public accountant, necessary management reports in addition to the financial statements and audit reports, and reports on the attendance of the meetings of the Directors and/or subcommittees in comparison with the number of meetings of the Board and/or subcommittees held each year.

5. The Board of Directors has provided for the reporting of changes in securities holdings of the Company's directors and executives in accordance with the rules of the Securities and Exchange Commission of Thailand.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company is committed to conducting business with ethics. Therefore, it has established a code of conduct as a guideline for good business conduct for the Board of Directors, executives and employees to adhere to. It focuses on the important principles of corporate governance by creating a written code of conduct handbook which is distributed throughout the organization so that all employees at all levels can study, understand and adhere to it as a

guideline for continuous work.

The Company's personnel have duties to act within the framework of ethics, morality, honesty, creativity, equality and equity according to the principles and practices set out in the Company's Code of Conduct, with the Company's directors acting as good examples. In the practice of specific professions, such as doctors, pharmacists, nurses, technicians, etc., they must strictly perform their duties according to the Code of Ethics in their practice of their profession, and it is considered part of the Company's ethical standards and Code of Conduct.

Directors, executives and employees must be aware of and understand the principles and practices set out in the Company's Code of Conduct, especially matters related to their duties and responsibilities. Supervisors at all levels must take responsibility for their employees under their supervision to seriously comply with this Code of Conduct.

Supervisors at all levels must be leaders in implementing the Code of Conduct and promote a working environment in which employees and related persons understand that following the Code of Conduct is the right thing to do and must be strictly followed, and cannot claim that they are not aware of the practices set out in this Code of Conduct.

The Human Resources Department has the duty and responsibility to explain to the new employees of the company and understand the company's code of ethics and have every new employee sign the acknowledgement and keep the signed acknowledgement document in each employee's work history.

Consult the supervisor or inquire through the company's Code of Conduct Consultation System if unsure whether what to do particularly in accordance with the company's Code of Conduct.

Communicate to other people at work with or related persons to understand the employee's work guidelines according to the company's code of ethics.

Report any actions that are not in accordance with the company's ethics through the channels specified by the company and cooperate in the fact-finding process.

Failure to comply with the principles and practices set out in the Company's Code of Conduct shall be judged based on the nature of the violation, intention or intent, evasion of the Code of Conduct or misconduct, motive, importance and position of the violator, age, history and past conduct, environment of the case, adverse consequences resulting from the violation or other reasons that should be taken into consideration, and may be subject to disciplinary or legal liability depending on the case and may be subject to punishment according to the specified criteria. In addition to the aforementioned failure to comply with the Company's Code of Conduct, supporting others to violate the Company's Code of Conduct, ignoring failure to comply with the Company's Code of Conduct, obstructing the fact-finding process, and acting unfairly towards those who provide information are also considered failures to comply with the Company's Code of Conduct.

Punishment

The Company's Code of Conduct is a form of discipline that all directors, executives and employees must strictly adhere to. Employees who violate or do not comply with the Code of Conduct will be considered by the Company to impose disciplinary punishment in accordance with work regulations. If the action is illegal, the offender will also be subject to legal punishment.

When any unethical conduct is found, the company has a complaints and whistleblowing system, which is in line with international standards. In the event that you are aware of or witness an action, or are a victim of damage related to corruption, failure to comply with laws, regulations, company rules and the company's ethics, you can provide information about such action by doing the following:

1. Report to the recipient of the complaint through the specified complaint channel. However, it must not be a complaint of false information or harassment, which the company considers to be a violation of personnel management discipline.

2. The Company has a process for handling complaints and provides protection for employees who report complaints and provide the lead.

In addition, the company provides employees at all levels with annual business ethics review training, and it is a mandatory course for new employees.

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, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

Conflict of interest is a situation or action in which an employee has personal interests that affect the employee's decision-making or performance of duties in his or her position, and affects the Company's interests, either directly or indirectly. The Company aims to do the right thing with the intention of always achieving excellent results. Therefore, employees' work must adhere to the Company's highest interests, under the law and ethics, by avoiding actions that create conflicts of interest that may affect any decision-making.

Anti-corruption

The Company has an ideology to conduct business with morality, adhering to the responsibility towards society and all stakeholders in accordance with the principles of corporate governance and business ethics and in accordance with the policy and guidelines for shareholders. The Company has a policy to determine the appropriate responsibilities, guidelines and operating conditions to prevent corruption in all activities of the Company. In order for decisions and business operations that may have risks of corruption to be considered and implemented carefully, Ekchol Hospital Public Company Limited has therefore prepared a written “Handbook of Anti-Corruption Measures” to be a clear guideline for conducting business and developing into a sustainable organization.

Whistleblowing and Protection of Whistleblowers

The Company has established a policy for receiving whistleblowing or complaints regarding illegal acts, unfairness, corruption, the Company's rules and ethics, as well as inaccurate financial reporting and defective internal control systems.

Prevention of Misuse of Inside Information

Internal information: Information on the operation and management of the Company's business which is confidential information that has not yet been disclosed to the public. If disclosed, it will affect the Company, especially affecting the value of shares traded on the Stock Exchange of Thailand. The Company's personnel must therefore keep inside information confidential and must not disclose inside information that they have learned from performing their duties to others or use inside information to seek improper benefits or reduce the benefits of the Company. Disclosure of information must be made by a person with direct authority, except for a person assigned by an authorized person to disclose certain information.

General personnel are not required to disclose information. When asked to disclose information that they are not required to disclose, they should advise the person asking to ask the person who is required to disclose the information, so that the information is correct and consistent. When disclosing important information that has not yet been disclosed to the public, the person who has the right to disclose the information must disclose it carefully, correctly, completely, and in a timely manner, and ensure that all groups of stakeholders receive sufficient and equal information. The disclosure of other information must be based on facts and must not be intended to cause others to misunderstand the facts. The Company's personnel who are in the unit that receives inside information are prohibited from trading the Company's securities within 1 month prior to the disclosure of the financial statements to the public.

Gift giving or receiving, entertainment, or business hospitality

Receiving or providing benefits, including property, services, facilitation or entertainment, to business associates must be in accordance with local or national customs and traditions, as well as applicable laws, must be of appropriate value and not create an unfair incentive to make decisions.

In case the supervisor considers that it is inappropriate to accept a gift, property or other benefits, return it to the giver immediately. If it cannot be returned, hand it over to the supervisor so that it becomes the right of the company. The company's personnel and their families are prohibited from demanding or accepting gifts, property or other benefits from contractors, customers, business partners or those involved in the company's business under any circumstances. Gifts given to the company that are valuable to commemorate important events of the company, such as receiving awards or souvenirs from participating in social welfare activities, etc., are permitted for employees at all levels to receive on behalf of the company. Employees at all levels of the company should not give gifts to supervisors, and supervisors shall not consent or condone their relatives accepting gifts from subordinate employees, except in cases of normal traditions where gifts are given to each other, but must not exceed 3,000 baht in value. The company's personnel are responsible for reporting the receipt of gifts, property or other benefits. The company will regularly inform contractors, customers, business partners or those involved in the company's business of the policy on accepting gifts, property or other benefits. Employees at all levels of the company should not give, receive or promise to give or receive benefits or anything of value to induce them to act or refrain from acting, including any actions that fall under

the above categories.

Compliance with laws, regulations, and rules

The Company strictly adheres to the laws, regulations and rules related to public health laws and public company laws, including labor laws and laws related to business operations.

Information and assets usage and protection

The Company's personnel must maintain the confidentiality of the part they are responsible for and must not let the confidentiality pass to other persons, including other personnel of the Company who are not involved. Even after retirement, resignation or termination of employment with the Company, they should maintain and not disclose the Company's confidentiality.

The Company shall maintain and maintain confidentiality of customer information and trade information. Company personnel shall not disclose customer confidential information to Company personnel and unrelated third parties, unless required by law to do so, disclosed for the purpose of litigation, or approved by the Board of Directors.

Use and maintenance of the Company's assets, which means all types of assets, whether movable or immovable, intellectual property or any other assets that the Company owns or is responsible for maintaining, by using assets efficiently and to the fullest extent of benefit, and by encouraging employees to maintain assets so that they are not damaged, lost or used for personal or other benefits, and not to use the Company's assets for the wrong purpose or in an illegal manner, and to maintain and protect the Company's assets so that they are not damaged or lost.

Anti-unfair competitiveness

The Company conducts business openly and transparently, does not create unfair competitive advantages, behaves within the framework of good rules and laws, treats competitors honestly and fairly, treats competitors equally and fairly, and is based on receiving fair returns for both parties, does not seek confidential information of competitors through dishonest or inappropriate methods, and does not damage the reputation of competitors by making malicious accusations, without truth, or through inappropriate system.

Information and IT system security

The Company emphasizes the efficient and secure use of information technology systems in accordance with policies and regulations for the use of information technology. Information technology systems, including data contained in the systems, must be protected from infringement or unauthorized use for the benefit of the Company.

Human rights

Human rights are basic rights that all human beings must be recognized or protected from discrimination based on physical, mental, race, nationality, religion, gender, language, age, skin color, education, social status or any other differences. This is in accordance with the laws of each country or the treaties that each country is obligated to comply with. The Company recognizes the importance of respecting the human rights of all individuals by treating everyone equally without discrimination, supporting and promoting human rights, and avoiding actions that violate human rights. In addition, the Company recognizes the importance of labor by treating employees in accordance with labor laws and regulations related to labor fairly, treating each other with respect, honoring each other, and treating each other equally without discrimination in terms of physical, mental, race, nationality, religion, gender, language, age, skin color, education, social status or any other matters. Use caution in performing duties to prevent the risk of human rights violations in business operations, including those involved in business operations. Monitor respect for human rights and report to supervisors to prevent actions that violate human rights. Treat equally in every employment process, from recruitment, compensation, working hours and holidays, job assignment, performance evaluation, training and development, advancement planning, etc., without discrimination. Do not use forced labor, labor from human trafficking or unlawful child labor, including physical or mental cruelty to employees. Whether by means of threat, confinement, intimidation, harassment or any form of violence.

Safety and occupational health at work

The Company continuously develops and improves its operational efficiency in terms of safety, occupational health and environment for the safety of its employees as well as external parties who may be affected by its business operations.

The company places importance on safety. Directors, executives and employees must study and strictly comply with the laws, policies, regulations and standards of quality, safety, occupational health and environment. There

are policies and guidelines on safety to control and prevent losses in various forms due to accidents and errors. There are control, prevention and emergency management plans to prepare for emergency situations. If any operations are found to be unsafe or unable to comply with the regulations and standards of quality, safety, occupational health and environment, or if the operations have an impact on the environment, the supervisor and relevant agencies must be notified for further corrective action.

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 is committed to conducting business with ethics. Therefore, it has established a code of conduct as a guideline for good business conduct for the Board of Directors, executives and employees to adhere to. It focuses on the important principles of corporate governance by creating a written code of conduct handbook which is distributed throughout the organization so that all employees at all levels can study, understand and adhere to it as a guideline for continuous work.

The Company's personnel have duties to act within the framework of ethics, morality, honesty, creativity, equality and equity according to the principles and practices set out in the Company's Code of Conduct, with the Company's directors acting as good examples. In the practice of specific professions, such as doctors, pharmacists, nurses, technicians, etc., they must strictly perform their duties according to the Code of Ethics in their practice of their profession, and it is considered part of the Company's ethical standards and Code of Conduct.

Directors, executives and employees must be aware of and understand the principles and practices set out in the Company's Code of Conduct, especially matters related to their duties and responsibilities. Supervisors at all levels must take responsibility for their employees under their supervision to seriously comply with this Code of Conduct.

Supervisors at all levels must be leaders in implementing the Code of Conduct and promote a working environment in which employees and related persons understand that following the Code of Conduct is the right thing to do and must be strictly followed, and cannot claim that they are not aware of the practices set out in this Code of Conduct.

The Human Resources Department has the duty and responsibility to explain to the new employees of the company and understand the company's code of ethics and have every new employee sign the acknowledgement and keep the signed acknowledgement document in each employee's work history.

Consult the supervisor or inquire through the company's Code of Conduct Consultation System if unsure whether what to do particularly in accordance with the company's Code of Conduct.

Communicate to other people at work with or related persons to understand the employee's work guidelines according to the company's code of ethics.

Report any actions that are not in accordance with the company's ethics through the channels specified by the company and cooperate in the fact-finding process.

Failure to comply with the principles and practices set out in the Company's Code of Conduct shall be judged based on the nature of the violation, intention or intent, evasion of the Code of Conduct or misconduct, motive, importance and position of the violator, age, history and past conduct, environment of the case, adverse consequences resulting from the violation or other reasons that should be taken into consideration, and may be subject to disciplinary or legal liability depending on the case and may be subject to punishment according to the specified criteria. In addition to the aforementioned failure to comply with the Company's Code of Conduct, supporting others to violate the Company's Code of Conduct, ignoring failure to comply with the Company's Code of Conduct, obstructing the fact-finding process, and acting unfairly towards those who provide information are also considered failures to comply with the Company's Code of Conduct.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : No

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	:	No

Implementation of the CG Code for listed companies

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

The Board of Directors has reviewed and improved the Good Corporate Governance Policy to be in line with the Corporate Government Code for Listed Companies 2017 of the Stock Exchange of Thailand for all directors, executives and employees of the Company to adhere to as a guideline in performing their duties with transparency, ethics, respect for rights and responsibility towards shareholders and stakeholders, as well as being beneficial to society and developing or reducing negative impacts on the environment, adapting to changing factors and complying with all applicable laws.

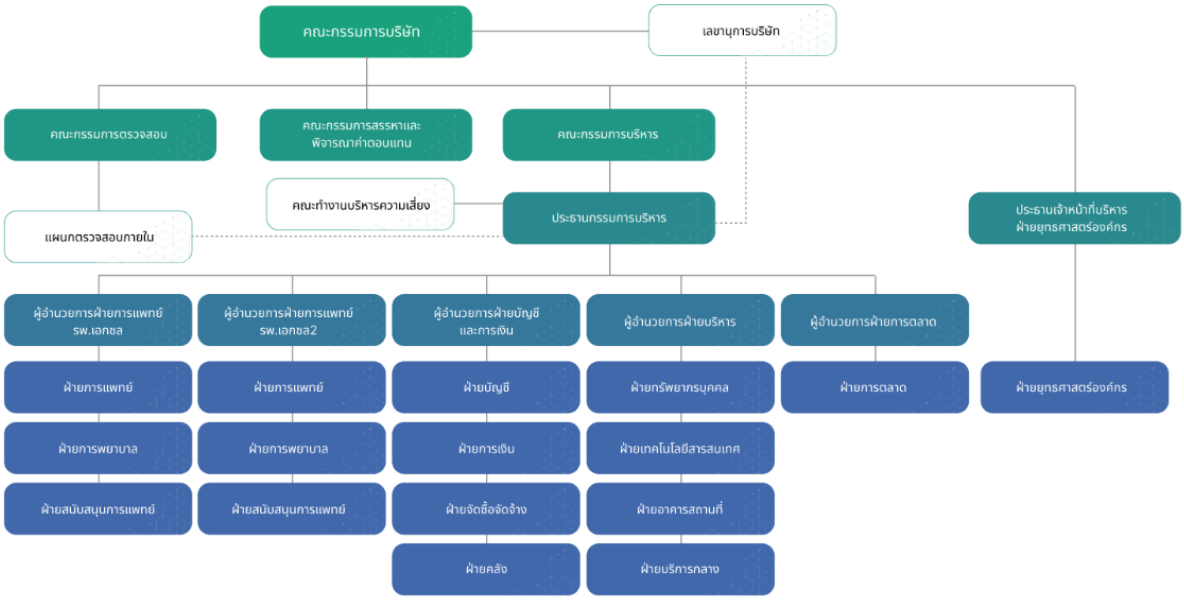
Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	8	
	5	3
Executive directors	0	
	0	0
Non-executive directors	8	
	5	3
Independent directors	4	
	3	1
Non-executive directors who have no position in independent directors	4	
	2	2

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	62.50	37.50
Executive directors	0.00	
	0.00	0.00
Non-executive directors	100.00	
	62.50	37.50
Independent directors	50.00	
	37.50	12.50
Non-executive directors who have no position in independent directors	50.00	
	25.00	25.00

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2024	
	Male (years)	Female (years)
Average director age	60	
	58	65

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. APIRAG VANICH 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 : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 16,727,392 Shares (11.158344 %)	Chairman of the Board of Directors (Non-executive directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	1 Jan 1993	Business Administration
2. Mr. KRISADA BANCHUIN Gender: Male Age : 77 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 215,268 Shares (0.143599 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	31 Aug 2006	Health Care Services

List of directors	Position	First appointment date of director	Skills and expertise
3. Ms. KANCHANA VANICH Gender: Female Age : 66 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	28 Feb 1994	Business Administration
4. Ms. ORANUJ VANICH Gender: Female Age : 61 years Highest level of education : Bachelor's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 5,801,016 Shares (3.869685 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	11 Apr 2011	Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
5. Mrs. THITAWAT POTHANANT Gender: Female Age : 69 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	21 Apr 2017	Finance
6. Mr. SARAYUT RUEANGSUWAN Gender: Male Age : 41 years Highest level of education : Doctoral degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	20 Apr 2022	Accounting

List of directors	Position	First appointment date of director	Skills and expertise
7. Mr. KUDUN SUKHUMANANDA Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	23 Apr 2019	Law
8. Assoc.Prof. PONGSAK YUKTANANDANA,M.D Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	23 Apr 2021	Health Care Services

Additional explanation:
(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:
(1) Dishonest act or gross negligence
(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.
(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. APIRAG VANICH	Chairman of the Board of Directors		✔		✔	✔
2. Mr. KRISADA BANCHUIN	Director		✔	✔		
3. Ms. KANCHANA VANICH	Director		✔		✔	✔
4. Ms. ORANUJ VANICH	Director		✔		✔	
5. Mrs. THITAWAT POTHANANT	Director		✔	✔		
6. Mr. SARAYUT RUEANGSUWAN	Director		✔		✔	
7. Mr. KUDUN SUKHUMANANDA	Director		✔	✔		
8. Assoc.Prof. PONGSAK YUKTANANDANA,M.D	Director		✔	✔		
Total (persons)		**0**	**8**	**4**	**4**	**2**

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Health Care Services	2	25.00
2. Law	1	12.50
3. Accounting	1	12.50
4. Finance	1	12.50
5. Business Administration	3	37.50

Information about the other directors

	2024
The chairman of the board and the highest-ranking executive are from the same person	No
The chairman of the board is an independent director	No
The chairman of the board and the highest-ranking executive are from the same family	Yes
Chairman is a member of the executive board or taskforce	No
The company appoints at least one independent director to determine the agenda of the board of directors' meeting	No

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

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 one independent director to jointly consider setting the board meeting agenda

Information on the roles and duties of the board of directors

Board charter : Have

Composition and appointment of the Board of Directors

Shareholders are responsible for approving the appointment of directors, with each shareholder having one vote per share.

1. The Board of Directors shall consist of not less than 6 and not more than 11 Directors, and not less than half of the total number of Directors must reside in the Kingdom of Thailand, and the Company's Directors must have the qualifications as prescribed by law.

2. The appointment of Directors shall be in accordance with the Company's regulations and the requirements of relevant laws. It shall be transparent and clear. The consideration shall include the educational history and professional experience of that person, with sufficient details for the benefit of the Board of Directors and shareholders in making decisions.

Qualifications of the Board of Directors

1. Directors of the Company must be persons with knowledge, capability, honesty, ethics in business operations and have sufficient time to devote their knowledge, capability and perform their duties for the Company.

2. Directors must not hold positions in more than 5 listed companies.

3. Directors are prohibited from engaging in business, becoming partners or becoming directors of other juristic persons of the same nature and competing with the Company's business, unless notified at the shareholders' meeting before the appointment resolution is made. Directors must notify the Company without delay if they have any interest in a contract made by the Company or if they hold more or less shares or debentures in the Company or affiliated companies.

4. Have qualifications and do not have prohibited characteristics according to the Public Limited Company Act and the Securities and Exchange Act.

5. Independent Directors must have qualifications according to the criteria set by the Stock Exchange of Thailand and the SEC, namely:

5.1 Holding no more than 1% of the total number of voting shares in the company, affiliated company, associated company or person who may have a conflict of interest (including related persons according to Section 258 of the Securities and Exchange Act)

5.2 Never been or having been a director involved in the management of the company, employee, staff, salaried consultant, or person with controlling authority of the company, parent company, subsidiary company, associated company, same-level subsidiary company, major shareholder, or person with controlling authority of the company, unless having ceased to have such characteristics for at least two years prior to being appointed.

5.3 Never been a person related by blood or by legal registration as a father, mother, spouse, sibling, and child, including the spouse of a child, of an executive, major shareholder, person with controlling power, or a person who has been proposed to be an executive or person with controlling power of the Company or a subsidiary company.

5.4 Does not have or had a business relationship with the Company, its parent company, subsidiaries, associated companies, or juristic persons who may have conflicts of interest in a manner that may obstruct the exercise of independent judgment, including not being or having been a major shareholder, non-independent director, or executive of a person who has a business relationship with the Company or juristic persons who may have conflicts of interest, unless the foregoing relationship has ended for at least two years prior to the date of appointment.

5.5 Never been or have not been an auditor of the Company, its parent company, subsidiary, associated company, or juristic person who may have conflicts of interest, and not being a major shareholder, director who is not an independent director, executive, or managing partner of an audit firm in which the Company's auditor, or juristic person who may have conflicts of interest is affiliated, unless the person has been free from such characteristics for no less than two years prior to the date of appointment.

5.6 Never been or have not been a professional service provider of any kind, including legal advisory or financial advisory services, who receives a service fee exceeding two million baht per year from the Company, its parent company, subsidiary, associated company, or juristic person who may have a conflict of interest. In the case where the

professional service provider is a juristic person, this includes being a major shareholder, a director who is not an independent director, an executive, or a managing partner of the professional service provider, unless the person has ceased to have such characteristics for at least two years prior to the date of appointment.

5.7 Never been a director appointed as a representative of the Company's directors, major shareholders, or shareholders who are related to the Company's major shareholders.

5.8 There are no other characteristics that prevent the expression of independent opinions regarding the Company's operations.

5.9 Independent Directors must hold office for no more than 9 years.

6. The Company's directors must be selected by the Company's Nomination and Remuneration Committee.

Roles and responsibilities of the committee

1. Perform duties in accordance with the law, objectives and regulations of the Company.

2. Approve and review the organization's vision and mission and disseminate it to the public.

3. Consider and approve important policies and strategies, financial objectives, various plans, budgets, and monitor compliance with the plans.

4. Regularly monitor and evaluate the performance of the management, including determining compensation.

5. To approve the provision of funds and operating budgets to operate the hospital and to fulfill the organization's mission and strategic plans.

6. Ensure that the financial reporting and auditing systems are reliable and monitor appropriate risk management and internal control systems.

7. Oversee and manage conflicts of interest, including misappropriation of company assets and improper actions in related party transactions.

8. An effective anti-corruption support system must be put in place to ensure that the management is aware of and gives importance to anti-corruption and complies with anti-corruption measures.

9. The Nomination and Remuneration Committee shall consider the qualifications and select persons to be Directors of the Company and present such names to the Board of Directors for consideration and approval. In the case of appointing new directors to fill vacant positions before the end of their terms, no less than three-quarters of the remaining directors must be voted in. In the case of appointing new directors, the Nomination and Remuneration Committee shall propose the names to the Board of Directors for consideration and submission to the shareholders' meeting for consideration and approval of the appointment.

10. Consider appointing a person who has the qualifications and does not have the prohibited characteristics specified in the Public Limited Companies Act B.E. 2535 and the Securities and Exchange Act, including related announcements, regulations and/or rules, to hold a director position in the event that a director position becomes vacant for reasons other than retirement by rotation.

11. Consider appointing a number of directors or other persons to the Company's executive board and may delegate certain duties to the executive board to manage the Company's affairs. The executive board is entitled to receive remuneration and bonuses as determined by the Board meeting, but this does not affect the rights of that executive board member to receive remuneration or benefits in accordance with the Company's regulations as a director, employee or employee of the Company.

12. Consider the appointment of independent directors by considering the qualifications and prohibited characteristics of independent directors according to the Securities and Exchange Act, the announcement of the Capital Market Supervisory Board, including the announcements, regulations and/or related rules of the Stock Exchange of Thailand or submit to the shareholders' meeting for consideration of appointment as independent directors of the company and stipulate that independent directors must hold the position for no more than 9 years.

13. Consider appointing an audit committee with qualifications as required by the Securities and Exchange Act, the Capital Market Supervisory Board's announcements, including the announcements, regulations and/or rules of the Stock Exchange of Thailand.

14. Appoint the Hospital's Executive Chairman and arrange for an annual performance evaluation of each individual.

15. In recruiting candidates for the positions of senior executives from the director, deputy director, and assistant director levels, the Executive Committee will make initial considerations in screening and selecting individuals who are fully qualified, appropriate, have knowledge, ability, skills, and experience that are beneficial to the Company's operations, and understand the Company's business well, and are able to manage the work to achieve the objectives and goals set by the Board of Directors, and present them to the Recruitment and Remuneration Committee for consideration and approval, and submit them to the Board of Directors for further consideration and approval.

16. Appoint a company secretary in accordance with the Securities and Exchange Act to prepare and maintain documents and other duties as specified by the Capital Market Commission, and assist in various activities of the Board of Directors and the Company, including meetings of the Board of Directors and shareholders, as well as providing advice

to the directors and the Company on how to conduct themselves and conduct business in accordance with relevant laws and regulations on a regular basis, as well as ensuring that the directors and the Company disclose information correctly, completely, and transparently.

17. Report on the holding of securities of oneself, spouse and minor children who hold shares in the Company and its subsidiaries in the monthly board meeting and must notify the Company without delay in the following cases:

- Have a direct or indirect interest in any contract entered into by the Company during the fiscal year.
- Holding shares in the company and its subsidiaries

18. Attend at least one training course organized by the Thai Institute of Directors Association (IOD) related to directors, namely the Director Accreditation Program (DAP) or Director Certification Program (DCP), or equivalent, to enhance work skills.

19. Approve the hospital's quality and patient safety plan and acknowledge and respond to the hospital's quality and patient safety program reports on a regular basis.

20. Establish a business ethics policy and/or code of conduct manual for the Company's directors, executives and employees.

21. Set a policy for the Chairman of the Executive Board to assume a directorship in another company.

22. Any other duties of the directors as specified in the announcement, regulations, act or any other law that governs the company.

Term of Office

1. In every annual general meeting of shareholders, one-third of the number of directors to be elected must vacate their positions. If the number of directors cannot be divided into three parts, the number nearest to one-third must vacate their positions.

2. The Directors who must resign from their positions in accordance with paragraph one in the first and second years after this regulation comes into effect shall be drawn by lots. In subsequent years, the directors who have held the position for the longest period shall be the ones to resign. If they have held the position for the same length of time, a drawing of lots shall be used.

3. The outgoing Director may be re-elected.

4. In addition to term expiration, a Director will be expiration of his/her position when:

- Dead
- Resign
- Lack of qualifications to be a Company Director or having prohibited characteristics according to the law. Must have been convicted of a criminal offense, except for negligence or minor offenses.
- The shareholders' meeting shall vote to remove him by a vote of not less than three-quarters of the number of shareholders attending the meeting and having the right to vote, and the total number of shares held by the shareholders attending the meeting and having the right to vote shall not be less than half of the number of shares.
- The court has ordered his dismissal.

5. If a Director's position becomes vacant for reasons other than the expiration of the term, the board of directors shall select a person who has the qualifications and is not disqualified under the Public Limited Companies Act and the Securities Exchange Act to be a director at the next board meeting, unless the remaining term of the Director who leaves is less than two months.

6. The resolution of the Board under paragraph one must consist of not less than three-quarters of the votes of the remaining board members.

7. A person who replaces a Director under paragraph one shall remain in the position for the remaining term of the director whom he replaces.

8. The Board of Directors shall elect one director to be the Chairman of the Board. In the event that the Board of Directors deems appropriate, one or more Directors may be elected as Vice Chairman. The Vice Chairman shall have duties in accordance with the regulations in the affairs of the Company, which have been assigned by the Chairman.

9. A shareholders' meeting may vote to remove any director from office before the expiration of his term by a vote of not less than three-quarters of the number of shareholders attending the meeting and having the right to vote, and holding shares totaling not less than half of the number of shares held by shareholders attending the meeting and having the right to vote at that meeting.

Meeting

1. The Chairman of the Board shall call a meeting of the Board of Directors. In calling a meeting of the Board of Directors, the Chairman of the Board of Directors or the person assigned shall send a notice of meeting to the directors at least 3 days before the meeting date. Except in cases of urgent necessity to protect the rights or benefits of the

company, the meeting may be notified by other methods and the meeting date may be set sooner. The Chairman of the Board of Directors or the assigned director shall determine the date, time and place of the meeting of the directors, which may be set at other locations besides the head office. If 2 or more directors request a meeting of the Board of Directors, the Chairman of the Board of Directors shall set the meeting date within 14 days from the date of receiving the request.

2. The Board of Directors shall hold a meeting at least once every three months at the room where the head office, branch office, or nearby province is located, or at any other location as determined by the Board of Directors, and shall keep minutes of all meetings, including all resolutions of the Board of Directors' meetings, in a complete and accurate manner.

3. The Chairman of the Board of Directors acts as the chairman of the meeting by controlling the meeting of the Board of Directors to be in accordance with the agenda and encourages all directors to participate in the meeting, such as asking questions or observations, giving advice and suggestions to the executives, or supporting the business operations of the Company, but will not interfere in the management of the Company's affairs.

4. At a Board meeting, a person with a material interest in a matter being considered must leave the meeting during the consideration of that matter.

5. Directors must attend at least 75 percent of all meetings held annually.

6. The Company Secretary is responsible for recording and preparing meeting minutes, collecting meeting minutes, meeting documents, and supporting and following up on the Board of Directors to be able to perform their duties in accordance with the law, regulations, and resolutions of the shareholders' meeting, as well as coordinating with relevant persons.

Quorum

1. In a meeting of the Board of Directors, no less than half of the Directors must attend the meeting, and voting at the meeting is by a majority vote of the directors attending the meeting. Directors who have an interest in any matter have no right to vote on that matter, and if the votes are tied, the Chairman of the meeting shall make the decision.

2. The minimum quorum at the time the Board of Directors votes at the meeting must be no less than two-thirds of the total number of Directors.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

• Audit Subcommittee

• RiskManagement Subcommittee

Scope of authorities, role, and duties

1. Review the Company's financial reporting to ensure that it is accurate and adequate.

2. Review the Company's internal control system and internal audit system to ensure that it is appropriate and effective, and consider the independence of the internal audit unit, as well as give approval to the appointment, transfer, termination, including consideration of rewards or penalties for the head of the Internal Audit Department, by evaluating the results together with the highest-ranking executive.

3. Review the Company's compliance with the Securities and Exchange Act, the requirements of the Stock Exchange or laws related to the Company's business.

4. Review internal processes for receiving whistleblower reports and complaints, particularly regarding inappropriate financial statements or other issues, ensuring whistleblowers that there are independent investigation processes and appropriate follow-up actions.

5. Review internal investigation evidence when there is suspicion or assumption that there may be fraud, irregularities, or material deficiencies in the internal control system and present them to the Board of Directors for further

consideration.

6. Consider approving the charter of the Internal Audit Department.

7. Consider and approve the annual audit plan of the Internal Audit Department.

8. Consider, select, and propose the appointment of an independent person to act as the Company's auditor and propose such person's remuneration, including attending a meeting with the auditor without management at least once a year.

9. Consider related party transactions or transactions that may lead to conflicts of interest to ensure compliance with the law and the regulations of the Stock Exchange of Thailand to ensure that such transactions are reasonable and in the best interests of the Company.

10. Prepare a corporate governance report of the Audit Committee and disclose it in the Company's annual report. Such report must be signed by the Chairman of the Audit Committee and must contain at least the following information:

10.1 Opinions regarding the accuracy, completeness and reliability of the Company's financial reports

10.2 Opinions on the adequacy of the Company's internal control system

10.3 Opinions regarding compliance with the Securities and Exchange Act, the Exchange's regulations, or laws related to the Company's business.

10.4 Opinion on the suitability of the auditor

10.5 Comments on items that may have conflicts of interest

10.6 Number of Audit Committee meetings and attendance of each Audit Committee member

10.7 Overall opinions or observations received by the Audit Committee from performing its duties in accordance with the Charter.

10.8 Other items that shareholders and general investors should be aware of, within the scope of duties and responsibilities assigned by the Board of Directors.

10.9 Any other operations as assigned by the Company's Board of Directors with the approval of the Audit Committee.

11. Other duties

11.1 Review the Audit Committee Charter annually to determine if there is a need to modify the Audit Committee's responsibilities as defined and propose changes, if necessary, and submit them to the Board of Directors for consideration and approval.

11.2 The Audit Committee may seek advice from independent external consultants, if necessary, at the Company's expense.

Reference link for the charter
https://ir.aikchol.com/

Nomination and Remuneration Committee

Role

• Nomination Subcommittee

• Remuneration Subcommittee

Scope of authorities, role, and duties

1. Consider the structure and composition of the board of directors, including the number of directors appropriate for the size, type and complexity of the business, and the qualifications of each director in terms of skills, experience and specific abilities relevant to the company's business.

2. Consider the qualifications of individuals who will become independent directors to be appropriate for the specific characteristics of the company. Independence must be in accordance with the criteria set by the SEC.

3. Establish criteria and methods for recruiting individuals to hold director positions that are appropriate for the specific characteristics of the company to be selected as directors, subcommittees, and senior executives, and submit to the board of directors' meeting for consideration.

4. Supervise the orientation of new directors to ensure they understand their roles, duties and responsibilities, and provide information on the Company's policies and business operations.

5. Arrange a training plan and develop the knowledge and expertise of current and new directors to understand the business, the roles and duties of directors, and important developments appropriate to changes in external circumstances and the sustainable development of the Company.

6. Develop a succession plan to carry on the work of directors and senior executives so that the company's management can continue continuously.

7. Disclose the recruitment policy and details of the process in the Company's annual report.

Duties and responsibilities for consideration of compensation

1. Establish criteria or methods for considering compensation and other benefits, including proposing compensation for senior executive positions, with clear and transparent criteria and submitting them to the board of directors for consideration and approval.

2. Ensure that directors and senior executives receive compensation that is appropriate for their duties and responsibilities.

3. Establish guidelines for evaluating the performance of Directors and Senior Executives to consider annual compensation.

4. Disclose the policy on determination of remuneration and disclose various forms of remuneration, including preparing a remuneration determination report, which must at least include details on the goals, operations and opinions of the Nomination and Remuneration Committee in the Company's annual report.

5. Recommend appropriate remuneration for the Board of Directors and sub-committees to the Board of Directors for approval before submitting to the shareholders' meeting for consideration and approval.

6. Perform duties as assigned by the Board of Directors.

Reference link for the charter

https://ir.aikchol.com/

Executive Committee

Role

- Other
  - -

Scope of authorities, role, and duties

The Executive Committee is responsible for operating under the policies, strategies and objectives set by the Board of Directors, which the Board of Directors has authorized to operate within the scope of clear duties and responsibilities for transparency and appropriate flexibility in operations. In addition, it is responsible for controlling expenses and investment budgets within the scope approved by the Board of Directors in various plans, maintaining internal control systems to protect shareholders' capital and the Company's assets, implementing personnel policies, resolving issues or conflicts affecting the organization, and maintaining effective communication with stakeholders.

1. Implement policies assigned by the Board of Directors to determine plans and operational plans in line with the Company's objectives.

2. Determine the structure of the Company's core business operations, namely medical services and medical services support, to be in line with economic conditions and competition, for submission to the Board of Directors for approval.

3. Establish a business plan, budget, management authority and responsibilities for each department for the approval of the board of directors.

4. Have the authority to approve financial operations within the amount not exceeding the amount determined by the Board of Directors.

5. To maintain a system of internal controls to protect shareholders' funds and the Company's assets.

6. Responsible for the effectiveness of the internal audit system covering finance (Financial Audit), operations (Operational Audit), compliance audit and management (Managerial Audit), especially risk management.

7. Responsibility to external stakeholders, namely business partners and contractors, to conduct business with mutual benefit, create mutual satisfaction, comply with conditions agreed to with creditors, repayment and care of various collaterals.

8. Responsible for developing and enhancing a safe environment, good working atmosphere and organizational culture, and teamwork.

9. Responsible for managing and considering compensation for employees, who are the most valuable resources and factors for the company's success, while recognizing the rights of employees at all levels.

10. In the event that any conduct that is contrary to ethics, laws, or regulations is found, it must be supervised and reported to the Company's Board of Directors or the Audit Committee, as applicable.

11. Disclose operational information in the annual report as required by applicable laws and regulations for transparency and good corporate governance.

12. Perform other duties as assigned by the Company's Board of Directors.

Reference link for the charter

https://ir.aikchol.com/

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. KRISADA BANCHUIN Gender: Male Age : 77 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	28 Apr 2016	Health Care Services
2. Mrs. THITAWAT POTHANANT(*) Gender: Female Age : 69 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	21 Apr 2017	Finance
3. Mr. KUDUN SUKHUMANANDA Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	21 Apr 2022	Law
4. Assoc.Prof. PONGSAK YUKTANANDANA,M.D Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	11 May 2023	Health Care Services

Additional explanation :
(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Dr. Photchana Manoch Gender: Female Age : 70 years Highest level of education : Doctoral degree Study field of the highest level of education : Philosophy and Ethics Thai nationality : Yes Residence in Thailand : Yes	Chairman of the executive committee	1 Jan 2024
2. Mr. Siriphot Manoch Gender: Male Age : 41 years Highest level of education : Master's degree Study field of the highest level of education : Lighting Design Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Sep 2023
3. Mr. Chaiyaporn Suchatsoonthorn, M.D. Gender: Male Age : 52 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : No	Member of the executive committee	1 Jun 2023
4. Dr. Saroj Marumdee,M.D. Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Jun 2023
5. Mrs. Pariyanath Chalermchuang Gender: Female Age : 67 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	29 Oct 2018
6. Mr. Jumphol Keartisuwan Gender: Male Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	15 Nov 2023

List of executive committee members who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. Chaiyaporn Suchatsoonthorn, M.D. Gender: Male Age : 52 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : No Expertise in accounting information review : No	Member of the executive committee	1 Oct 2024	Mr. Nopparuj Potcharakotchanun, M.D. Appointment date of replacement committee member : 4 Nov 2024
2. Dr. Saroj Marumdee,M.D. Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	1 Dec 2024	Mr. Krittipat Piriyakorncharoenkit Appointment date of replacement committee member : 2 Dec 2024
3. Mr. Jumphol Keartisuwan Gender: Male Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	15 Nov 2024	-

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. KRISADA BANCHUIN	The chairman of the subcommittee (Independent director)
	Mrs. THITAWAT POTHANANT	Member of the subcommittee (Independent director)
	Mr. SARAYUT RUEANGSUWAN	Member of the subcommittee

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. Dr. Photchana Manoch Gender: Female Age : 70 years Highest level of education : Doctoral degree Study field of the highest level of education : Philosophy and Ethics 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)	1 Jan 2024	Business Administration
2. Mr. Siriphot Manoch Gender: Male Age : 41 years Highest level of education : Master's degree Study field of the highest level of education : Lighting Design Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Strategy Officer	1 Sep 2023	Business Administration
3. Mr. Chaiyaporn Suchatsoonthorn, M.D. Gender: Male Age : 52 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : No Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Medical Officer Aikchol Hospital	1 Jun 2023	Health Care Services
4. Dr. Saroj Marumdee,M.D. Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Medical Officer Aikchol 2 Hospital	1 Jun 2023	Health Care Services

List of executives	Position	First appointment date	Skills and expertise
5. Mrs. Pariyanath Chalermchuang (*)(**) Gender: Female Age : 67 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes	Chief Financial Officer	29 Oct 2018	Accounting
6. Mr. Jumphol Keartisuwan Gender: Male Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Administrative Officer	15 Nov 2023	Business Administration
7. Mr. Nopparuj Potcharakotchanun, M.D. Gender: Male Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Medical Officer Aikchol Hospital	4 Nov 2024	Health Care Services
8. Mr. Krittipat Piriyakorncharoenkit Gender: Male Age : 65 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 Medical Officer Aikchol 2 Hospital	2 Dec 2024	Health Care Services

Additional Explanation :
(*) Highest responsibility in corporate accounting and finance
(**) Accounting supervisor
(***) Appointed after the fiscal year end of the reporting year

Remuneration policy for executive directors and executives

According to the Public Limited Companies Act B.E. 2535, Section 90 and Article 20 of the Company's Articles of Association, states that “The Company's Directors are entitled to remuneration for performing their duties such as salary, gratuity, bonus or other benefits as determined by the shareholders' meeting or as a rule. and will be determined from time to time Or it may be effective constantly until it changes. and in addition to receiving allowances, meeting allowances or other welfare benefits as specified by the shareholders' meeting”
Directors' remuneration should be commensurate with their duties and responsibilities and be reviewed annually. In which the remuneration of directors for the year 2024, the Nomination and Remuneration Committee has considered in accordance with the criteria and procedures of the remuneration proposal and then proposed the remuneration of the Company's directors. by considering the industry and the performance of the company. Approval from the shareholders to determine the remuneration for the Board of Directors. and appropriate sub-committees in the current situation. The Annual General Meeting of Shareholders for the year 2024 approved the remuneration

Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives : No

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	38,522,130.00	26,047,433.00	28,833,807.00
Total remuneration of executive directors (baht)	11,790,000.00	5,887,400.00	4,610,000.00
Total remuneration of executives (baht)	26,732,130.00	20,160,033.00	24,223,807.00

Other remunerations of executive directors and executives

	2022	2023	2024
Company’s contribution to provident fund for executive directors and executives (Baht)	344,172.00	349,646.00	139,101.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past 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. Thanatchaporn Sukha	s.thanatchaporn@aikchol.com	0-3893-9999 ต่อ 1114

List of the company secretary

General information	Email	Telephone number
1. Mrs. Wilailux Srisuwan	wilailux@aikchol.com	0-3893-9888 ต่อ 7409

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Taweeporn Kaewsailert	Taweeporn@aikchol.com	0-3893-9888 ต่อ 7340

Head of investor relations

Does the Company have an appointed head of investor relations : Doesn't Have

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
DHARMNITI AUDITING COMPANY LIMITED 178 DHARMNITI BUILDING, 6TH-7TH FLOOR, SOI PERMSAP (PRACHACHUEN 20) PRACHACHUEN ROAD, BANGSUE, BANGKOK 10800 BANG SUE BANG SUE Bangkok 10800 Telephone +66 2596-0500EXT.327	965,000.00	-	1. Ms. ROONGNAPHA SAENGCHAN Email: roongnapha.s@daa.co.th License number: 10142 2. Mr. THANAWUT PIBOONSAWAT Email: thanawut.p@daa.co.th License number: 6699 3. Ms. POTJANARAT SIRIPIPAT Email: group@dharmniti.co.th License number: 9012 4. Ms. TECHINEE PORNPENPOB Email: group@dharmniti.co.th License number: 10769

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past

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. APIRAG VANICH	Chairman of the Board of Directors	1 Jan 1993	Business Administration
Ms. KANCHANA VANICH	Director	28 Feb 1994	Business Administration
Assoc.Prof. PONGSAK YUKTANANDANA,M.D	Director	23 Apr 2021	Health Care Services

Selection of independent directors

Criteria for selecting independent directors

Independent Directors must have qualifications according to the criteria set by the Stock Exchange of Thailand and the SEC, namely:

1. Holding no more than 1% of the total number of voting shares in the company, affiliated company, associated company or person who may have a conflict of interest (including related persons according to Section 258 of the Securities and Exchange Act)
2. Never been or have not been a Director involved in the management of the company, employee, staff, salaried consultant, or person with controlling authority of the company, parent company, subsidiary company, associated company, same-level subsidiary company, major shareholder, or person with controlling authority of the company, unless having ceased to have such characteristics for at least two years prior to being appointed.
3. Not being a person related by blood or by legal registration as a father, mother, spouse, sibling, and child, including the spouse of a child, of an executive, major shareholder, person with controlling power, or a person who has been proposed to be an executive or person with controlling power of the Company or a subsidiary company.
4. Not being a person related by blood or by legal registration as a father, mother, spouse, sibling, and child, including the spouse of a child, of an executive, major shareholder, person with controlling power, or a person who has been proposed to be an executive or person with controlling power of the Company or a subsidiary company.
5. Never been or have not been an Auditor of the Company, its parent company, subsidiary, associated company, or juristic person who may have conflicts of interest, and not being a major shareholder, director who is not an independent director, executive, or managing partner of an audit firm in which the Company's auditor, or juristic person who may have conflicts of interest is affiliated, unless the person has been free from such characteristics for no less than two years prior to the date of appointment.
6. Never been or have not been a professional service provider of any kind, including legal advisory or financial advisory services, who receives a service fee exceeding two million baht per year from the Company, its parent company, subsidiary, associated company, or juristic person who may have a conflict of interest. In the case where the professional service provider is a juristic person, this includes being a major shareholder, a director who is not an independent director, an executive, or a managing partner of the professional service provider, unless the person has ceased to have such characteristics for at least two years prior to the date of appointment.
7. Not being a director appointed as a representative of the Company's directors, major shareholders, or shareholders who are related to the Company's major shareholders.
8. There are no other characteristics that prevent the expression of independent opinions regarding the Company's operations.

Independent directors must hold office for no more than 9 years.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

Rights of minority shareholders on director appointment

The voting for the election of Directors is stipulated that shareholders have the right to vote individually or as a group, but cannot separate the number of votes. The voting must use a method and voting equipment that is transparent, convenient, fast, and efficient, can show the voting results quickly, and shareholders can be informed of the resolution in a timely manner.

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

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. APIRAG VANICH (Chairman of the Board of Directors)	Non-participating	Thai Institute of Directors (IOD) • 2006: Role of the Chairman Program (RCP) • 2005: Director Accreditation Program (DAP) • 2005: Director Certification Program (DCP) Other • 2005: Finance for Non-Financial Director (FND)
2. Mr. KRISADA BANCHUIN (Director)	Non-participating	Thai Institute of Directors (IOD) • 2012: Director Certification Program (DCP) • 2005: Director Accreditation Program (DAP) Other • 2022: Refreshment Training Program (RFP) • 2013: Audit Committee Program (ACP) • 2013: Monitoring the System of Internal Control and Risk Management (MIR) • 2013: Monitor the Internal Audit Function (MIA) • 2013: Monitor the Quality of Financial Reporting (MFR) • 2012: Role of the Compensation Committee (RCC)
3. Ms. KANCHANA VANICH (Director)	Non-participating	Thai Institute of Directors (IOD) • 2005: Director Accreditation Program (DAP)
4. Ms. ORANUJ VANICH (Director)	Non-participating	Thai Institute of Directors (IOD) • 2013: Financial Statements for Directors (FSD) • 2011: Director Accreditation Program (DAP)
5. Mrs. THITAWAT POTHANANT (Director)	Non-participating	Thai Institute of Directors (IOD) • 2018: Advanced Audit Committee Program (AACP) • 2017: Director Accreditation Program (DAP)
6. Mr. SARAYUT RUEANGSUWAN (Director)	Non-participating	Thai Institute of Directors (IOD) • 2019: Advanced Audit Committee Program (AACP) • 2017: Director Certification Program (DCP) • 2016: Director Accreditation Program (DAP) Other • 2022: Refreshment Training Program (RFP) • 2022: Development Administrator in Digital Era • 2022: Young FTI Elite • 2016: Trade and Investment Promotions Japanese Government
7. Mr. KUDUN SUKHUMANANDA (Director)	Non-participating	Thai Institute of Directors (IOD) • 2011: Director Certification Program (DCP)
8. Assoc.Prof. PONGSAK YUKTANANDANA,M.D (Director)	Non-participating	Thai Institute of Directors (IOD) • 2021: Director Accreditation Program (DAP) Other • 2014: นักบริหารยุทธศาสตร์การป้องกันและ ปราบปรามการทุจริตระดับสูง (Display information in Thai language only) • 2012: ธรรมาภิบาลทางการแพทย์ สำหรับผู้บริหารระดับสูง (ปธพ.) (Display information in Thai language only) • 1997: Certificate Sports Medicine Research Fellow

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Board of Directors are required to evaluate the performance of the entire Board of Directors annually by evaluating their own performance individually and compiling a summary of the evaluation results to consider reviewing the performance, problems and obstacles in improving the Board's performance.

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

- The results of the self-assessment of the Board as a whole 92.80 percent
- Individual self-assessment results of the committee 92.61 percent
- Self-assessment results of the Audit Committee 99.69 percent
- Self-assessment results of the Recruitment and Remuneration Committee 100 percent
- Individual cross-assessment (assessing other Board) No

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : No

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 past year (times) : 8

Date of AGM meeting : 23 Apr 2024

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. APIRAG VANICH (Chairman of the Board of Directors)	7	/	8	1	/	1	N/A	/	N/A
2. Mr. KRISADA BANCHUIN (Director, Independent director)	8	/	8	0	/	1	N/A	/	N/A
3. Ms. KANCHANA VANICH (Director)	8	/	8	1	/	1	N/A	/	N/A
4. Ms. ORANUJ VANICH (Director)	7	/	8	1	/	1	N/A	/	N/A
5. Mrs. THITAWAT POTHANANT (Director, Independent director)	8	/	8	1	/	1	N/A	/	N/A
6. Mr. SARAYUT RUEANGSUWAN (Director)	7	/	8	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
7. Mr. KUDUN SUKHUMANANDA (Director, Independent director)	4	/	8	1	/	1	N/A	/	N/A
8. Assoc.Prof. PONGSAK YUKTANANDANA,M.D (Director, Independent director)	8	/	8	1	/	1	N/A	/	N/A

Remuneration of the board of directors

Types of remuneration of the board of directors

According to the Public Limited Companies Act B.E. 2535, Section 90 and Article 20 of the Company's Articles of Association, states that “The Company's Directors are entitled to remuneration for performing their duties such as salary, gratuity, bonus or other benefits as determined by the shareholders' meeting or as a rule. and will be determined from time to time Or it may be effective constantly until it changes. and in addition to receiving allowances, meeting allowances or other welfare benefits as specified by the shareholders' meeting”
Directors' remuneration should be commensurate with their duties and responsibilities and be reviewed annually. In which the remuneration of directors for the year 2024, the Nomination and Remuneration Committee has considered in accordance with the criteria and procedures of the remuneration proposal and then proposed the remuneration of the Company's directors. by considering the industry and the performance of the company. Approval from the shareholders to determine the remuneration for the Board of Directors. and appropriate sub-committees in the current situation. The Annual General Meeting of Shareholders for the year 2024

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. APIRAG VANICH (Chairman of the Board of Directors)			**640,000.00**		**N/A**
Board of Directors	105,000.00	535,000.00	640,000.00	No	
2. Mr. KRISADA BANCHUIN (Director)			**588,000.00**		**N/A**
Board of Directors	96,000.00	408,000.00	504,000.00	No	
Audit Committee	48,000.00	0.00	48,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination and Remuneration Committee	36,000.00	0.00	36,000.00	No	
3. Ms. KANCHANA VANICH (Director)			**476,000.00**		**N/A**
Board of Directors	96,000.00	380,000.00	476,000.00	No	
4. Ms. ORANUJ VANICH (Director)			**464,000.00**		**N/A**
Board of Directors	84,000.00	380,000.00	464,000.00	No	
5. Mrs. THITAWAT POTHANANT (Director)			**574,000.00**		**N/A**
Board of Directors	96,000.00	408,000.00	504,000.00	No	
Audit Committee	40,000.00	0.00	40,000.00	No	
Nomination and Remuneration Committee	30,000.00	0.00	30,000.00	No	
6. Mr. SARAYUT RUEANGSUWAN (Director)			**508,000.00**		**N/A**
Board of Directors	84,000.00	394,000.00	478,000.00	No	
Nomination and Remuneration Committee	30,000.00	0.00	30,000.00	No	
7. Mr. KUDUN SUKHUMANANDA (Director)			**472,000.00**		**N/A**
Board of Directors	48,000.00	394,000.00	442,000.00	No	
Audit Committee	30,000.00	0.00	30,000.00	No	
8. Assoc.Prof. PONGSAK YUKTANANDANA,M.D (Director)			**530,000.00**		**N/A**
Board of Directors	96,000.00	394,000.00	490,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee	40,000.00	0.00	40,000.00	No	
9. Dr. Photchana Manoch (Chairman of the executive committee)			**N/A**		**N/A**
Executive Committee	N/A	N/A	N/A	No	
10. Mr. Siriphot Manoch (Member of the executive committee)			**N/A**		**N/A**
Executive Committee	N/A	N/A	N/A	No	
11. Mr. Chaiyaporn Suchatsoonthorn, M.D. (Member of the executive committee)			**N/A**		**N/A**
Executive Committee	N/A	N/A	N/A	No	
12. Dr. Saroj Marumdee, M.D. (Member of the executive committee)			**N/A**		**N/A**
Executive Committee	N/A	N/A	N/A	No	
13. Mrs. Pariyanath Chalermchuang (Member of the executive committee)			**N/A**		**N/A**
Executive Committee	N/A	N/A	N/A	No	
14. Mr. Jumphol Keartisuwan (Member of the executive committee)			**N/A**		**N/A**
Executive Committee	N/A	N/A	N/A	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	705,000.00	3,293,000.00	3,998,000.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
2. Audit Committee	158,000.00	0.00	158,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	96,000.00	0.00	96,000.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	959,000.00
Other monetary remuneration (Baht)	3,293,000.00
Total (Baht)	4,252,000.00

Remunerations or benefits pending payment to the board of directors

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

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 companies : No

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

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 interest over the past year : Yes

The Company aims to do the right thing with the intention of achieving excellence at all times. Therefore, the work of employees must be based on the highest benefit of the Company under the law and ethics, by avoiding actions that create conflicts of interest that may affect any decision-making.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The Company has established a policy on the use of inside information in the Good Corporate Governance Manual as follows:
1. Directors, executives, employees of the Company and outsiders who perform their duties and must know or possess inside information of the Company:
1.1 Keep internal company information with care and security to prevent internal company information from being leaked outside.
1.2 Do not disclose inside information of the Company to other persons who are not involved in the work in order to prevent inside information from being used for the benefit of oneself or others, as it may affect the price or value of the Company's securities, which may affect investment decisions.
2. Directors, executives, employees of the Company and outsiders who perform their duties and know or possess inside information of the Company must not buy or sell securities related to inside information, which is an advantage to other persons who trade securities without knowing inside information.
3. Directors, executives, employees in units related to inside information, including related persons, must comply with the measures prohibiting the trading of securities as specified in this policy to prevent risks from the improper use of inside information.
4. The Company's directors, executives and employees are required to strictly comply with the Company's Charter, Code of Ethics and Good Corporate Governance Manual, including the use of inside information in accordance with the Securities and Exchange Act B.E. 2535 (and its amendments) (Securities Act) and the Public Limited Companies Act B.E. 2535 (and its amendments), including other related regulations.
5. Directors, executives and employees of the Company who do not comply with this policy shall be considered as committing a disciplinary offense and shall be subject to punishment. They may also be subject to punishment as predetermined by law if they commit an offense under the law.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : The monitoring of the evaluation of compliance with the anti-corruption policy

The Company's business operations with related business partners must be conducted correctly, straightforwardly, transparently, honestly, verifiably and without corruption, in accordance with relevant laws and the Company's anti-corruption policy, and must not cause any accusations or damage the Company's reputation.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

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

The Company has established a Whistleblowing Policy to monitor and prevent corruption, violations of corporate governance policies and practices by accepting or filing complaints through the following channels:

Channels for external parties

- E-mail : whistleblower@aikchol.com
- By mail: Chairman of the Board of Directors / Chairman of the Audit Committee

Aikchol Hospital No.68/3 Moo 2 Phayasatja Rd., Bansuan Sub-district, Muang Chonburi province. 20000

Aikchol 2 Hospital No.31/2 Moo 3 Angsila Rd., Samed Sub-district, Muang Chonburi province. 20000

Channels for internal personnel

Complaints can be made anonymously or anonymously via the Intranet system, internal e-mail (webmail): whistleblower@aikchol.local

In addition, employees/personnel can inquire or submit complaints if they encounter any suspicious actions that violate or fail to comply with the Code of Conduct to their trusted supervisors at any level.

The Company discloses its policy to protect and provide fairness to employees who report or provide information about corruption or non-compliance with laws, regulations, rules and the Company's code of conduct, by providing details of those with the right to complain, those receiving complaints, how to file a complaint, steps for investigating facts and measures to protect those who report or provide information on the Company's Investor Relations Website

Number of cases or issues related to whistleblowing

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

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		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. KRISADA BANCHUIN (Chairman of the audit committee)	4	/	4
2 Mrs. THITAWAT POTHANANT (Member of the audit committee)	4	/	4
3 Mr. KUDUN SUKHUMANANDA (Member of the audit committee)	4	/	4
4 Assoc.Prof. PONGSAK YUKTANANDANA,M.D (Member of the audit committee)	4	/	4

The results of duty performance of the audit committee

Show in Attached document 6

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 13

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Dr. Photchana Manoch (Chairman of the executive committee)	13	/	13
2 Mr. Siriphot Manoch (Member of the executive committee)	6	/	7
3 Mr. Chaiyaporn Suchatsoonthorn, M.D. (Member of the executive committee)	9	/	13
4 Dr. Saroj Marumdee,M.D. (Member of the executive committee)	10	/	13
5 Mrs. Pariyanath Chalermchuang (Member of the executive committee)	12	/	13
6 Mr. Jumphol Keartisuwan (Member of the executive committee)	11	/	13

The results of duty performance of Executive Committee

1. Quarterly performance report of the company
2. Presenting business goals, strategies and annual plans to the Board of Directors and taking responsibility for managing the Company's operations in accordance with the policies, directions and goals set.
3. Ensure that financial statements are prepared for the Auditor to examine or review, and attend a meeting with the auditor to consider such financial statements before the auditor presents them to the meeting with the audit committee.
4. Promote the passing of JCI Reaccreditation assessments
5. Consider and present the annual budget and investment to the Board of Directors for consideration and approval.
6. Supervise, promote and support executives and employees to have knowledge and understanding of the company's policies and regulations.

Meeting attendance Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 3

List of Directors	Meeting attendance Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. KRISADA BANCHUIN (The chairman of the subcommittee)	3	/	3
2 Mrs. THITAWAT POTHANANT (Member of the subcommittee)	3	/	3

List of Directors	Meeting attendance Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
3 Mr. SARAYUT RUEANGSUWAN (Member of the subcommittee)	3	/	3

The results of duty performance of Nomination and Remuneration Committee

Recruitment Considerations

1. Consider the qualifications of the person who will become the Chairman of the Executive Board to be appropriate for the specific characteristics of the company, as the Chairman of the Executive Board's term will expire on December 31, 2024.
2. The process for selecting the CEO and C-Level executives is as follows:

2.1 CEO: Through the selection and recruitment process by presenting to the Board of Directors and entering into the selection process by the Nomination Committee and presenting to the Board of Directors meeting for consideration and approval of appointment.

2.2 Director Level Executives (C-Level): Must be selected by the Chairman of the Executive Committee (CEO) and approved by the Executive Committee meeting and presented to the Board of Directors meeting for acknowledgement.

3. Consider hiring the Chairman of the Board of Directors and C-Level Executives.
4. Acknowledged the announcement of the opportunity for shareholders to propose agendas for the general shareholders' meeting and nominate persons to be considered for election as directors of the Company from 30 September 2023 to 31 December 2023, with no shareholders proposing persons to be considered for election as Directors of the Company in 2024

Compensation Considerations

1. Consider compensation and other benefits for the year 2024 for the Company's Directors and subcommittees as appropriate.
2. Consider remuneration for Senior Executive positions (CEO, Chief Strategy Officer, Division Director) with clear and transparent criteria and submit to the Board of Directors for consideration and approval.
3. Ensure that the Board of Directors and Senior Executives receive compensation that is appropriate for their duties and responsibilities.
4. Perform duties as assigned by the Board of Directors.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainability Policy Aikchol Hospital Public Company Limited

1. Principles and Importance

Aikchol Hospital Public Company Limited has a vision to be a quality hospital that provides services according to international standards to service recipients in Chonburi and the Eastern region. The mission is to be a quality hospital that provides holistic services by a multidisciplinary team of experts to ensure the safety and satisfaction of service recipients.

The Company has established a corporate management approach based on the principles of sustainable development based on economic, social and environmental responsibility in order to create shared value for stakeholders and maintain acceptance and trust from all stakeholders.

2. Objective

To set guidelines for corporate management based on the principles of sustainable development and create engagement with all stakeholders in order to maintain balance and control economic, social and environmental impacts.

3. Definition

Stakeholders mean Individuals or groups of individuals, both inside and outside the company, who are affected by the company's business operations.

Internal: shareholders, directors, executives, employees

External: customers or service recipients, business partners, employee families, surrounding communities, society, and business competitors

Key Issues mean Economic, social and environmental issues that are significant to the company's decision-making, management and performance towards stakeholders in both the short and long term.

Personnel mean Permanent and temporary employees working for Aikchol Hospital Public Company Limited in both Clinical and Non-Clinical positions.

4. Responsibilities

4.1 Board of Directors

- Review the sustainability management policy and guidelines, covering stakeholder engagement, reviewing material sustainability issues, and acknowledging the annual sustainability reporting guidelines.
- Support internal operations of the company to meet the company's sustainability goals.

4.2 Executive Board

- Report on sustainability performance to the Board of Directors to review sustainability management policies and guidelines, covering stakeholder engagement, reviewing material sustainability issues, and acknowledging annual sustainability reporting guidelines.
- Acknowledge comments and guidelines on sustainability management policies from the Board of Directors to communicate and work with the Company's Sustainability Working Group.

4.3 Sustainability Working Group

- The Sustainability Working Group consists of the CEO acting as the working group chairman. The working group consists of the Medical Director of Aikchol Hospital, Medical Director of Aikchol 2 Hospital, Administrative Director, Director of Accounting and Finance, Deputy Director of Accounting and Finance, Human Resources Manager, Building and Facilities Manager, General Services Manager, Information Technology Manager, Quality Center Manager, and Head of the Share Registration Department.
- Consider, define, review and support the implementation of policies, goals, strategies and management guidelines for sustainability at the corporate level, covering stakeholder engagement and material sustainability issues.
- Stakeholders Engagement
- Assess, respond to and manage impacts on materiality issues
- Review, approve and vote to approve the operations, preparation and disclosure of sustainable development reports.

- Drive policies, practices and strategic objectives, including engaging stakeholders for sustainable development.

- Present sustainability performance report to the Board of Directors.

4.4 All personnel in the organization

- Acknowledge and effectively comply with policies, strategies, targets and indicators that are consistent with sustainability policies and practices.

5. Guidelines for Sustainable Development

5.1 Stakeholder Engagement

- Corporate Sustainability Working Group participates in stakeholder engagement processes, setting governance guidelines, operational strategies and business decision-making processes.

- The corporate sustainability team is involved in incorporating stakeholder engagement and response processes into business policies or processes, such as risk analysis, materiality assessment, or performance target setting.

- The Corporate Sustainability Working Group defines indicators or assessments of the effectiveness of engagement processes and communicates assessment results to internal and external stakeholders in a transparent and continuous manner.

5.2 Assessment of material issues

- The Corporate Sustainability Working Group oversees the process of identifying and assessing material issues throughout business processes, such as risk assessments, compliance actions, and internal corporate policies and procedures.

- The corporate sustainability team establishes appropriate materiality assessment criteria, has clear scope and timelines, and discloses material sustainability issues.

5.3 Responding to and managing the impact of material issues

- The Corporate Sustainability Working Group shall respond to and communicate its responses to material sustainability issues to stakeholders in an appropriate, ongoing manner and may seek stakeholder approval of such responses.

- The Corporate Sustainability Working Group conducts and discloses the management of the impacts of material sustainability issues to both internal and external stakeholders in an appropriate manner, with principles and reasons, and can be monitored qualitatively, quantitatively, or financially.

- The Corporate Sustainability Working Group oversees the process for responding to and managing the impacts of material issues, both direct and indirect, and communicates to all stakeholders, as well as integrating the process for responding to and managing the impacts of material issues into the organization's business processes, such as risk assessment, compliance implementation and operational strategy development.

5.4 Public Communication

The Sustainability Working Group communicates management guidelines, performance results and progress to the public.

6. Training

The HR Department is responsible for providing training to ensure that personnel have a basic understanding of sustainability and the organization's sustainability goals, either online or in-class, as appropriate.

7. Policy Review

This policy will be reviewed annually by the Sustainability Working Group and submitted to the Executive Board for consideration and approval, and to the Board of Directors for consideration and approval.

Reference link for sustainability policy : https://ir.aikchol.com/

Sustainability management goals

Does the company set sustainability management goals : Yes

The United Nations' SDGs are aligned with the organization's sustainability management goals.

United Nations SDGs that align with the organization's sustainability management goals	:	Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 8 Decent Work and Economic Growth, Goal 11 Sustainable Cities and Communities, Goal 13 Climate Action, Goal 17 Partnerships for the Goals

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 has established procurement policies to ensure that the procurement process is transparent and aligns with international standards and product quality and service requirements.

Procurement Service: Procurement of medicines, medical equipments, medical technologies, including procurement of services to support efficient service provision. Applicants for products or support services must comply with the following policies:

1. The application process must consider quality and safety aspects, which are consistent with the mission and strategic plan.
2. Medicines, medical supplies, medical equipments and technologies, including procurement and various services, must have detailed specifications of the items required.
3. There is a clear and transparent acceptance process.
4. There is a process to verify the accuracy of the information received from the distributor.
5. There are steps to evaluate the results of using the product and various support services to be used as information for consideration of reuse or discontinuation.
6. There are procedures for handling recalled products to prevent damaging effect to service recipients.

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain(1)

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
• Employees	-	-	• Others • ..

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
• Shareholders	- Good performance - Appropriate dividend payment - All shareholders are treated equal - Complete, correct and timely disclosure of information - Business operations with responsibility towards society, community and environment	- Give importance to the management of shareholder meetings - Communicate with shareholders through electronic channels, such as email and the company's website www. aikchol.com under the Investor Relations section - Conduct activities for the community, society and the environment	• Annual General Meeting (AGM)
• Customers	- Satisfaction with service - Convenience in receiving service - Privacy protection - Channels of communication to receive news	- Improve service quality for employees - Provide health knowledge through various social media to reach out all groups of people	• Satisfaction Survey
• Suppliers	- Conduct business fairly with all business partners - Provide complete and accurate business information - Create shared value in business for sustainability	- Support joint activities between business partners - Payment of goods and services according to accurate terms and conditions	• Others • - Promoting joint business
• Community • Society	- Develop the quality of life, and good health of people in the community. - Conduct business in friendly manner to the community, society and the environment	- Organize health knowledge projects through various activities - Disseminate health knowledge through various social media - Participate in community activities	• Social Event • External Meeting

Remark: [1] *Key stakeholder groups are groups that are important by considering relevant factors such as the level of dependency, the level of impact from business activities, the level of influence on the organization's business, etc., including the details on creating engagement with key stakeholders.*

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : No

Information on sustainability report

Corporate sustainability report

The company’s corporate sustainability report : Doesn’t Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines : UN Global Compact

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company recognizes the importance of risk management, as a key component of good corporate governance. Effective risk management serves as a vital mechanism and management tool to help the Company achieve the objectives and goals while minimizing obstacles or unforeseen events that may impact profits, operations, and stakeholders trust, including that of investors. Accordingly, the Board of Directors has established the following risk management policy for the Company.

1. The Company operates under acceptable risk to achieve the organization's objectives by formulating risk management a part of strategic plan, decision-making and business plan, including project management processes.

2. Risk management is a crucial aspect of an organization’s culture and must be implemented effectively and efficiently. Risk management should be recognized as the responsibility of executives and employees at all levels, who must remain aware of the risks associated with their operations and the organization as a whole. Emphasizing the importance of risk management across various aspects, it should be maintained at as sufficient and appropriate level.

3. Establish processes, guidelines and measures for risk management that are of international quality and sufficient, including identification, analysis, assessment, prioritization, management, control, monitoring, reporting, evaluation and communication of information about risks continuously, consistently and throughout the company. Establish internationally recognized and sufficient processes, guidelines and measures for risk management. These should include the continuous, consistent and company-wide identification, analysis, assessment prioritization, management, control, monitoring, reporting, evaluation, and communication of risk-related information.

4. All risks affecting the achievement of the organization's objectives must be addressed as follows:
   - Identify risks in a timely manner
   - Analyze, evaluate and prioritize the likelihood of risk occurrence and its impact if an event occurs.
   - Manage risks in accordance with the established risk management process, taking into account the associated costs and impacts of such risk management.
   - Monitor and evaluate to ensure that the organization's risks are appropriately managed

5. Risks that may affect the business plan and strategy of the organization, which are at a high and very high level, must be reported to the Audit Committee and the Board of Directors.

6. The Board of Directors oversees and supports the implementation of this risk management policy in the Company through the Chairman of the Executive Committee.

7. The Board of Directors oversees the implementation of the risk management policy and framework within the Company, monitors the risk management process, and the adequacy of the management of key risks.

8. The management is responsible for implementing the risk management policy, with the Board of Directors continuously monitoring its implementation.

9. In the event that the management finds that the risk management policy is not suitable for the business conditions, it must be presented to the Board of Directors for approval to adjust the risk management policy.

10. The Board of Directors shall review the Risk Management Policy annually to ensure that it remains appropriate for the Company's business environment.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : No

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Strategic and business risks

Related risk topics : Strategic Risk

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

ESG risks : No

Risk characteristics

Customer / Consumer behavior or needs

Currently, the behavior or needs of customers/consumers have changed. In the past, people come to the hospital expecting to be cured of their illness. However, at present, in addition to expecting to be cured of their illness, they also expect to receive good care and service from nurses, doctors, and hospital services. Furthermore, searching for information of diseases on social media has increased customers' thoughts and expectations. As a result, hospital personnel must apply full knowledge, skills, and professional ethics to deliver services that meet the expectations of service recipients.

Technological Changes

In today's world, technology is increasingly used in various activities, leading to continuous and rapid advancements in technological development.

Competition / Increase in competitors / Easy entry of new traders

Industry Overview Hospitals or businesses providing medical services tend to face more intense competition from large companies who have merged and expanded their businesses, resulting in advantages in terms of cost and service channels.

Risk-related consequences

Customer / Consumer behavior or needs

Changes in the behavior or needs of service recipients pose a significant risk to the company's image and reputation. Any mistakes or dissatisfaction can escalate quickly and have a substantial impact. Therefore, the company has a policy of continuously improving the quality of its services in accordance with international standards. Aikchol Hospital has been accredited under the Joint Commission International (JCI) standards. In 2024, successfully obtained its 7th edition Re-accreditation for the third time. Additionally, Aikchol Hospital 2 has been continuously re-accredited under the HA standard.

Technological Changes

In modern medicine, diseases are becoming increasingly complex, which necessitates a greater reliance on advanced technology. Medical technology is evolving rapidly, and certain types are subject to frequent updates, which can incur costs for acquiring new equipment to keep pace with these changes. The Company prioritizes the purchase and procurement of medical equipment by carefully analyzing its properties, benefits, opportunities, for adaptation to technological advancements. This approach ensures that both short-term and long-term value is considered, ultimately reducing the risk posed by the rapid pace of technological change.

Competition / Increase in competitors / Easy entry of new traders

Chonburi Province, where the company is located, is part of the Eastern Economic Corridor (EEC) and the medical industry being one of the key target sectors within the Eastern Economic Corridor (EEC). This makes it an attractive location for both new entrepreneurs and large companies expanding their operations. The company is aware of the risks in this area and has therefore established a Corporate Strategy Department to explore new business opportunities and service approaches aimed at enhancing to the company's competitive potential.

Risk 2 Management and operational risks

Related risk topics : Operational Risk

- Shortage or reliance on skilled workers
- Other : Risk of litigation, Risk of personal data breach

ESG risks : No

Risk characteristics

Lack of or reliance on potential labor

The healthcare service business requires personnel with knowledge, skills, and expertise in medicine, nursing, pharmacists, and various medical technologies. Therefore, the shortage of these personnel is a risk that has a significant impact on business operations. In addition, the hospital business is currently highly competitive in both the public and private sectors, and both require similar personnel. Therefore, to reduce the risk of such cases, the company has organized training to enhance new knowledge and various activities to retain personnel.

Risk of litigation

Nowadays, people are more informed and aware of their rights. There are laws protecting consumer rights and personal data protection laws that are more beneficial to consumers, which increases the risk of companies being sued for providing healthcare services.

As of December 31, 2024, the Company has no lawsuits filed by patients. that affects the financial statements

The Company places great importance on these risk factors and has therefore implemented risk management measures including processes to monitor, inspect and control the quality and standards of medical care in strictly compliance with international standards (JCI). Both hospitals are required to use the same standards.

Risk of personal data breach

The Company operates a healthcare business, which requires the collection of confidential and personally identifiable personal information. This creates a risk of personal data breaches due to internal work processes, such as unauthorized access, inaccurate data recording, and improper data use. If a personal data breaches occurs, it could harm the Company's credibility and impact its financial performance, including potential legal costs. To mitigate these risks, the Company has established a privacy policy and obtained consent for data collection and usage.

Risk 3 Financial risk

Related risk topics : Financial Risk
- Other : Risks from changes in Social Security Program policies

ESG risks : No

Risk characteristics

Risks from changes in Social Security Program policies

The Company currently receives Social Security at Aikchol 2 Hospital, with an income proportion of approximately 23 percent of income.

Risk-related consequences

Risks from changes in Social Security Program policies

There is a risk of being affected by changes in the social security payment policy, which will affect the income of Aikchol 2 Hospital. However, the Company's primary income comes from life insurance customers and cash customers, which allows the Company to maintain financial stability. The Company closely monitors changes in the Social Security policy in order to adjust the Company's operating strategies accordingly to adapt to any emerging situations.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

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 policy and guidelines	:	No

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company’s sustainable supply chain management plan	:	No

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers?	:	No

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct	:	No

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?	:	No

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Research and development policy (R&D) (Yes/No)	:	No

Information on process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture	:	No

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 from innovation development?	:	No

Non-financial benefits

Does the company measure the non-financial benefits from innovation development?	:	No

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