ESG Performance Report
for Listed Companies in 2025

AIKCHOL HOSPITAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

Table of Contents

page

Environment

Environmental management 1

Energy management 3

Water management 6

Waste management 9

Greenhouse gas management 12

Social

Human rights 15

Fair labor practice 18

Responsibility to customers/ consumers 24

Responsibility to community/ society 29

Corporate Governance and Economy

Corporate Governance Policy 37

Corporate Governance Structure 48

Performance Report on Corporate Governance 82

Corporate Sustainability Policy 107

Sustainability risk management 114

Sustainable supply chain management 124

Innovation development 125

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 objectives over the past years

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

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

Information on compliance with environmental management principles and standards

Compliance with greenhouse gas or climate change management principles and standards(1)

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

Remark: *(1) As part of our commitment to climate action, these GHG emission figures are based on internal calculations and are subject to future external verification. The current findings are utilized as a foundational database to steer the organization toward more robust carbon management practices.*

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

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

Information on energy management

Energy management plan

The company's energy management plan : Yes

The company operates as a service business and is open 24 hours a day, resulting in high electricity consumption. However, the company plans to implement a clean energy project utilizing energy from Solar Cell which is currently under feasibility study. However, the company currently implements energy-saving measures by reducing air conditioner temperatures during specific periods, installing timed on/off systems for electrical systems around the building, and encouraging employees to turn off electrical appliances during lunch breaks or when not in their workspaces. Furthermore, elevator usage is reduced by encouraging employees to use stairs for ascents or descents of no more than 3 floors, for the benefit of employee health.

Fuel Management: Most of the company's vehicles use diesel. General operations between branches are managed through scheduled deliveries to reduce excessive vehicle usage. Electric vehicles are used for transporting service recipients between the parking lot and the service building to reduce air pollution.

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 : No

Information on electricity management

Companys electricity consumption (*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours) (2)	8,086,266.00	8,165,040.00	8,444,020.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	8,086,266.00	8,165,040.00	8,444,020.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	6,738.56	6,937.16	6,944.10

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

Remark: *(2) This data set represents jointly compiled statistics between Aikchol Hospital and Aikchol Angsila Hospital.*

Electricity Consumption Intensity

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

Electricity Expense (*)

	2023	2024	2025
Total electricity expense (Baht)	42,551,050.72	35,358,298.30	N/A
Percentage of total electricity expense to total expenses (%)(**)	2.67	2.15	N/A
Percentage of total electricity expense to total revenues (%)(**)	2.33	1.96	N/A
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	35,459.21	30,041.04	N/A

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

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

Information on fuel management

Companys fuel consumption

	2023	2024	2025
Diesel (Litres)	33,853.25	27,606.26	30,588.21
Gasoline (Litres)	870.27	121.71	946.59
LPG (Kilograms)	62,880.00	70,808.00	84,192.00

Additional explanation : Not include external fuel consumption

Companys fuel expense (*)

	2023	2024	2025
Total fuel expense (Baht)	3,757,798.30	3,005,360.03	1,021,701.61
Percentage of total fuel expense to total expenses (%)(**)	0.24	0.18	0.06
Percentage of total fuel expense to total revenues (%)(**)	0.21	0.17	0.06

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

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

Energy Consumption Intensity

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

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

Water management

Disclosure boundary in water management over the past years

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

Information on water management plan

Water management plan

The Company's water management plan	:	No

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management	:	No

Details of setting goals for water management

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management	:	No

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters) (3)	58,726.00	59,746.00	103,064.00

	2023	2024	2025
Water withdrawal by third-party water (cubic meters)	58,726.00	59,746.00	103,064.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	48.94	50.76	84.76
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.03	0.03	0.06

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

Remark: *(3) This data set represents jointly compiled statistics between Eakchol Hospital and Eakchol Ang Sila Hospital.*

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	58,726.00	59,746.00	103,064.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.03210548	0.03311167	0.05587312
Intensity of total water consumption (Cubic meters / m^2)	122,177.00000000	100,633.00000000	N/A

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	4,212,818.66	3,413,505.27	0.00
Total water withdrawal expense from third-party water (Baht)	4,212,818.66	3,413,505.27	N/A
Percentage of total water withdrawal expense to total expenses (%)(*)	0.26	0.21	0.00
Percentage of total water withdrawal expense to total revenues (%)(*)	0.23	0.19	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	3,510.68	2,900.17	0.00

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	:	-
Data disclosure coverage (%)	:	0.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The company operates waste management in accordance with JCI standards under the topic of Facility Management and Safety. This is established as an HP Policy regarding hospital waste management, categorizing waste as follows:

1. Infectious Waste: This includes medical waste suspected of containing pathogens.
2. Hazardous Waste: This includes toxic medical waste that may pose a danger to humans and the environment, divided into 2 groups:

Group 1 Hazardous waste containing heavy metals, such as flashlight batteries, fluorescent lamps, batteries, and aerosol cans.

Group 2 Pharmaceutical waste (e.g., drug containers, expired medications), laboratory waste (e.g., reagents used for analysis), and other hazardous waste (e.g., chemical packaging, cleaning product packaging, lubricants, thinners, pens, desiccants).

3. General Waste: This includes waste from patient rooms, cafeteria waste, waste not related to diagnosis or treatment, as well as biodegradable waste such as leaves and grass clippings.
4. Recycle Waste: This includes waste that can be reused, such as paper, metal, glass, plastic, and aluminum cans.
5. Sharp Waste: This includes sharp instruments, such as needles, surgical blades, knives, and components of sharp devices.

Management and Disposal of Each Type of Waste

- General waste is collected and disposed of by local municipal authorities.
- Infectious waste and hazardous waste are handled by private companies that meet the standards for the disposal of infectious and hazardous waste.

Monitoring and Measurement of Processes / Services

Working group meetings are held monthly to monitor operational performance and summarize results before presenting them to management. The target for correct waste segregation for each type is set at 100%.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : No

Details of setting goals for waste management

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : No

Information on waste management

Waste Generation(*)

	2023	2024	2025
Total waste generated (Kilograms)(4)	81,677.50	76,054.00	167,496.00
Total hazardous waste (kilograms)	81,677.50	76,054.00	167,496.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.04	0.04	0.09
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.04	0.04	0.09

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

Remark: *(4) This data set represents jointly compiled statistics between Eakchol Hospital and Eakchol Ang Sila Hospital.*

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)(5)	8,961.00	15,858.00	22,997.00
Reused/Recycled non-hazardous waste (Kilograms)	8,961.00	15,858.00	22,997.00
Percentage of total reused/recycled waste to total waste generated (%)	10.97	20.85	13.73

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*

Remark: *(5) This data set represents jointly compiled statistics between Eakchol Hospital and Eakchol Ang Sila Hospital.*

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	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The companys greenhouse gas management plan : Yes

In 2025, the company commenced collecting data on greenhouse gas emissions for specific categories, beginning with Ekachon Hospital Headquarters, to facilitate assessment according to JCI standards. In 2026, this data collection will be extended to Ekachon Hospital Ang Sila, and a working committee will be established. Concurrently, the company will collaborate with local government agencies to implement greenhouse gas reduction activities in Chonburi Province.

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

Performance and outcomes of greenhouse gas management : No

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	0.00	0.00	2,255.44
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent) [6]	0.00	0.00	230.84
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent) [7]	0.00	0.00	2,024.60

Remark: *[6] The greenhouse gas emissions data disclosed in this report covers only the operations of Aekchol Hospital (Head Office) and does not yet include data from Aekchol Hospital, Ang Sila, as the relevant data collection system is currently under development. The calculation of greenhouse gas emissions is an internal organizational process and has not yet been verified by an independent external body. This data is compiled to serve as a baseline for developing the organization's future greenhouse gas management guidelines.*

[7] The greenhouse gas emissions data disclosed in this report covers only the operations of Aekchol Hospital (Head Office) and does not yet include data from Aekchol Hospital, Ang Sila, as the relevant data collection system is currently under development. The calculation of greenhouse gas emissions is an internal organizational process and has not yet been verified by an independent external body. This data is compiled to serve as a baseline for developing the organization's future greenhouse gas management guidelines.

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000000	0.000000	0.001223
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.00	0.00	1.85

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

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

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

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

ESG Performance

Company Name : 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 other social management

Plans, performance, and outcomes related to other social management

Aikchol Hospital participated in the certificate presentation ceremony for organizations that have received certification for their quality management system in accordance with annual medical technology standards. 2568 which reflects the capability of the medical laboratory to operate accurately, precisely, reliably, and in accordance with professional standards. The certificate presentation ceremony was held at the academic conference National Laboratory Quality Standards Conference, No. 14 Annual 2568 (Thailand LA Forum 2025: Quality and Safety Management under Constraints) On 25 November 2568 at the Richmond Grand Ballroom, Richmond Grand Hotel Rattanathibet, Nonthaburi Province Receiving this certificate confirms that Aikchol Hospital possesses a high-quality laboratory management system, covering various aspects, including:

- Accuracy and precision of laboratory test results
- Systematic internal and external quality control
- Operational safety risk management

- Operations in accordance with professional standards and international requirements



In the past year 2568, Aikchol Hospital Ang Sila received the renewal of its hospital quality accreditation. Re-accreditation HA



Aikchol Hospital extends its gratitude to the laboratory team and personnel from all departments for their continuous collaborative efforts in development, aiming to elevate the quality of diagnostic testing and committed to enhancing medical services to ensure the highest safety and confidence for service recipients.

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

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

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (**cases**)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	0.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Safety and occupational health at work, Others : Employee Engagement

Compensation Payment

In the past year 2025, the company approved a compensation management project by engaging external consultants to evaluate and manage employee compensation, ensuring that employee compensation remains competitive within the highly competitive private hospital business market.

Employee Training and Development

In 2025, the company organized employee training courses to enhance skills and work potential, including both external and in-house training. The average number of training hours and knowledge development activities per employee was approximately 62 hours per person per year.

Safety, Occupational Health, and Working Environment

The company has established policies on safety, occupational health, and working environment, and has mandated the preparation of Work Procedures (Work Procedure : WP) is a framework and Work Instructions (WI) or detailed work method documents that clearly specify step-by-step procedures, equipment usage, and responsible personnel, to ensure employees understand, work correctly, safely, and adhere to the same standards.

Employee Engagement

The company conducts annual employee engagement evaluations and has continuous plans to develop and enhance employees' knowledge and work experience. However, the issue of personnel shortage, particularly in professional groups where market availability is low, is considered one of the company's risks.

The company conducts employee engagement evaluations. In 2025, the average turnover rate was approximately 1.2%, which is similar to the rate in 2024.

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 : Yes

Employment

The company employs individuals based on the principle of equality, without discrimination based on class, caste, skin color, or gender. In 2025, the company had 1,216 employees, comprising 1,029 females and 187 males. This number includes employees who identify as LGBTQ+ and persons with disabilities, demonstrating diversity in employment. However, the company does not employ child labor under the age of 18.

Safety, Occupational Health, and Working Environment

- In 2025, there were 5 work-related accidents, caused by non-compliance with WP/WI.

Employee Engagement

- The company assesses employee engagement. In 2025, the average turnover rate was approximately 1.2%, which is similar to the rate in 2024.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	1,200	1,177	1,216
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons) [1]	1200	1177	1216
Male employees (persons)	176	186	187
Percentage of male employees (%)	14.67	15.80	15.38
Female employees (persons)	1024	991	1029
Percentage of female employees (%)	85.33	84.20	84.62

Remark: [1] *Data as of the end of November*

Significant changes in the number of employees

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

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	9	10	11
Percentage of disabled workers to total employment (%)	0.75	0.85	0.90
Contributions to empowerment for persons with disabilities fund	Yes	-	-

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	516,689,517.00	563,123,183.00	568,069,574.00
Average of remuneration of employees (Baht/persons)	430,574.60	478,439.41	467,162.48

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The company has established a provident fund as a welfare benefit for employees, with the company contributing to the fund at a rate of **3 percent** of wages, to promote savings and create long-term income security for employees.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's : Yes

Provident Fund Committee

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1200	1177	1216
Number of employees joining in PVD (persons)	807	822	848
Number of PVD members / Total employees (%)	67.25	69.84	69.74
Number of PVD members / Total eligible employees (%)	67.25	69.84	69.74

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
AIKCHOL HOSPITAL PUBLIC COMPANY LIMITED	Yes	1,216	1,216	848	69.74	69.74

Information on employee development

Employee training and development

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	56.43	74.95	61.69

	2023	2024	2025
Total amount spent on employee training and development (Baht)	1,886,446.79	1,201,497.90	2,403,092.75
Percentage of training and development expenses to total expenses (%) (*)	0.001183	0.000730	0.001453
Percentage of training and development expenses to total revenue (%) (*)	0.001031	0.000666	0.001303

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

Information on safety, occupational health, and work environment

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	2	1	5

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	226	241	230
Total number of male employee turnover leaving the company voluntarily (persons)	35	115	94
Total number of female employee turnover leaving the company voluntarily (persons)	191	126	136

	2023	2024	2025
Proportion of voluntary resignations (%)	18.83	20.48	18.91
Percentage of male employee turnover leaving the Company voluntarily (%)	15.49	47.72	40.87
Percentage of female employee turnover leaving the Company voluntarily (%)	84.51	52.28	59.13

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : No

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

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

Responsible sales and marketing policy and guidelines

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

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

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Prohibition of exaggerated, inaccurate, or misleading marketing claims, 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	:	Development of customer satisfaction and customer relationship

- The company evaluates the satisfaction of its customers and service recipients, as well as its business partners.

- Customers and service recipients: Customer satisfaction is evaluated for both OPD and IPD groups.
- Comany partners, such as contracting companies and insurance business groups.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

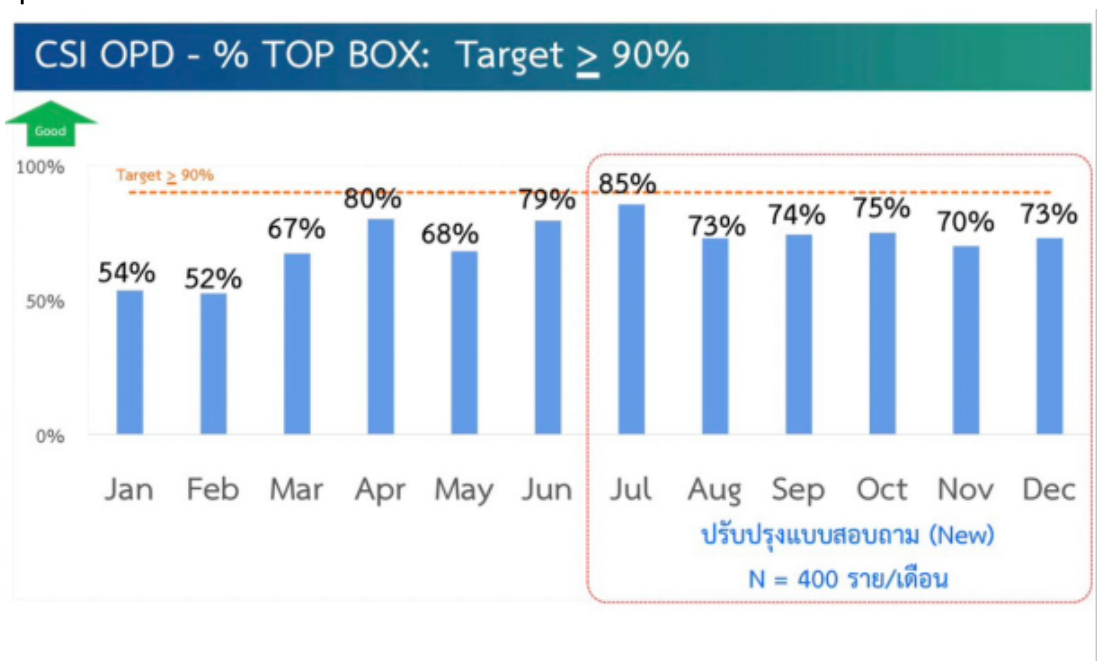
Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer satisfaction for OPD and IPD is greater than 90% (both hospitals).	-	2026: Determine the satisfaction level of outpatient and inpatient service recipients at both hospitals to exceed 90%.

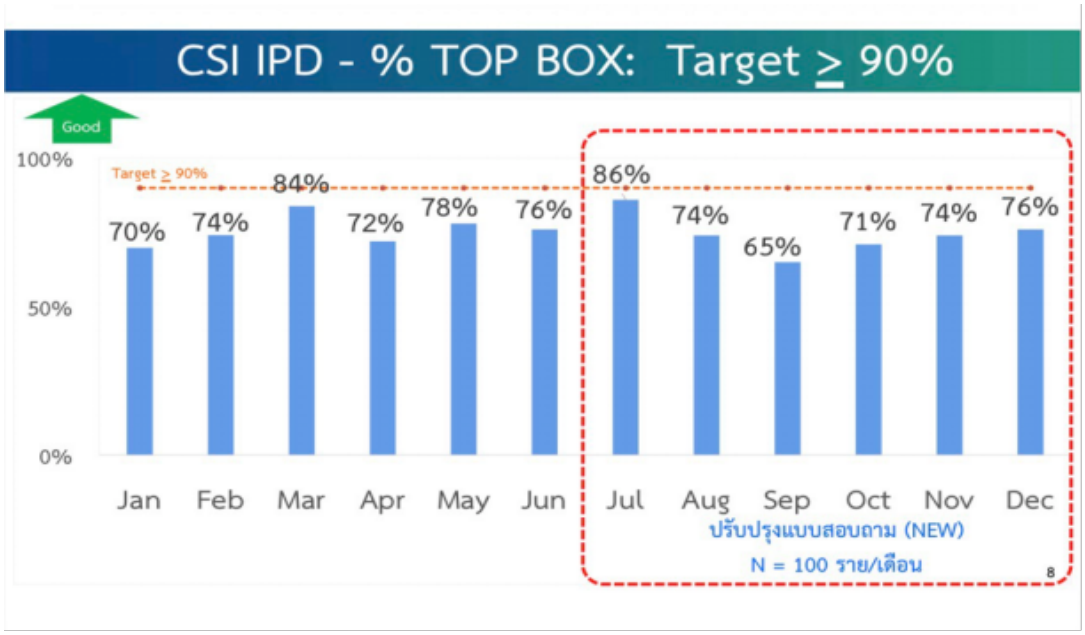
Information on performance and results of customer management

Performance and outcomes of customer management

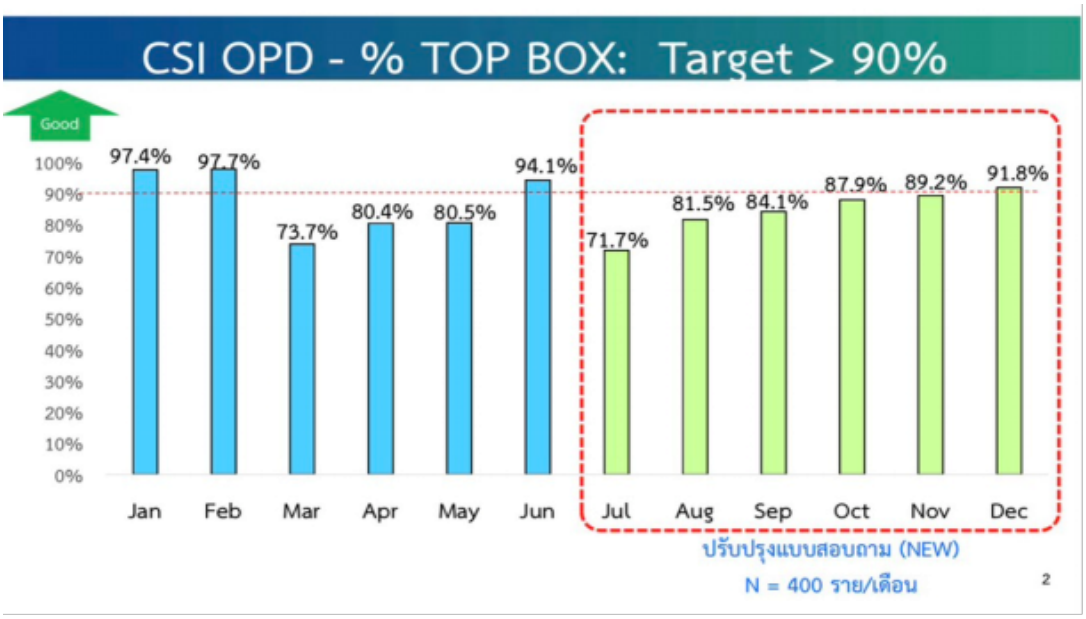
Performance and outcomes of customer management : Yes

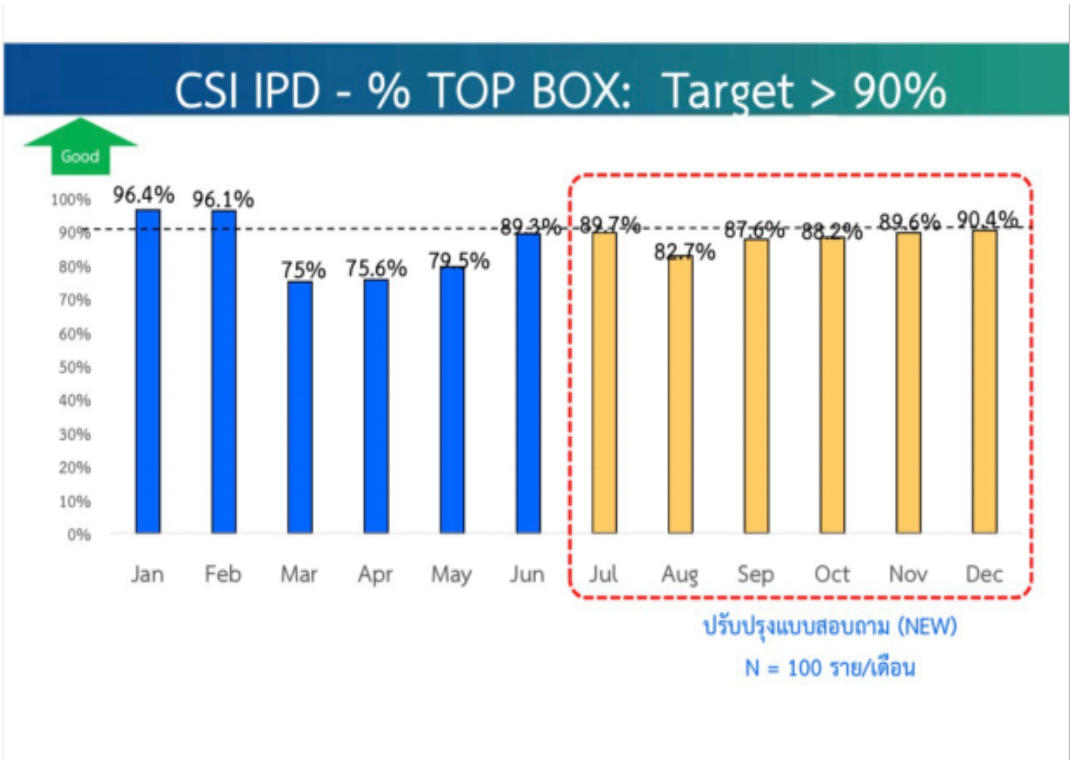
Aikchol Hospital





Aikchol Hospital Angsila





Performance and results in partner management for insurance companies

In 2025, Aikchol Hospital received an award from Muang Thai Life Assurance Company and was selected as one of 161 pilot hospitals to participate in the AIA Smart Network project.

Award Muang Thai Life Assurance Hospital Awards 2024





Project AIA Smart Network





Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers	:	Yes
Telephone	:	038 939 999
Fax	:	-
Email	:	whistleblower@aikchol.com
Companys 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 : No

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 : Yes

Participating in supporting medical safety in the competition BANGSEAN21-2025 Half Marathon, distance 21.0975 kilometers Aikchol Hospital dispatched an emergency medical team (ER) with medical personnel stationed at the point MS10.5 at the Nen Thong traffic light intersection, to monitor, care for, and provide initial assistance to athletes and participants in case of emergencies. The objective of this participation and support is to

- to enhance confidence in medical safety throughout the competition route.
- to accommodate potential emergency situations for athletes.
- reflecting Aikchol Hospital's continuous role in caring for the health and safety of the community.
- Aikchol Hospital is committed to providing professional medical care to ensure the competition runs smoothly, safely, and builds confidence among all participants.





to be a part of the generosity of the Thai people.

Donating items to the nation's defenders and those affected in the Thai border areas. - Cambodia delivered donated items through the municipality. Nakhon Ban Suan, to assist those affected in the Thai border areas. - Cambodia. This delivery reflects the generosity of the people of Chonburi, who are ready to stand by society in times of crisis.



Southern floods: We, the people of the Eastern region, also provide assistance because we are all Thais.



Supporting emergency medical services of Aikchol Hospital. in the SEA Games. (SEAGAMES 2025) No. 33 from 1114 December 2025 Jet Ski sports category at Jomtien Beach, Pattaya City, Chonburi Province.





by performing the mission of ensuring medical safety. with international liaison officers to accommodate athletes and participants from various countries, reflecting a commitment to operating according to international standards. and to jointly promote the image of Chonburi Province and Thailand on the international stage.

No matter the size of the event, we are willing to help because we are part of the community. Aikchol Hospital supported the first aid team and medical equipment for Sarasas Witaed Burapha School, Chonburi Province. in the annual sports day event for the academic year 2025 We would like to thank Sarasas Witaed Burapha School, Chonburi Province, for entrusting us to participate in caring for the children of all Chonburi residents.



provide knowledge by organizing Basic First Aid and Cardiopulmonary Resuscitation Training Basic First Aid and Cardio Pulmonary : CPR Training annual 2025 to foundations and interested parties.




CPR & First Aid Training @ Ang Sila Senior School






Public Health Outreach: Na Pa Municipality




Public Health Outreach: Bang Sai Municipality




Public Health Outreach: Muang Chonburi Municipality




Supporting Road Rescue: Thammaratsami Maneerat Foundation




Supporting Road Rescue: Traikhunnatham Foundation





Medical Supplies Donation: Kasetsart University Laboratory School



Code Black: Bomb Threat Response





Code White: Workplace Violence Response





Code Orange: Mass Casualty Incident Simulation





Regular activities for the surrounding communities of Aikchol Hospital and Aikchol Ang Sila Hospital.

You can follow our various activities, content, and knowledge that we have consistently provided through the social media channels of Aikchol Hospital and Aikchol Ang Sila Hospital.

Facebook Aikchol Hospital: https://www.facebook.com/Aikcholhospital?locale=th_TH

Facebook Aikchol Ang Sila Hospital: https://www.facebook.com/AikcholAngSilaHospital/

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

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

ESG Performance

Company Name : 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 is committed to being a leading hospital in the Eastern region, to build credibility for investors and stakeholders in its business operations, enhance organizational value, and promote sustainable growth by adhering to good corporate governance principles. It establishes management policies and oversight systems to ensure efficient organizational operations and achieve its stated objectives based on business practices committed to transparency and social responsibility. The Board of Directors is responsible for overseeing corporate governance policies and information. Overview of Corporate Governance Policies and Practices

Policy and guidelines related to the board of directors

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

Nomination of directors

The Nomination and Remuneration Committee is mandated to consider the qualifications and select individuals to serve as company directors, and to propose such names to the Board of Directors for consideration and approval. In the event of appointing a new company director to fill a vacancy before the end of the term, the appointment must receive no less than three-fourths of the votes of the remaining directors. Alternatively, in the case of appointing a new company director, the Nomination and Remuneration Committee shall propose the name to the Board of Directors for consideration to be further submitted to the shareholders' meeting for approval of the appointment.

In 2025, an individual was nominated and selected to serve as Chief Executive Officer (CEO) and company director, namely Dr. Jakapan Bhongsatiern, who was approved by the Ordinary General Meeting of Shareholders to be a company director and an authorized signatory director.

Reference link for Nomination of directors : https://ir.aikchol.com/en/corporate-governance/corporate-governance-policies

Determination of director remuneration

The Company sets appropriate remuneration for the Board of Directors and executives, which has been proposed for approval at the Annual General Meeting of Shareholders. This remuneration is determined by comparing it with the director's remuneration paid by companies of similar size and in the same industry, as well as various sub-committees. The remuneration for directors approved by the Annual General Meeting of Shareholders in 2025 is as follows:

Board of Directors			Year 2025
1. Remuneration for the Board of Directors			
1.1	Director's Meeting Allowance		
	1.1.1 Chairman		15,000 Baht per meeting
	1.1.2 Per Director		12,000 Baht per meeting
1.2	Monthly Remuneration		
	1.2.1 Chairman		30,000 Baht per month
	1.2.2 Per Director		20,000 Baht per month
1.3	Director's Remuneration		Total limit of 7.2 million Baht
1.4	Other benefits		Medical expenses not exceeding 500,000 Baht per person
2. Remuneration for Sub-Committees			
2.1	Audit Committee		
	2.1.1	Director's Meeting Allowance	
		2.1.1.1 Chairman	12,000 Baht per meeting
		2.1.1.2 Per Director	10,000 Baht per meeting
	2.1.2	Monthly Remuneration	
		2.1.2.1 Chairman	- None -
		2.1.2.2 Per Director	- None -
	2.1.3	Other benefits	- None -
2.2	Nomination and Remuneration Committee		
	2.2.1	Director's Meeting Allowance	
		2.2.1.1 Chairman	12,000 Baht per meeting
		2.2.1.2 Per Director	10,000 Baht per meeting
	2.2.2	Monthly Remuneration	
		2.2.2.1 Chairman	- None -
		2.2.2.2 Per Director	- None -
	2.2.3	Other benefits	- None -
2.3	Executive Director		
	2.3.1	Director's Meeting Allowance	
		2.3.1.1 Chairman	- None -
		2.3.1.2 Director	- None -
	2.3.2	Director's Remuneration	- None -
	2.3.3	Other benefits	- None -

Reference link for Determination of director : https://ir.aikchol.com/en/corporate-governance/corporate-

remuneration governance-policies

Independence of the board of directors from the management

The Board of Directors comprises individuals with diverse knowledge and expertise beneficial to the company as of Date 31 December 2568 Total number of directors 9 persons

Executive Director / Authorized Director Number 3 persons representing percentage 33

consisting of (1) Mr. Apirag Vanich (2) Ms. Kanchana Vanich (3) Dr. Jakapan Bhongsatiern

Non-Executive Director Number 2 persons representing percentage 22

consisting of (1) Ms. Oranuj Vanich (2) Assoc. Prof. Dr. Sarayut Rueangsuwan

Independent Director Number 4 persons representing percentage 45

consisting of (1) Dr. Krisada Banchuin (2) Mrs. Thitawat Pothanant (3) Dr. Pongsak Yuktanandana (4) Mr. Kiattiporn Sirichaisakul (replacing Mr. Kudun Sukhumananda Resigned on 26 September 68)

Reference link for Independence of the board of directors from the management : https://ir.aikchol.com/en/corporate-governance/corporate-governance-policies

Director development

All directors are required to attend at least one director-related course from the Thai Institute of Directors Association (IOD), such as the DIRECTOR ACCREDITATION PROGRAM (DAP) or the DIRECTOR CERTIFICATION PROGRAM (DCP) or an equivalent, to enhance their operational skills and capabilities.

In 2025, the company provided training for new directors in the DIRECTOR ACCREDITATION PROGRAM (DAP 231/2025) and other courses, including Boards Roles in Purpose-driven Transition (PDT 6/2025).

Reference link for Director development : https://ir.aikchol.com/en/corporate-governance/corporate-governance-policies

Board performance evaluation

The Board of Directors has stipulated that directors evaluate the performance of the entire Board annually by conducting individual self-assessments of their duties and compiling the assessment results to review performance, issues, and obstacles for the continuous improvement of the Board's operational efficiency.

Reference link for Board performance evaluation : https://ir.aikchol.com/en/corporate-governance/corporate-governance-policies

Corporate governance of subsidiaries and associated companies

The company has no subsidiaries and associates.

Subcommittee

The Board of Directors has appointed 3 sub-committees: the Audit Committee, the Nomination and Remuneration Committee, and the Executive Committee. The duties of these sub-committees have been clearly delineated, with their scopes of duties and responsibilities defined in the charter of each committee.

1. Audit Committee

Composed of at least 3 independent directors of the company, with at least 1 director possessing knowledge in finance and accounting. Its duty is to review operations to ensure compliance with policies, regulations, laws, operational procedures, and requirements of regulatory bodies. It promotes the development of financial and accounting reporting systems to meet international standards, and also reviews the internal control system, internal audit system, and risk management system to ensure they are robust, appropriate, up-to-date, and efficient. The Audit Committee performs its duties and expresses opinions independently.

The internal audit unit is an operational unit and reports directly to the Audit Committee. It also regularly consults with external auditors and legal and accounting experts. The Audit Committee holds meetings with the external auditors.

2. Nomination and Remuneration Committee

Composed of 3 company directors, all of whom are non-executive and independent directors. Its duty is to select and propose suitable candidates for appointment as company directors to replace those whose terms have expired or in

other cases, including senior executives of the organization. It studies changes and trends in the remuneration of the Board of Directors and senior executives to propose remuneration policies, by comparing with companies in the same industry. These policies are then submitted to the Board of Directors for consideration before being presented to the shareholders' meeting for approval.

3. Executive Committee

The Executive Committee is responsible for operating under the policies, strategies, and objectives set by the Board of Directors. The Board of Directors has approved and granted authority to operate within clearly defined scopes of duties, ensuring transparency and appropriate operational flexibility. Furthermore, it is responsible for controlling expenses and investment budgets within the scope approved by the Board in various plans, maintaining internal control systems to protect shareholders' funds and company assets, implementing human resources policies, resolving problems or conflicts affecting the organization, and maintaining effective communication with stakeholders.

Reference link for the other policy and guidelines	:	https://ir.aikchol.com/en/corporate-governance/corporate-governance-policies

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

In addition to fundamental rights, rights stipulated by law, and the company's regulations, such as the right to inspect the number of shares, the right to receive share certificates, the right to attend shareholder meetings and cast votes, the right to express opinions freely at 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 any decisions with sincerity and fairness towards both major and minor shareholders.
2. Manage the company's business to ensure its progress, stability, and appropriate returns for shareholders.
3. Perform duties and make decisions with competence and due care, utilizing knowledge, experience, expertise, and management skills to the best of one's ability.
4. Report the company's status and operational results to shareholders equally, consistently, and completely in accordance with facts.
5. Not seek personal gain or benefit for related parties by using any company information that has not yet been disclosed to the public.
6. Not disclose the company's confidential information to others improperly.
7. Not engage in any actions that may create a conflict of interest with the company.

Employee

The Company always recognizes that employees are valuable resources and crucial factors in driving the company to achieve its goals. The Company treats employees equally and fairly, without exception regarding origin, race, religion, gender, marital status, or language. There is no support for child labor, nor for any form of fraud and corruption. The Company has established 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 care benefits for employees and their families, funeral assistance for deceased employees or family members, a loan fund for employees, and scholarships for employees' children.

3. Appointments, transfers, as well as rewards and disciplinary actions for employees, must be conducted with equality and based on their knowledge, abilities, suitability, and their actions or performance.

4. Emphasize the development of knowledge transfer and employee capabilities, encouraging employees to receive additional training in fields related to their job functions.

Strictly comply with all laws and regulations related to employees, promoting employees to be good and ethical individuals.

1. Maintain a safe working environment for the life, health, physical well-being, and property of employees.
2. Manage operations by avoiding any unfair actions that may affect the job security of employees.
3. Listen to feedback and suggestions from employees at all levels.
4. Promote employee understanding of ethics and roles to foster ethical behavior throughout the company.
5. Encourage employees to participate in setting work directions, including problem-solving for departments and the company as a whole.

Customer

The Company provides ethical, appropriate, and trustworthy services to patients, prioritizing patient safety and satisfaction, while also receiving patient complaints for analysis and subsequent improvement. The Company has established the following guidelines:

1. Committed to building customer satisfaction and confidence, ensuring they receive high-quality service under appropriate safety and technology.
2. Disclose service-related information completely, accurately, timely, and without distorting facts.
3. Establish a customer service system and open communication channels to allow customers to report dissatisfaction, and act to the best of our ability to meet customer needs.
4. Prioritize the confidentiality of customer information and refrain from using such information for personal gain and/or the benefit of other related parties.

Business competitor

The Company conducts its business openly and transparently, does not create unfair competitive advantages, adheres to good rules and regulations within the framework of the law, and treats trade competitors with integrity and fairness.

Business partner

The Company aims for the acquisition of goods and services to be of a high standard, with clear objectives regarding the quality of goods and services that are commensurate with their monetary value, in accordance with fair and ethical contractual terms and conditions of trade. The Company has established the following guidelines:

1. There are clear procurement processes, terms and conditions of contracts or agreements to ensure fairness to all involved parties.
2. Strictly, transparently, and equally adhere to the terms and conditions of contracts or agreements with vendors and contractors, and make timely payments to vendors and contractors.
3. There is an efficient vendor registration and selection system to ensure that vendors can deliver goods and services that meet the company's requirements, on schedule, and provide after-sales service. The scope of evaluation covers the assessment of potential based on the evaluation criteria established by the company and the registration of vendors into the Approved Vendor List (AVL) within the company's procurement process.
4. Do not demand, accept, or offer any commercial benefits to vendors dishonestly.
5. In the event that conditions cannot be met, vendors will be promptly notified in advance to jointly consider solutions based on the principle of reasonableness.

Community and society

The Company is committed to acting responsibly towards society and the environment by maintaining safety standards and pollution control in its business operations. It also supports public benefit activities for the community and participates in energy-saving projects, aiming to instill these practices as personal habits that can be applied in daily life.

Shareholders' Rights

In addition to the aforementioned basic rights, the Company also has a policy to promote and facilitate the exercise of shareholders' rights, as follows:

1. Shareholders were given the opportunity to propose agenda items for the Annual General Meeting of Shareholders and nominate individuals for consideration as company directors from October 1, 2024, to December 31, 2024. However, no shareholders submitted nominations.
2. The notice of the Annual General Meeting of Shareholders and attached documents, including a map of the meeting venue, were published on the company's website and disseminated through the channels of the Stock Exchange of Thailand on March 21, 2025, a total of 28 days before the meeting. In 2025, the company held a physical meeting at the company's office, Meeting Room 1, 3rd Floor, Aikchol Hospital 2, on April 18, 2025, at 10:00 AM. The meeting details were clearly presented, including the agenda, important information necessary for consideration, the Board of Directors' opinions, minutes of the previous meeting, the annual report, proxy forms, and clear instructions for proxy appointment. Furthermore, convenience was provided to shareholders who were unable to attend in person by enclosing proxy forms with the invitation letters sent by mail to shareholders on March 31, 2025.
3. In cases where shareholders are unable to attend the meeting in person, the Company provides an opportunity for shareholders to appoint an independent director or any other person as their proxy to attend the meeting on their behalf.
4. For the shareholders' meeting, the Company provides a meeting venue of sufficient size to accommodate the number of shareholders, with security measures in place and readiness to handle emergencies.
5. The details of the Annual General Meeting of Shareholders shall be announced on the company's website for 3 consecutive days, at least 14 days prior to the meeting, to provide advance notice of the Annual General Meeting of Shareholders for shareholders to prepare to attend the meeting.
6. No actions shall be taken that restrict shareholders' rights to attend the meeting. All shareholders have the right to attend the shareholders' meeting throughout its duration, to ask questions, offer opinions to the meeting according to the agenda and proposed matters, and to cast votes on agenda items. Important issues raised and clarified shall be recorded in the meeting minutes for the information of shareholders who did not attend. The meeting chairman should allocate appropriate time and encourage the expression of opinions and questions during the meeting.
7. The election of directors shall be conducted by resolution, where shareholders have the right to cast votes individually or as a group, with votes equal to the number of shares held. The vote counting shall use transparent, convenient, fast, and efficient methods and equipment, capable of displaying voting results quickly, allowing shareholders to know the resolution promptly.
8. The resolutions of the shareholders' meeting shall be disclosed to the public, detailing the voting results for each agenda item after the meeting concludes, via the SETLink system of the Stock Exchange of Thailand.
9. The minutes of the shareholders' meeting were prepared and submitted to the Stock Exchange of Thailand on April 30, 2025, 13 days after the meeting, in accordance with the regulations of the Stock Exchange of Thailand. The detailed meeting records were appropriately published, including the minutes of the meeting, voting results, and shareholders' questions for each agenda item in detail. The meeting minutes were also published on the company's website for shareholders' acknowledgment.
10. The Board of Directors, sub-committees, company secretary, and all senior executives attend the shareholders' meeting to answer questions.

11. A representative from a law firm shall be present to witness the vote counting and answer questions if there are any legal-related issues.

12. An auditor's representative shall be present at the meeting and answer questions if there are any accounting-related issues.

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 Companys website. Requests to add agenda items or nominate persons to be appointed as directors must comply with the Companys 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.

Information on business code of conduct

Business code of conduct[(1)]

Business code of conduct : Yes

1. Directors, executives, and employees must acknowledge and understand the principles and guidelines set forth in the Companys Code of Conduct, particularly those related to their specific duties and responsibilities.
2. Supervisors at all levels are responsible for ensuring that their subordinates strictly comply with this Code of Conduct.
3. Supervisors at all levels must lead by example in adhering to the Code of Conduct and promote a work environment where employees and related parties understand that compliance is the right course of action and must be strictly followed. It cannot be claimed that one is unaware of the guidelines specified in this Code.
4. The Human Resources Department is responsible for explaining the Companys Code of Conduct to new employees to ensure their understanding. All new employees must sign an acknowledgment form, which shall be maintained in each employees personnel file.
5. Consult with your supervisor or inquire through the Companys Code of Conduct advisory system when you are uncertain whether a planned action complies with the Companys Code of Conduct.
6. Communicate the Companys Code of Conduct to colleagues and other related parties to ensure they understand the expected standards of practice for employees.
7. Report any misconduct upon witnessing actions that violate the Companys Code of Conduct through the designated channels provided by the Company, and cooperate fully in the fact-finding and investigation process.

Remark: [(1)] *For further details, please refer to Attachment 5*

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 provides corporate ethics training for new employees and orientation for new directors and executives, with the Company Secretary responsible for presenting the information

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

Other corporate governance performance and outcomes

Corporate Governance Structure

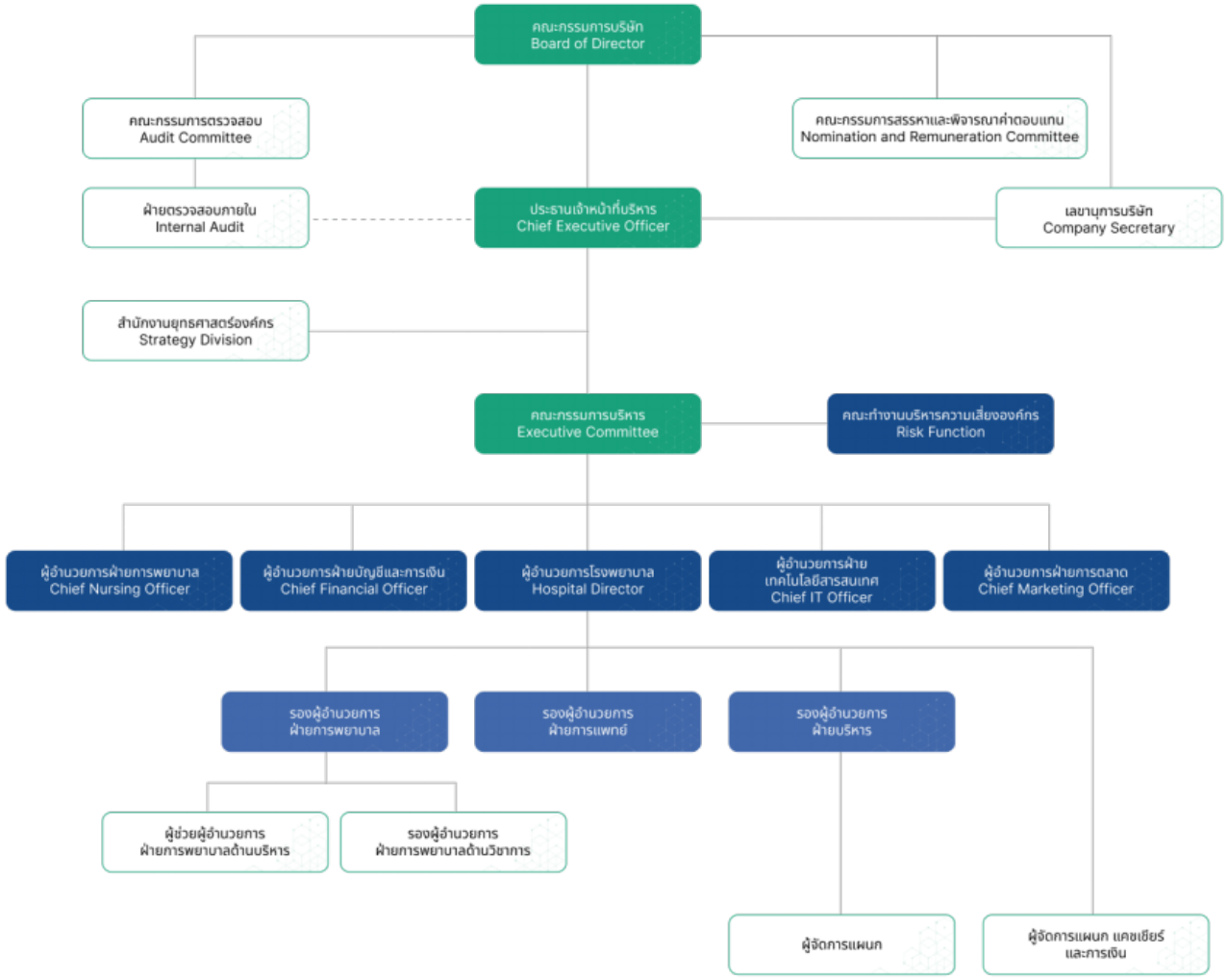
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 13 Aug 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	8		8		9	
	5	3	5	3	6	3
Executive directors	1		0		1	
	1	0	0	0	1	0
Non-executive directors	7		8		8	
	4	3	5	3	5	3
Independent directors	4		4		4	
	3	1	3	1	3	1
Non-executive directors who have no position in independent directors	3		4		4	
	1	2	2	2	2	2

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	62.50	37.50	62.50	37.50	66.67	33.33
Executive directors	12.50		0.00		11.11	
	12.50	0.00	0.00	0.00	11.11	0.00
Non-executive directors	87.50		100.00		88.89	
	50.00	37.50	62.50	37.50	55.56	33.33
Independent directors	50.00		50.00		44.44	
	37.50	12.50	37.50	12.50	33.33	11.11
Non-executive directors who have no position in independent directors	37.50		50.00		44.44	
	12.50	25.00	25.00	25.00	22.22	22.22

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	60		61		63	
	57	64	58	65	61	66

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 : 60 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 (*) : Doesnt Have DAP course : Yes DCP course : Yes	Chairman of the board of directors (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	15 Apr 1991	Business Administration
2. Mr. KRISADA BANCHUIN Gender: Male Age : 78 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	12 Sep 1978	Health Care Services

List of directors	Position	First appointment date of director	Skills and expertise
3. Ms. KANCHANA VANICH Gender: Female Age : 67 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 (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	23 Feb 1994	Finance
4. Ms. ORANUJ VANICH Gender: Female Age : 62 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 (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Non-executive directors) Authorized directors as per the companys 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 : 70 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 : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	21 Apr 2017	Finance
6. Associate Professor Dr. SARAYUT RUEANGSUWAN Gender: Male Age : 42 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 : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	23 Apr 2019	Accounting

List of directors	Position	First appointment date of director	Skills and expertise
7. Associate Professor Dr. PONGSAK YUKTANANDANA, M.D Gender: Male Age : 65 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 : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	23 Apr 2021	Health Care Services
8. Dr. JAKAPAN BHONGSATIERN, M.D. Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Public Administration and Public Affairs for Executives Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Newly appointed director to replace the ex-director	18 Apr 2025	Health Care Services

List of directors	Position	First appointment date of director	Skills and expertise
9. Mr. Kiattiporn Sirichaisakul Gender: Male Age : 57 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Newly appointed director to replace the ex-director	13 Nov 2025	Accounting

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.

Diagram of list of the board of directors

Board of Directors



Mr. Apirag Vanich
Chairman of the Board



Ms.Kanchana Vanich
Director



Ms.Oranuj Vanich
Director



Mr.Krisada Banchuin
Independent Director



Mrs.Thitawat Pothanant
Independent Director



Mr.Sarayut Rueangsuwan
Director



Mr.Pongsak Yuktanandana
Independent Director



Mr.Jakapan Bhongsatiern
Executive Director



Mr.Kiattiporn Sirichaisakul
Independent Director

Executive Committee



Mr.Jakapan Bhongsatiern
Chief Executive Officer



Mr. Siriphot Manoch
Assistant Chairman of the Executive Officer, Corporate Strategy Division



Mr. Nopparuj Potcharakotchanun, M.D.
Hospital Director
(Aikchol Hospital)



Mr. Kesada Chandsawang, M.D.
Hospital Director
(Aikchol Angsila Hospital)



Mrs. Pariyanath Chalermchuang
Chief Financial Officer (CFO)



Mr. Sidthiphot Manoch
Deputy Chief Financial Officer



Ms. Daraphan Sakornsathien
Chief Marketing Officer



Ms. Chalapim Chaisutthinan
Chief Nursing Officer

List of board of directors who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement director

List of directors	Position	Date of resignation / termination	Replacement director
1. Mr. KUDUN SUKHUMANANDA Gender: Male Age : 50 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 : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No	26 Sep 2025	Mr. Kiattiporn Sirichaisakul Appointment date of replacement director : 13 Nov 2025

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 companys certificate of registration
1. Mr. APIRAG VANICH	Chairman of the board of directors		✔		✔	✔
Total (persons)		**1**	**8**	**4**	**4**	**3**

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
2. Mr. KRISADA BANCHUIN	Director		✔	✔		
3. Ms. KANCHANA VANICH	Director		✔		✔	✔
4. Ms. ORANUJ VANICH	Director		✔		✔	
5. Mrs. THITAWAT POTHANANT	Director		✔	✔		
6. Associate Professor Dr. SARAYUT RUEANGSUWAN	Director		✔		✔	
7. Associate Professor Dr. PONGSAK YUKTANANDANA,M.D	Director		✔	✔		
8. Dr. JAKAPAN BHONGSATIERN, M.D.	Director	✔				✔
9. Mr. Kiattiporn Sirichaisakul	Director		✔	✔		
Total (persons)		**1**	**8**	**4**	**4**	**3**

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Health Care Services	3	33.33
2. Accounting	2	22.22

Skills and expertise	Number (persons)	Percent (%)
3. Finance	2	22.22
4. Business Administration	2	22.22

Information about the other directors (*)(**)

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	No	No
The chairman of the board and the highest-ranking executive are from the same family	No	Yes	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	No	No	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 : Others : The Board of Directors and the Executive Committee are separate committees.

The Board of Directors and the Executive Committee are separate committees, with only the CEO serving on both.

Information on the roles and duties of the board of directors

Board charter : Have

Composition and Appointment of the Board of Directors

Shareholders shall consider and approve the appointment of company directors, with each shareholder having one vote per share.

1. The Board of Directors shall consist of no less than 6 and no more than 11 directors, and at least half of the total number of directors must reside in the Kingdom of Thailand. All company directors must possess the qualifications stipulated by law.
2. The appointment of company directors shall comply with the company's articles of association and relevant legal provisions. Such appointments must be transparent and clear, with consideration given to the educational background and professional experience of the individuals, providing sufficient details for the benefit of the Board of Directors and shareholders in their decision-making.

Qualifications of the Board of Directors

1. Company directors must be knowledgeable, capable, honest, possess business ethics, and have sufficient time to dedicate their knowledge and abilities and perform their duties for the company.
2. Company directors must not hold directorships in more than 5 listed companies.
3. Directors are prohibited from engaging in business, becoming a partner, or serving as a director in another juristic person that is of the same nature and competes with the company's business, unless the shareholders' meeting is informed prior to the appointment resolution. Directors must also promptly inform the company if they have a conflict of interest in any contract entered into by the company, or if their shareholding or debenture holding in the company or its affiliates increases or decreases.
4. Possess qualifications and not have prohibited characteristics under the Public Limited Company Act and the Securities and Exchange Act.
5. Independent directors must possess qualifications as stipulated by the Stock Exchange of Thailand and the Securities and Exchange Commission, namely:

5.1 Holding shares not exceeding 1% of the total voting shares in the Company, its affiliates, associated companies, or any potentially conflicting entity (including related persons under Section 258 of the Securities and Exchange Act).

5.2 Not being or has not been an executive director, employee, staff member, advisor who receives a regular salary, or a controlling person of the Company, its parent company, subsidiary, associate company, same-level subsidiary, major shareholder, or controlling person of the Company, unless the foregoing status has ended for no less than two years prior to the date of appointment.

5.3 Not being a person related by blood or legal registration as a parent, spouse, sibling, or child, including the spouse of a child, of an executive, major shareholder, controlling person, or a person nominated to be an executive or controlling person of the Company or its subsidiary.

5.4 Not having or having had a business relationship with the Company, its parent company, subsidiaries, associated companies, or any potentially conflicting entity, in a manner that could impede independent judgment, and not being or having been a major shareholder, a director who is not an independent director, or an executive of a party having a business relationship with the Company or a potentially conflicting entity, unless such characteristics have ceased for at least two years prior to the date of appointment.

5.5 Not being or having been an auditor of the Company, its parent company, subsidiaries, associated companies, or any potentially conflicting entity, and not being a major shareholder, a director who is not an independent director, an executive, or a managing partner of an audit firm to which the Company's auditor or a potentially conflicting entity's auditor belongs, unless such characteristics have ceased for at least two years prior to the date of appointment.

5.6 Not being or having been any professional service provider, including legal or financial advisors, who received service fees exceeding two million baht per year from the Company, its parent company, subsidiaries, associated companies, or any potentially conflicting entity. 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 that professional service provider, unless such characteristics have ceased for at least two years prior to the date of appointment.

5.7 Not being a director appointed as a representative of a director of the Company, a major shareholder, or a shareholder related to a major shareholder of the Company.

5.8 Having no other characteristics that would prevent them from providing independent opinions on the Company's operations.

5.9 Independent directors shall hold office for no more than 9 years.

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

Roles and Responsibilities of the Board of Directors

1. To perform duties in accordance with the law, objectives, and articles of association of the company.
2. To approve and review the organization's vision and mission, and to disseminate them to the public.
3. To consider and approve key policies and strategies, financial objectives, various plans, budgets, and to monitor compliance with these plans.
4. To regularly monitor and evaluate the performance of the management, including the determination of remuneration.
5. To approve fundraising and operational budgets for the hospital's operations, as well as to fulfill the organization's mission and strategic plans.
6. To ensure the reliability of financial reporting and audit systems, and to monitor the implementation of appropriate risk management and internal control systems.
7. To oversee and manage conflicts of interest, including the misuse of company assets and improper related-party transactions.
8. To establish an effective anti-corruption system to ensure that management is aware of and prioritizes anti-corruption efforts, and complies with anti-corruption measures.
9. To stipulate that the Nomination and Remuneration Committee shall consider the qualifications and select individuals to be company directors, and present such names to the Board of Directors for approval. In the case of appointing a new director to fill a vacancy before the end of the term, the appointment must receive votes from not less than three-fourths of the remaining directors. In the case of appointing new directors, the Nomination and Remuneration Committee shall propose names to the Board of Directors for consideration and further submission to the shareholders' meeting for approval of the appointment.
10. To consider and appoint individuals who possess the qualifications and do not have the prohibited characteristics as stipulated in the Public Limited Company Act B.E. 2535 (1992) and the Securities and Exchange Act, including relevant announcements, regulations, and/or rules, to fill a director's position that becomes vacant for reasons other than the expiration of the term.
11. To consider and appoint a certain number of directors or other individuals to serve as the company's Executive Committee, and may delegate certain powers and duties to the Executive Committee to manage the company's affairs. Executive directors are entitled to remuneration and benefits as determined by the Board meeting, without prejudice to their rights to receive remuneration or benefits under the company's articles of association as a director, employee, or staff member of the company.
12. To consider and appoint independent directors, based on the qualifications and prohibited characteristics of independent directors as stipulated by the securities and exchange law, announcements of the Capital Market Supervisory Board, including announcements, regulations, and/or relevant rules of the Stock Exchange of Thailand, or to propose to the shareholders' meeting for consideration and appointment as independent directors of the company, and to stipulate that independent directors shall hold office for no more than 9 years.

13. To consider and appoint an Audit Committee, with qualifications as stipulated by the securities and exchange law, announcements of the Capital Market Supervisory Board, including announcements, regulations, and/or rules of the Stock Exchange of Thailand.
14. To appoint the Chief Executive Officer of the hospital and arrange for annual performance evaluations of each individual.
15. In the recruitment of senior executives, from the level of Director, Deputy Director, to Assistant Director, the Executive Committee shall conduct an initial review to screen and select individuals who possess full qualifications, suitability, knowledge, abilities, skills, and experience beneficial to the company's operations, have a thorough understanding of the company's business, and can manage operations to achieve the objectives and goals set by the Board of Directors. These candidates shall then be presented to the Nomination and Remuneration Committee for consideration and approval, and subsequently to the Board of Directors for final approval.
16. To appoint a Company Secretary in accordance with the securities and exchange law, to be responsible for preparing and maintaining documents. and other matters as determined by the Capital Market Supervisory Board, and to assist in various activities of the Board and the company, including Board and shareholder meetings, as well as providing advice to directors and the company on conducting themselves and their operations in compliance with relevant laws and regulations consistently, and ensuring that directors and the company disclose information accurately, completely, and transparently.
17. To report their own, their spouse's, and their minor children's securities holdings in the company and its affiliates at every monthly Board meeting, and must promptly inform the company in the following cases:
- Having a direct or indirect interest in any contract entered into by the company during the accounting year.
- Holding shares in the company and its affiliates.

18. To attend at least one director-related course from the Thai Institute of Directors (IOD), such as the Director Accreditation Program (DAP) or the Director Certification Program (DCP), or an equivalent program, to enhance operational skills and capabilities.
19. To approve the hospital's quality and patient safety plan, and to acknowledge and respond to reports from the hospital's quality and patient safety program regularly.
20. To establish a business ethics policy and/or a code of conduct for the company's directors, executives, and employees.
21. To establish a policy regarding the Chief Executive Officer's directorships in other companies.
22. Any other duties of directors as stipulated in announcements, regulations, acts, or any other laws governing the company.

Term of Office

1. At every Annual General Meeting of Shareholders, one-third of the directors shall vacate their positions. If the number of directors cannot be divided into three parts, the number closest to one-third shall be used.
2. For the first and second years after these regulations come into effect, directors who must vacate their positions according to the first paragraph shall be determined by drawing lots. For subsequent years, the director who has held the position for the longest period shall vacate the position. If multiple directors have held the position for an equally long period, lots shall be drawn.
3. The vacating director may choose to be re-elected.
4. In addition to vacating office upon term expiration, a director vacates office when:
- Death
- Resignation
- Lacking qualifications to be a company director or having prohibited characteristics under the law, or being convicted of a criminal offense, except for offenses caused by negligence or petty offenses.

• The shareholders' meeting resolves to remove a director by a vote of not less than three-fourths of the shareholders present and entitled to vote, and holding shares totaling not less than one-half of the shares held by the shareholders present and entitled to vote.

• Court order for removal

5. If a director's position becomes vacant for reasons other than the expiration of their term, the Board of Directors shall select a person who possesses the qualifications and does not have the prohibited characteristics under the Public Limited Company Act and the Securities and Exchange Act to become a director at the next Board meeting, unless the remaining term of the vacating director is less than two months.

6. A resolution of the Board of Directors under the first paragraph must be passed by a vote of not less than three-fourths of the remaining directors.

7. A person appointed as a replacement director under the first paragraph shall hold office only for the remaining term of the director they replace.

8. The Board of Directors shall elect one director as Chairman. If the Board deems it appropriate, it may elect one or more directors as Vice-Chairman. The Vice-Chairman shall perform duties as stipulated in the articles of association for matters assigned by the Chairman.

9. The shareholders' meeting may resolve to remove any director from office before the expiration of their term by a vote of not less than three-fourths of the shareholders present and entitled to vote, and holding shares totaling not less than one-half of the shares held by the shareholders present and entitled to vote at that meeting.

Meetings

1. The Chairman of the Board shall convene Board meetings. For convening Board meetings, the Chairman or an assigned person shall send a notice of meeting to directors at least 3 days before the meeting date, except in urgent cases to protect the company's rights or interests, in which case the meeting may be notified by other means and scheduled earlier. The Chairman or an assigned director shall determine the date, time, and place of Board meetings, which may be held at locations other than the head office. If two or more directors request a Board meeting, the Chairman shall schedule the meeting within 14 days from the date of the request.

2. The Board of Directors must hold meetings at least once every three months at the head office, a branch office, a nearby province, or any other location determined by the Board, and all meeting minutes, including all resolutions of the Board meeting, must be properly and accurately recorded.

3. The Chairman of the Board of Directors presides over meetings, ensuring that Board meetings adhere to the agenda, and encourages all directors to participate, such as by asking questions or making observations, providing advice and recommendations to management, or supporting the company's business operations, but without interfering in the company's management.

4. During board meetings, any director with a significant conflict of interest in a matter under consideration must leave the meeting while that matter is being discussed.

5. Company directors must attend at least 75% of all meetings held throughout the year.

6. The Company Secretary is responsible for recording and preparing meeting minutes, archiving meeting minutes and supporting documents, and supporting and monitoring the Board of Directors to ensure compliance with laws, regulations, and resolutions of shareholders' meetings, as well as coordinating with relevant parties.

Quorum

1. At a Board of Directors meeting, there must be at least half of the directors present to constitute a quorum, and voting at the meeting shall be by a majority of the directors present. A director with a conflict of interest in any matter shall not be entitled to vote on that matter. In case of a tie, the Chairman of the meeting shall cast the deciding vote.

2. The minimum quorum at the time the Board of Directors is to vote at a meeting must be not less than two-thirds of the total number of directors.

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

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

• Audit of financial statements and internal controls

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

• Director and executive nomination

• Remuneration

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. 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.

3. 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.

4. 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.

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

6. 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

• Others

• Management and operations, strategic and budget planning, monitoring and implementation, risk management and control, for proposal to the Board of Directors.

Scope of authorities, role, and duties

Executive Committee Charter

Section 1: Objectives

The Executive Committee is appointed by the Board of Directors to manage the Companys business operations in accordance with the policies assigned by the Board of Directors.

Section 2: Composition

The Board of Directors shall appoint the Executive Committee by selecting a number of individuals from the Board of Directors or any other qualified persons to serve as the Companys Executive Committee.

Section 3: Qualifications

(1) Possess the necessary knowledge, capability, and experience, as well as a thorough understanding of the qualifications, duties, and responsibilities of an Executive Director.

(2) The Chairman of the Executive Committee and Executive Directors should be able to devote sufficient time and provide adequate opinions to perform their duties as members of the Executive Committee.

Section 4: Powers, Duties, and Responsibilities

4.1 The Executive Committee shall:

(1) Translate policies assigned by the Board of Directors into work plans and action plans to achieve the Companys objectives.

(2) Define the core business structure, namely medical services and medical support services, in line with economic conditions and competition, for the Board of Directors approval.

(3) Establish business plans, budgets, and administrative authorities and responsibilities for each department for the Board of Directors approval.

(4) Have the authority to approve financial operations within the limits prescribed by the Board of Directors.

(5) Ensure the maintenance of an Internal Control system to protect shareholders' capital and Company assets.

(6) Be responsible for the efficiency of the Internal Audit system, covering Financial Audit, Operational Audit, Compliance Audit, and Managerial Audit, with a particular focus on Risk Management.

(7) Be responsible to external stakeholders, including partners and contracting parties, by conducting business for mutual benefit, ensuring mutual satisfaction, and complying with terms and conditions regarding

creditors, repayments, and collateral oversight.

(8) Be responsible for developing and fostering a safe environment, a positive working atmosphere, corporate culture, and teamwork.

(9) Be responsible for the management and consideration of compensation for employees, who are the most valuable resource and a key factor in the Companys success, while recognizing the rights of employees at all levels.

(10) In the event of practices that violate the code of conduct, laws, or regulations, oversee and report such matters to the Board of Directors or the Audit Committee, as the case may be.

(11) Disclose performance information in the Annual Report as required by relevant laws and regulations for transparency and good corporate governance.

(12) Perform any other duties as assigned by the Board of Directors.

Section 5: Term of Office

(1) The term of office for an Executive Director is one year.

(2) An Executive Director vacates office upon:

2.1 Cessation of directorship in the Company;

2.2 Resignation;

2.3 Death;

2.4 Removal by a resolution of the Board of Directors.

(3) If an Executive Director vacates office before the end of the term, the Board of Directors shall appoint a fully qualified director to replace them. The replacement shall hold office only for the remaining term of their directorship on the Board of Directors.

Section 6: Meetings

(1) The Executive Committee shall organize or call meetings as deemed appropriate, at least twice a month, and Executive Directors must attend meetings regularly.

(2) The meeting agenda and supporting documents must be sent to the Executive Committee in advance of the meeting.

(3) At every meeting of the Executive Committee, at least half of the total members must be present to constitute a quorum.

(4) Resolutions of the Executive Committee shall be passed by a majority vote of the directors present at the meeting.

In this regard, any director who has a conflict of interest in any matter shall not participate in the consideration or vote on that matter.

Section 7: Reporting

The Executive Committee must report its operational results at every Board of Directors meeting and report its performance over the past year to the shareholders in the Annual Report.

Section 8: Advisors

The Executive Committee may seek advice from independent experts as appropriate at the Companys expense, subject to approval by the Board of Directors.

Reference link for the charter

-

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 : 78 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 : 70 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

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Associate Professor Dr. PONGSAK YUKTANANDANA, M.D Gender: Male Age : 65 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
4. Mr. Kiattiporn Sirichaisakul(*) Gender: Male Age : 57 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting 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 : Newly appointed director to replace the ex-director	13 Nov 2025	Accounting

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. KUDUN SUKHUMANANDA Gender: Male Age : 50 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)	26 Sep 2025	Mr. Kiattiporn Sirichaisakul Appointment date of replacement committee member : 13 Nov 2025

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. JAKAPAN BHONGSATIERN, M.D. Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Public Administration and Public Affairs for Executives Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	1 Jan 2025
2. Mr. Siriphot Manoch Gender: Male Age : 42 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

List of committee members	Position	Appointment date of executive committee member
3. Mr. Nopparuj Potcharakotchanun, M.D. Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	4 Nov 2024
4. Mr. Kesada Chandsawang, M.D. Gender: Male Age : 66 years Highest level of education : Bachelor's degree Study field of the highest level of education : Public Health Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Oct 2025
5. Mrs. Pariyanath Chalermchuang Gender: Female Age : 68 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. Ms. Daraphan Sakornsathien Gender: Female 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	Member of the executive committee	1 Aug 2025

List of committee members	Position	Appointment date of executive committee member
7. Mr. Sidthiphot Manoch Gender: Male Age : 39 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	13 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. Kitti Pojpeinlert Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Public Administration and Public Affairs Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	3 Jul 2025	Ms. Daraphan Sakornsathien Appointment date of replacement committee member : 1 Aug 2025
2. Mr. Krittipat Piriyakorncharoenkit Gender: Male Age : 66 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 : Yes	Member of the executive committee	1 Oct 2025	Mr. Kesada Chandsawang, M.D. Appointment date of replacement committee member : 13 Nov 2025

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)
	Associate Professor Dr. SARAYUT RUEANGSUWAN	Member of the subcommittee

List of subcomittees who resigned / vacated their position during the year

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
1. Dr. JAKAPAN BHONGSATIERN, M.D. Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Public Administration and Public Affairs for Executives 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 2025	Health Care Services

List of executives	Position	First appointment date	Skills and expertise
2. Mr. Siriphot Manoch Gender: Male Age : 42 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	Assistant Chairman of the Executive Officer, Corporate Strategy Division	24 Feb 2025	Business Administration
3. Mrs. Pariyanath Chalermchuang (*) Gender: Female Age : 68 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 : No	Chief Financial Officer	29 Oct 2018	Accounting

List of executives	Position	First appointment date	Skills and expertise
4. Mr. Nopparuj Potcharakotchanun, M.D. Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes 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
5. Mr. Kesada Chandsawang, M.D. Gender: Male Age : 66 years Highest level of education : Bachelor's degree Study field of the highest level of education : Public Health Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Hospital Director (Aikchol Angsila Hospital)	1 Oct 2025	Health Care Services

List of executives	Position	First appointment date	Skills and expertise
6. Ms. Daraphan Sakornsathien Gender: Female Age : 59 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 Marketing Officer	1 Aug 2025	Business Administration

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive

Remuneration policy for executive directors and executives

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 2025, 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 2025 approved the remuneration

Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives : Doesnt Have

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	20,160,033.00	24,223,807.00	26,466,839.00
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	20,160,033.00	24,223,807.00	26,466,839.00

Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	349,646.00	139,101.00	92,832.00
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

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	internal.audit@aikchol.com	0-3893-9888 ต่อ 7342

List of the head of the compliance unit

Head of investor relations

Does the Company have an appointed head of investor relations : Doesnt Have

List of the head of investor relations

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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 number +66 2596-0500EXT.327	1,000,000.00	-	1. Ms. POTJANARAT SIRIPIPAT Email: group@dharmniti.co.th License number: 9012 2. Mr. THANAWUT PIBOONSAWAT Email: thanawut.p@daa.co.th License number: 6699 3. 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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

In the past year 2025, the Board of Directors performed its duties in Board of Directors meetings to consider the company's operating results, consider the financial statements, and organize the Annual General Meeting of Shareholders in accordance with the principles of the Act and relevant laws. The Board of Directors held a total of 7 meetings, in accordance with the pre-scheduled meeting plan, which was approved at the November 2024 meeting. Of these, one meeting was a special agenda outside the pre-scheduled plan.

As of December 31, 2025, the Board of Directors comprised a total of 9 members. At the Annual General Meeting of Shareholders for 2025, held on April 18, 2025, the Chief Executive Officer (CEO) was appointed as a company director / authorized signatory director (executive director). On September 26, 2025, Mr. Koodan Sukumanont, Independent Director / Audit Committee Member, resigned due to extensive commitments. Mr. Kiattiporn Sirichaisakul was appointed as his replacement and was resolved to be appointed as an Independent Director / Audit Committee Member on November 13, 2025. His term of office will be for the remaining period of Mr. Koodan Sukumanont's term.

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. SARAYUT RUEANGSUWAN	Director	23 Apr 2019	Accounting

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Dr. JAKAPAN BHONGSATIERN, M.D.	Director	18 Apr 2025	Health Care Services
Mr. Kiattiporn Sirichaisakul	Director	13 Nov 2025	Accounting

List of newly appointed director not being replaced the ex-director

Selection of independent directors

Criteria for selecting independent directors

Independent directors must meet the qualifications prescribed by the Stock Exchange of Thailand and the Securities and Exchange Commission, namely:

1. Holds no more than 1% of the total voting shares in the company, its affiliates, associated companies, or any person who may have a conflict of interest (including related persons under Section 258 of the Securities and Exchange Act).

2. Is not, or has never been, an executive director, employee, staff member, salaried advisor, or a person with control over the company, its parent company, subsidiaries, associated companies, same-level subsidiaries, major shareholders, or persons with control over the company, unless such characteristics have ceased for at least two years prior to the date of appointment.

3. Is not a person related by blood or legal registration as a parent, spouse, sibling, or child, including the spouse of a child, of an executive, major shareholder, controlling person, or a person nominated to be an executive or controlling person of the company or its subsidiaries.

4. Has no, or has never had, a business relationship with the company, its parent company, subsidiaries, associated companies, or any entity that may have a conflict of interest, in a manner that could impede the exercise of independent judgment. This includes not being, or having never been, a major shareholder, a non-independent director, or an executive of any entity having a business relationship with the company or any entity that may have a conflict of interest, unless such characteristics have ceased for at least two years prior to the date of appointment.

5. Is not, or has never been, an auditor of the company, its parent company, subsidiaries, associated companies, or any entity that may have a conflict of interest, and is not a major shareholder, a non-independent director, an executive, or a managing partner of an audit firm where the company's auditor or an entity that may have a conflict of interest is affiliated, unless such characteristics have ceased for at least two years prior to the date of appointment.

6. Is not, or has never been, a professional service provider, including legal or financial advisors, who receives service fees exceeding two million baht per year from the company, its parent company, subsidiaries, associated companies, or any entity that 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 non-independent director, an executive, or a managing partner of that professional service provider, unless such characteristics have ceased for at least two years prior to the date of appointment.

7. Is not a director appointed as a representative of the company's directors, major shareholders, or shareholders related to the company's major shareholders.

8. Possesses no other characteristics that would prevent the independent expression of opinions regarding the company's operations.

9. Independent directors must serve 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

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons)	:	3

Rights of minority shareholders on director appointment

The Company annually provides shareholders with the opportunity to nominate individuals for directorships. For the year 2025, shareholders were invited to submit nominations from October 1, 2024, to December 31, 2024.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation

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, Independent 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: Monitor the Internal Audit Function (MIA) • 2013: Monitor the Quality of Financial Reporting (MFR) • 2013: Monitoring the System of Internal Control and Risk Management (MIR) • 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)

List of directors	Participation in training in the past financial year	History of training participation
5. Mrs. THITAWAT POTHANANT (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2018: Advanced Audit Committee Program (AACP) • 2017: Director Accreditation Program (DAP)
6. Associate Professor Dr. 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: Development Administrator in Digital Era • 2022: Refreshment Training Program (RFP) • 2022: Young FTI Elite • 2016: Trade and Investment Promotions Japanese Government • 2014: GW4 2014 PhD Training in Accounting University of Exeter and University of Bristol
7. Associate Professor Dr. PONGSAK YUKTANANDANA, M.D (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2021: Director Accreditation Program (DAP) Other • 2014: Senior Executive for Anti-Corruption Strategy • 2012: Medical Governance for Senior Executives • 1997: Certificate Sports Medicine Research Fellow

List of directors	Participation in training in the past financial year	History of training participation
8. Dr. JAKAPAN BHONGSATIERN, M.D. (Director)	Participating	Thai Institute of Directors (IOD) • 2025: Boards Roles in Purpose-driven Transition (PDT) • 2025: Director Accreditation Program (DAP)
9. Mr. Kiattiporn Sirichaisakul (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2006: Director Accreditation Program (DAP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The company's directors are required to evaluate the performance of the entire board annually, by individually assessing their own performance of duties and compiling the evaluation results, in order to review performance, problems, and obstacles for the continuous improvement of the board's operational efficiency.

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

- Self-assessment results of the Board as a whole accounted for 55.56%
(Calculated from 5 returned assessment forms out of a total of 8 directors)

- Self-assessment results of individual directors accounted for 51.70%
(Calculated from 5 returned assessment forms out of a total of 8 directors)

- Self-assessment results of the Audit Committee accounted for 25.00%
(Calculated from 1 returned assessment form out of a total of 4 directors)

- Self-assessment results of the Nomination and Remuneration Committee accounted for 33.33%
(Calculated from 1 returned assessment form out of a total of 3 directors)

- Cross-individual assessment (assessing other directors): None

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[2]

Number of the board of directors meeting over the past year (times) : 7

Date of AGM meeting : 18 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

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

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
6. Mr. SARAYUT RUEANGSUWAN (Director)	7	/	7	1	/	1		/	
7. Associate Professor Dr. PONGSAK YUKTANANDANA,M.D (Director, Independent director)	6	/	7	1	/	1		/	
8. Dr. JAKAPAN BHONGSATIERN, M.D. (Director)	7	/	7	1	/	1		/	
9. Mr. Kiattiporn Sirichaisakul (Director, Independent director)	2	/	7	0	/	1		/	
10. Mr. KUDUN SUKHUMANANDA (Director, Independent director)	3	/	7	1	/	1		/	

Remark: [2] *Mr. Kudun Sukhumananda resigned on September 26, 2025. Mr. Kiattiporn Sirichaisakul replaced him on November 13, 2025.*

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. APIRAG VANICH (Chairman of the board of directors)	7/7 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
2. Mr. KRISADA BANCHUIN (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
3. Ms. KANCHANA VANICH (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
4. Ms. ORANUJ VANICH (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
5. Mrs. THITAWAT POTHANANT (Director)	6/7 (85.71%)	1/1 (100.00%)	N/A
6. Mr. SARAYUT RUEANGSUWAN (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
7. Associate Professor Dr. PONGSAK YUKTANANDANA,M.D (Director)	6/7 (85.71%)	1/1 (100.00%)	N/A
8. Dr. JAKAPAN BHONGSATIERN, M.D. (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
9. Mr. Kiattiporn Sirichaisakul (Director)	2/7 (28.57%)	0/1 (0.00%)	N/A
10. Mr. KUDUN SUKHUMANANDA (Director)	3/7 (42.86%)	1/1 (100.00%)	N/A
Average meeting attendance rate	**84.29%**	**90.00%**	**N/A**

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

Remuneration of the board of directors

Types of remuneration of the board of directors

In accordance with Section 90 of the Public Limited Company Act B.E. 2535 (1992) and Article 20 of the Company's Articles of Association, it is stipulated that: "Directors of the Company are entitled to remuneration for their performance of duties, which includes salaries, gratuities, bonuses, or other benefits as the Shareholders' Meeting may

determine a fixed amount or establish as a principle. This may be determined on an ad hoc basis or may remain in effect until changed. Furthermore, they shall receive allowances, meeting fees, or various welfare benefits as determined by the Shareholders' Meeting."

Director remuneration should be commensurate with the duties and responsibilities of the directors and subject to annual review. For the 2024 director remuneration, the Nomination and Remuneration Committee has considered it according to the criteria and procedures for proposing remuneration and thus proposes the director remuneration. This proposal is based on the industry group and the company's performance, to seek approval from shareholders for appropriate remuneration for the Board of Directors and sub-committees under current circumstances, at the Annual General Meeting of Shareholders for 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 (Chairman of the board of directors)	105,000.00	535,000.00	640,000.00	No	
2. Mr. KRISADA BANCHUIN (Director, Independent director)			**564,000.00**		**N/A**
Board of Directors (Director)	84,000.00	408,000.00	492,000.00	No	
Audit Committee (Chairman of the audit committee)	48,000.00	0.00	48,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	24,000.00	0.00	24,000.00	No	
3. Ms. KANCHANA VANICH (Director)			**464,000.00**		**N/A**
Board of Directors (Director)	84,000.00	380,000.00	464,000.00	No	
4. Ms. ORANUJ VANICH (Director)			**464,000.00**		**N/A**

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	84,000.00	380,000.00	464,000.00	No	
5. Mrs. THITAWAT POTHANANT (Director, Independent director)			**540,000.00**		**N/A**
Board of Directors (Director)	72,000.00	408,000.00	480,000.00	No	
Audit Committee (Member of the audit committee)	40,000.00	0.00	40,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
6. Mr. SARAYUT RUEANGSUWAN (Director)			**498,000.00**		**N/A**
Board of Directors (Director)	84,000.00	394,000.00	478,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
7. Associate Professor Dr. PONGSAK YUKTANANDANA,M.D (Director, Independent director)			**506,000.00**		**N/A**
Board of Directors (Director)	72,000.00	394,000.00	466,000.00	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 (Member of the audit committee)	40,000.00	0.00	40,000.00	No	
8. Dr. JAKAPAN BHONGSATIERN, M.D. (Director)			**228,666.67**		**N/A**
Board of Directors (Director)	60,000.00	168,666.67	228,666.67	No	
Executive Committee (The chairman of the executive committee)	N/A	0.00	0.00	No	
9. Mr. Kiattiporn Sirichaisakul (Director, Independent director)			**56,000.00**		**N/A**
Board of Directors (Director)	24,000.00	32,000.00	56,000.00	No	
Audit Committee (Member of the audit committee)	0.00	0.00	0.00	No	
10. Mr. Siriphot Manoch (Member of the executive committee)			**N/A**		**N/A**
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
11. Mr. Nopparuj Potcharakotchanun, M.D. (Member of the executive committee)			**N/A**		**N/A**

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
12. Mr. Kesada Chandsawang, M.D. (Member of the executive committee)			**N/A**		**N/A**
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
13. Mrs. Pariyanath Chalermchuang (Member of the executive committee)			**N/A**		**N/A**
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
14. Ms. Daraphan Sakornsathien (Member of the executive committee)			**N/A**		**N/A**
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
15. Mr. Sidthiphot Manoch (Member of the executive committee)			**N/A**		**N/A**
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
16. Mr. KUDUN SUKHUMANANDA (Director, Independent director)			**390,000.00**		**N/A**
Board of Directors (Director)	36,000.00	334,000.00	370,000.00	No	
Audit Committee (Member of the audit committee)	20,000.00	0.00	20,000.00	No	
17. Mr. Kitti Pojpeinlert (Member of the executive committee)			**N/A**		**N/A**
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
18. Mr. Krittipat Piriyakorncharoenkit (Member of the executive committee)			**N/A**		**N/A**
Executive Committee (Member of the 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	3,433,666.67	4,138,666.67

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
2. Audit Committee	148,000.00	0.00	148,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	64,000.00	0.00	64,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	753,000.00	959,000.00	917,000.00
Other monetary remuneration (Baht)	3,569,600.00	3,293,000.00	3,433,666.67
Total (Baht)	4,322,600.00	4,252,000.00	4,350,666.67

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 is committed to acting correctly with the intention of always achieving excellent results. Therefore, employees' performance must prioritize the Company's utmost benefit, in accordance with legal and ethical standards, by avoiding actions that create conflicts of interest that could impact any decision-making.

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

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

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

The Company has established the Internal Information Usage Policy in the Good Corporate Governance Manual as follows:

1. Directors, executives, employees of the Company, and any third parties performing duties who are aware of or possess the Companys internal information shall:

1.1 Maintain the Companys internal information with due care and security to prevent the leakage of such information to external parties.

1.2 Not disclose the Companys internal information to other persons who are not involved in the operations, in order to prevent the potential use of internal information for their own benefit or the benefit of others, as this may impact the price or value of the Companys securities, which could affect investment decisions.

2. Directors, executives, employees of the Company, and any third parties performing duties who are aware of or possess the Companys internal information must not purchase or sell securities related to such internal information, which constitutes taking advantage of other persons trading securities without knowledge of the internal information.

3. Directors, executives, and employees in departments related to internal information, including relevant persons, must comply with the measures prohibiting the trading of securities as prescribed in this policy to prevent the risk of unauthorized use of internal information.

4. Directors, executives, and employees of the Company have a duty to strictly comply with the Charters, Code of Conduct, and Good Corporate Governance Manual, including the use of internal information pursuant to the Securities and Exchange Act B.E. 2535 (and its amendments) (the "Securities and Exchange Act") and the Public Limited Companies Act B.E. 2535 (and its amendments), as well as other relevant regulations.

5. Directors, executives, and employees of the Company who fail to comply with this policy shall be deemed to have committed a disciplinary offense and be subject to punishment. Furthermore, they may be subject to legal penalties if the action constitutes a violation of the law.

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

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year : No / In progress

Anti-Corruption Policy

Aikchol Hospital Public Company Limited emphasizes corporate governance within a framework of transparency and accountability, particularly regarding processes that are relevant or susceptible to internal misconduct and all forms of corruption, whether direct or indirect. Accordingly, the Company has established the Anti-Corruption Policy as follows:

1. Company personnel must not engage in or be involved with any form of corruption or bribery, whether direct or indirect. They are duty-bound to comply with this Anti-Corruption Policy, the Good Corporate Governance Manual, the Code of Conduct, and other relevant rules and regulations.
2. Company personnel must exercise due care regarding the acceptance or giving of gifts, assets, or any other benefits, including other expenses. The giving or receiving of gifts and hospitality must be for business purposes or customary traditions only, must have an appropriate value, and must not influence decision-making in the performance of duties.
3. Charitable contributions and sponsorships by the Company must undergo inspection, approval, and review processes, supported by clear documentary evidence in accordance with Company regulations, to ensure that such contributions or sponsorships are not used as a pretext for corruption.
4. The Company shall establish regular audit processes for procurement and contracting systems and procedures, including assessments of corruption risks and the management of appropriate mitigation methods.
5. The Company maintains human resource management processes that reflect its commitment to anti-corruption measures. It is the Company's policy not to demote, punish, or adversely affect personnel who refuse to engage in corruption, even if such action results in the loss of business opportunities. The Company shall clearly communicate this policy.

6. The Internal Audit Department must report self-assessment results to the Audit Committee. Should any non-compliance with the Anti-Corruption Policy be identified, the relevant operational units must be notified to improve control measures.

7. The Company shall establish procedures for maintaining documents and records to be available for audit, verifying the accuracy and appropriateness of financial reports, and ensuring that no transactions are unrecorded, unexplainable, or false.

8. The Company shall establish procedures to ensure that internal controls over accounting processes and data retention are audited internally to verify the effectiveness of anti-corruption measures and to ensure that financial records have sufficient evidence for auditing purposes.

9. The Company shall provide continuous communication and training to its personnel to ensure a true understanding of anti-corruption measures, the Companys expectations, and the penalties for non-compliance.

10. The Company shall communicate this Anti-Corruption Policy and guidelines to subsidiaries over which it has control, business partners, stakeholders, and the public through various communication channels for their information and implementation.

11. Company personnel must not neglect or ignore any action that may violate anti-corruption measures. The Company provides whistleblowing channels and avenues for personnel seeking advice on compliance with these measures.

12. The Internal Audit Department is authorized to report urgent findings directly to the Chairman of the Executive Committee and the Audit Committee for further reporting to the Board of Directors.

Roles and Responsibilities

1. Board of Directors

1.1 To determine policies, oversee, and monitor the establishment of an effective system supporting anti-corruption measures, ensuring that the Management recognizes and prioritizes anti-corruption efforts and cultivates it as an organizational culture.

1.2 To comply with anti-corruption measures and ensure that penalties are imposed in the event of non-compliance.

2. Audit Committee

2.1 To oversee internal controls, the preparation of financial reports, and other processes related to anti-corruption, including supervising compliance with anti-corruption measures.

2.2 To review relevant internal control measures to ensure that anti-corruption measures are adequate and effective.

2.3 To review risk assessments and provide recommendations to the Board of Directors regarding necessary practices to mitigate such risks, which the Management must implement accordingly.

2.4 To regularly report internal audit results concerning the Companys anti-corruption measures to the Board of Directors, and to provide practical recommendations to both the Board of Directors and the Management.

3. Executive Committee and Management

3.1 To continuously implement the Anti-Corruption Policy and framework throughout the organization.

3.2 To ensure that corruption risk assessments are conducted in operational processes that may be susceptible to corruption.

3.3 To establish processes that promote and support the Anti-Corruption Policy and communicate them to all employees and relevant parties.

3.4 To review the appropriateness of various systems and measures to ensure they align with business changes, rules, regulations, and legal requirements.

4. Head of Internal Audit

4.1 To audit and review operations to ensure they are conducted correctly and in accordance with policies, guidelines, authority, operating procedures, laws, and internal audit requirements; this is to ensure that the control systems are appropriate and sufficient for potential corruption risks, and to report findings to the Audit Committee.

Guidelines

1. Directors, executives, and employees of Aikchol Hospital Public Company Limited must comply with the Anti-Corruption Policy and the Good Corporate Governance Policy, strictly avoiding any involvement in corruption, whether direct or indirect.
2. The Company recognizes the importance of disseminating information, providing education, and fostering understanding among other persons performing duties related to the Company and its stakeholders.
3. The Company is committed to developing its personnel to be good citizens of society and the nation.
4. Directors, executives, and employees must comply with the Anti-Corruption Policy, Good Corporate Governance Manual, Corruption Risk Management Manual, Anti-Corruption Manual, Code of Conduct, and any other guidelines established or to be established by the Company, avoiding any direct or indirect involvement in corruption.
5. Employees should not neglect or ignore any suspicious acts or activities that may constitute corruption. They must notify their supervisors, responsible persons, or report through designated channels and cooperate in fact-finding investigations as prescribed in Company regulations.
6. The Company shall provide fairness and protection to employees who refuse to engage in or report corruption related to Company activities. They will not be demoted, punished, or adversely affected. The Company will strictly implement whistleblower protection measures in accordance with human resources policies and/or whistleblowing measures.
7. Any person who commits corruption is deemed to have violated the Code of Conduct and will be subject to disciplinary action according to Company regulations, and may face legal penalties if the act is unlawful.
8. The Company communicates the Anti-Corruption Policy, measures, and whistleblowing/feedback channels internally through various methods, such as director and employee orientations, the intranet system, and newsletters, to ensure effective implementation.
9. The Company communicates the Anti-Corruption Policy, measures, and whistleblowing/feedback channels to the public and stakeholders through various methods, such as the Companys website and annual reports.
10. The Company provides anti-corruption risk management by conducting risk assessments, prioritizing risks, establishing appropriate measures, and monitoring the progress of implemented measures.
11. The Company manages human resources to reflect its commitment to anti-corruption, covering recruitment, training, performance evaluation, compensation, promotion, and organizational structuring with appropriate segregation of duties for checks and balances, ensuring sufficient resources and skilled personnel are available to implement this policy.
12. The Company establishes clear, rigorous, effective, transparent, and auditable regulations regarding approval authority for business transactions.
13. The Company provides internal control systems covering finance, accounting, data recording, and other internal processes related to anti-corruption, and communicates internal control results to responsible personnel.
14. The Company provides internal audits covering key activities, such as procurement and finance/accounting, to ensure that internal control systems achieve their goals and that operations comply with procedures and regulations, while providing recommendations for improvement.
15. This Anti-Corruption Policy covers all activities related to the Companys operations.
16. To ensure clarity in high-risk areas, directors, executives, and employees at all levels must exercise due care in the following matters:

16.1 Gifts, Souvenirs, Hospitality, and Expenses: Giving or receiving gifts and hospitality must be within reasonable bounds of custom and tradition, must not have excessive value, and must not serve as an inducement to act or

omit action that may lead to corruption, in accordance with the Code of Conduct and Good Corporate Governance Manual.

16.2 Charitable Contributions or Sponsorships: The Company has a policy to control and exercise caution regarding contributions or sponsorships to ensure they do not become channels for corruption. This includes clear, rigorous, and effective procedures for verification and tracking. Contributions or sponsorships must be transparent, lawful, and not used as a pretext for bribery.

16.3 Business Relationships and Procurement: Bribery is prohibited in all business dealings with partners, contractors, government agencies, or entities doing business with the Company. All processes must be transparent, honest, and in compliance with relevant laws.

16.4 Political Neutrality and Support: The Company maintains a policy of political neutrality and does not provide direct or indirect support to any political party. This includes the use of Company resources for activities that would cause the Company to lose its political neutrality and/or suffer damage from such involvement.

Number of cases or issues related to corruption

	2023	2024	2025
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 : No / In progress

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

Channels for external parties

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

Aikchol Hospital, No. 68/3, Moo 2, Phraya Satcha Road, Ban Suan Subdistrict, Mueang District, Chonburi Province 20000

Aikchol Hospital Ang Sila, No. 31/2, Moo 3, Ang Sila Road, Samet Subdistrict, Mueang District, Chonburi Province 20000

Channels for internal personnel

Complaints can be submitted either anonymously or with disclosure of identity via the Intranet system, internal email (webmail): whistleblower@aikchol.local

Additionally, employees/personnel may inquire or submit complaints if they observe any actions suspected of violating or not complying with the code of conduct, to their trusted supervisor at any level.

The company discloses its policy for protecting and ensuring fairness for employees who report information or provide tips regarding corruption or non-compliance with laws, regulations, rules, and the company's code of conduct. This policy details the eligible complainants, recipients of complaints, complaint methods, fact-finding procedures, and protective measures for whistleblowers, all available on the company's Investor Relations Website.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

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

Meeting attendance of audit committee(3)

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KRISADA BANCHUIN (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mrs. THITAWAT POTHANANT (Member of the audit committee)	4	/	4	4/4 (100.00%)

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
3 Associate Professor Dr. PONGSAK YUKTANANDANA,M.D (Member of the audit committee)	4	/	4	4/4 (100.00%)
4 Mr. Kiattiporn Sirichaisakul (Member of the audit committee)	0	/	0	N/A
5 Mr. KUDUN SUKHUMANANDA (Member of the audit committee)	2	/	3	2/3 (66.67%)
			Average meeting attendance rate	**(91.67%)**

Remark: *(3) Mr. Kudan Sukumanon resigned from his position, effective from September 26, 2025. Mr. Kiattiporn Sirichaisakul was appointed, effective from November 13, 2025.*

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 of Executive Committee

Meeting Executive Committee (times) : 20

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Dr. JAKAPAN BHONGSATIERN, M.D. (The chairman of the executive committee)	20	/	20	20/20 (100.00%)

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Mr. Siriphot Manoch (Member of the executive committee)	19	/	20	19/20 (95.00%)
3 Mr. Nopparuj Potcharakotchanun, M.D. (Member of the executive committee)	20	/	20	20/20 (100.00%)
4 Mr. Kesada Chandsawang, M.D. (Member of the executive committee)	4	/	4	4/4 (100.00%)
5 Mrs. Pariyanath Chalermchuang (Member of the executive committee)	20	/	20	20/20 (100.00%)
6 Ms. Daraphan Sakornsathien (Member of the executive committee)	8	/	8	8/8 (100.00%)
7 Mr. Sidthiphot Manoch (Member of the executive committee)	20	/	20	20/20 (100.00%)
8 Mr. Kitti Pojpeinlert (Member of the executive committee)	9	/	9	9/9 (100.00%)
9 Mr. Krittipat Piriyakorncharoenkit (Member of the executive committee)	16	/	16	16/16 (100.00%)
Average meeting attendance rate				**(99.44%)**

The results of duty performance of Executive Committee

Report on the performance summary of the Executive Committee.

1. Report the company's operational performance to the Board of Directors on a quarterly basis.
2. Present goals, business strategies, and annual work plans to the Board of Directors, as well as be responsible for managing the company's operations in accordance with established policies, directions, and objectives.
3. Oversee the preparation of financial reports for auditors to examine or review, and attend meetings with auditors to consider such financial statements before the auditors present them to the Audit Committee.
4. Drive the successful completion of the HA Reaccreditation assessment.
5. Consider and propose the annual budget and investments to the Board of Directors for approval.
6. Supervise, promote, and support executives and employees in understanding the company's various policies and operational procedures.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 2

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KRISADA BANCHUIN (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mrs. THITAWAT POTHANANT (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. SARAYUT RUEANGSUWAN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Nomination and Remuneration Committee

Performance of duties by the Nomination and Remuneration Committee in 2025.

Consideration of Recruitment

1. Consideration for the recruitment and selection of individuals to serve as directors in place of resigning directors and as independent directors.

Mr. Koodun Sukumanont resigned from the Board of Directors on September 26, 2025.

2. Consideration for the recruitment of individuals to serve as independent directors and audit committee members, based on the qualifications of independent directors as stipulated in the Company's Board Charter and the Good Corporate Governance Handbook.

3. Propose to the Board of Directors to appoint Mr. Kiattiporn Sirichaisakul as an independent director and audit committee member, replacing the resigning director.

Consideration of Remuneration

1. Consider remuneration and other benefits for the year 2025 for the company's directors and sub-committee members, as appropriate.

2. Consider remuneration for senior management positions (Chief Executive Officer (CEO), Assistant Chief Executive Officer for Corporate Strategy, Department Directors) with clear and transparent criteria, and present them to the Board of Directors for consideration and approval.

3. Ensure that the company's directors and senior management receive remuneration appropriate to 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 establishes procurement policies to ensure that the procurement process is transparent, in accordance with international standards and requirements for product quality and services.

Procurement Service: for purchasing medicines, medical supplies, medical devices, and medical technology, as well as procuring various services to support efficient service delivery. Users requesting products or support services must adhere to the following policies:

1. The request process must consider quality and safety aspects, in line with the mission and strategic plan.
2. Medicines, medical supplies, medical devices, and medical technology, including the procurement of various services, must have defined specifications for the required items.
3. There are clear and transparent acceptance procedures.
4. There are procedures for verifying the accuracy of information received from suppliers.
5. There are procedures for evaluating the outcomes of using products and various support services to serve as information for considering reuse or discontinuation.
6. There are procedures for managing recalled products to prevent harm to service recipients.

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
• Employees	- Listen to opinions, needs, and suggestions - Receive information, news, and various company activities - Develop potential and learning - Opportunities for career advancement - Promote employee appreciation and encouragement, provide welfare, and healthcare for employees	- Develop potential and promote learning in both online and classroom formats. - Health and occupational hygiene care, including annual health check-up benefits.	• Others • Develop potential and promote learning in both online and classroom settings.

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Shareholders	- Good operational performance - Appropriate dividend payments - All shareholders are treated equally - Complete, accurate, and timely disclosure of information - Conducting business with responsibility towards society, community, and the environment	- Prioritize the management of shareholder meetings - Communicate with shareholders through electronic channels, including email and the company's website www. aikchol.com under the Investor Relations section - Conduct activities for the community, society, and environment	• Annual General Meeting (AGM)
• Customers	- Service satisfaction - Convenience in receiving services - Personal data protection - Communication channels for receiving information and news	- Improve the quality of services for employees - Provide health education through various social media platforms to reach all demographics	• Satisfaction Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Suppliers	- Conduct business fairly with all partners - Provide accurate and complete business information - Create shared value in business for sustainability	- Provide support for joint activities between business partners - Proper payment for goods and services in accordance with the agreed terms	• Others • Promoting business collaboration
• Community • Society	- Improve the quality of life for community members to promote good health - Conduct business in a socially and environmentally friendly manner	- Organizing health education projects through various activities - Disseminating health knowledge through various social media channels - Engaging in activities with the community	• Social Event • External Meeting

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : No

Over the past year, the company has reviewed its sustainability materiality topics :

Details of organization's material sustainability topics

Information on sustainability report

Corporate sustainability report

Corporate sustainability report	:	Doesnt Have data

Company sustainability disclosure aligned with standards

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

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The company defines risk management policies and plans by establishing criteria for assessing quality impact.

Risk Assessment Matrix with Risk Appetite

Risk Assessment Matrix (R)			**Frequency of Occurrence (Likelihood: L)**				
			Never occurred	Low	Moderate	Frequent	Very frequent
			1	**2**	**3**	**4**	**5**
Impact and Severity Level (Severity: S)	Very high/Severe I	**5**	5	10	15	20	25
	High G, H	**4**	4	8	12	16	20
	Moderate E, F	**3**	3	6	9	12	15
	Low C, D	**2**	2	4	6	8	10
	Very low A, B	**1**	1	2	3	4	5
	Level of Risk						

Note:

1. The numbers in the table represent the risk ranking based on the highest scores from the impact and likelihood of risk (SxL) table.
2. High and very high risks are incorporated into Enterprise Risk Management (ERM) planning.
3. Moderate and lower risks are managed through Internal Control (IC).

Mitigation Table (Risk Rating)

Risk Level		**Risk Management Levels**
15-25	Very high	Senior management: Implement urgent corrective actions/define policies to prevent recurrence.
8-14	High	Mid-level: Implement corrective actions, collaborate with relevant quality teams/hospital executive committee.
4-7	Moderate	Entry level: Implement corrective actions, collaborate with relevant quality teams.
1-3	Low	Operational level: Implement corrective actions, define guidelines/policies, prevent risks

Risk scoring or Risk prioritization and mitigation
Divides risk levels into 5 levels, with a total risk score of 25 points.
• Low risk is indicated by green. Score level 1-3 is the level at which Acceptable without needing to control the risk, or managing the risk when sufficient resources are available.
• Moderate risk is indicated by yellow. Score level 4-7 is the level at which Acceptable but requires control to prevent risks from escalating to unacceptable levels, and risk management should be implemented as quickly as possible, ideally within one fiscal year.
• High risk is indicated by orange. Score level 8-14 is the level at which Unacceptable requires additional risk management to an acceptable level as quickly as possible, ideally within 6 months.
• Extreme risk is indicated by red. Score level 15-25 is the level at which Unacceptable requires immediate risk management to an acceptable level.

Explanation 2: Frequency Level

Level	Likelihood of Risk
1 = Very low	has not yet occurred, has just occurred First time
2 = Low	occurs rarely, or is found 1 time per year
3 = Moderate	occurs moderately, found 3-4 times/year or quarterly 1 time
4 = High	occurs frequently, found 1 time/month
5 = Very high	occurs very frequently, found to be Daily, weekly

The company has defined Risk Domains as follows:



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 Customer/Consumer Behavior or Needs

Related risk factors : Strategic Risk

• Behavior or needs of customers / consumers

ESG risk factors : Yes

Risk characteristics

Currently, consumers no longer view hospitals solely as places for treatment when ill, but rather as proactive healthcare providers, offering services such as annual health check-ups, nutritional planning, and aesthetic enhancements. There is an increased expectation for precision in treatment and prompt service. The adoption of technologies such as AI for disease diagnosis, robotic-assisted surgery, and Telemedicine has become a standard expectation among consumers. Furthermore, consumers utilize online information to search for, review, and select hospitals, necessitating businesses to prioritize transparency and build credibility through digital channels.

Risk-related consequences

- Rvenue from "treatment" may grow slower: As consumers take better care of their health and save on expenses, revenue from general medical treatment may not grow as dramatically as before.
- Hospitals must adapt their service models to generate continuous revenue, rather than waiting for diseases or illnesses to occur before providing treatment.
- Hospitals incur increased costs in adapting spaces or establishing more specialized centers, such as anti-aging medicine centers or premium physical therapy centers, to cater to the new generation of customers.

Risk management measures

- Develop Wellness & Preventive programs that do not require patients to be ill, such as gene testing for health planning or post-surgical rehabilitation centers, to reduce sole reliance on revenue from general outpatient services.
- Enhance treatment efficiency with modern and precise technology.
- Arrange Develop treatment packages with a Fixed Price that is clear to prevent negative comparisons and help patients make easier decisions amidst an economic slowdown.
- Enhance Patient Experience by utilizing technology for appointments and payments to reduce congestion and increase satisfaction
- Train personnel to have skills in technology and service with a focus on " Consultation " more than just prescribing medication based on symptoms.
- Collaborate with insurance companies to create joint programs, or partner with technology companies to reduce the cost of developing systems entirely in-house.

Risk 2 Government Policy

Related risk factors : Strategic Risk

• Government policy

ESG risk factors : Yes

Risk characteristics

- Measures for controlling prices of medicines and medical supplies (Price Controls). The government has been more strictly regulating the prices of medicines, medical supplies, and medical services.
- The 'Get Medicines at Nearby Pharmacies' project policy, which originally aimed to reduce overcrowding in public hospitals, now also covers social security beneficiaries.

Risk-related consequences

- Pivate hospitals will have a reduced ability to increase prices (Mark-up), directly impacting their profit margin, and the company is a hospital with few branches, lacking bargaining power with suppliers.
- Loss of revenue from reduced drug price mark-ups, which is the main profit for private hospitals. Hospitals must disclose prescription information via electronic systems, allowing external pharmacies to view the data, which poses PDPA risks if the security system is inadequate (Personal Data Protection Committee Office). Although it can reduce congestion, hospitals must bear the cost of verifying the accuracy of medications patients receive externally when they return for follow-up examinations.

Risk management measures

- Hospitals should establish a telemedicine pharmacy unit to care for patients who receive medication at home or from pharmacies themselves, to maintain relationships with patients, and to create their own pharmacy network, such as franchise pharmacies or local pharmacy partners, so that revenue continues to circulate within the original business group.
- Increase service fees, such as doctor/pharmacist consultation fees, to compensate for profits from selling individual pills.

Risk 3 Cybersecurity risks

Related risk factors : Strategic Risk

• Changes in technologies

ESG risk factors : Yes

Risk characteristics

Being subjected to ransomware attacks or the theft of patients' personal data (Data Breach), as hospitals have numerous internal systems connected to applications and IoT devices.

Risk-related consequences

The leakage of medical history data to the public severely damages reputation, causes treatment disruption (due to system failure and inability to access data), and may result in substantial lawsuits for damages under the PDPA law.

Risk management measures

Implement multi-layer defense systems (Multi-layer Defense) and MFA authentication. Implement offline backup systems (Air-gapped Backup) and conduct annual security assessments (Vulnerability Assessment).

Risk 4 Risk of new technologies replacing existing ones

Related risk factors : Strategic Risk

• Changes in technologies

ESG risk factors : Yes

Risk characteristics

The growth of Telemedicine and home diagnostic devices (Home Diagnostics) has made it unnecessary for patients to travel to the hospital for common illnesses.

Risk-related consequences

The number of outpatients (OPD) in the non-severe disease group decreased, and revenue from hospital fees and basic service charges was lost.

Risk management measures

Transforming risks into opportunities by establishing your own "Virtual Hospital" through investment in Wearable devices to provide remote patient monitoring services (Remote Patient Monitoring), thereby generating revenue instead of waiting for patients to visit the hospital.

Risk 5 Competition / Increased competition / Ease of entry for new competitors

Related risk factors : Strategic Risk
- Competition risk

ESG risk factors : No

Risk characteristics

- Large hospital networks are expanding branches into major urban areas, resulting in hospitals losing market share.
- Many specialized hospitals have emerged, such as dialysis centers, cosmetic surgery centers, or wellness centers, which compete for highly profitable niche customer groups.

Risk-related consequences

- Price wars, which, if there is no clear unique selling proposition, hospitals must reduce service fees or offer health check-up promotions to attract customers, resulting in a decrease in profit margin.
- Competition for medical personnel, specialist doctors, and professional nurses significantly increases personnel costs.
- Patients have more choices and are less loyal to brands if services are not prompt or technology is outdated.

Risk management measures

- Focus on specialized excellence, such as a heart center or cancer center, to make it difficult for competitors to imitate.
- Partnership strategy to build a patient referral network with clinics or small hospitals to expand the customer base without investing in new building construction.
- Customer experience management to reduce waiting times, creating an impression superior to new competitors. Cost management.

Risk 6 Environmental (Environmental - E)

Related risk factors : Strategic Risk
- ESG risk

ESG risk factors : Yes

Risk characteristics

Management of infectious and non-compliant plastic waste, greenhouse gas emissions from 24-hour cooling and electricity systems, and the scarcity of water resources

Risk-related consequences

fined or ordered to suspend operations by regulatory bodies, rising energy costs, and reputational damage if chemicals or pathogens are released into the community.

Risk management measures

- Construct a wastewater treatment pond with a rotating biological contactor system.
- Collaborate with the Provincial Environmental Office to properly manage waste separation.

Risk 7 Social Aspect (Social - S)

Related risk factors : Strategic Risk
- ESG risk

ESG risk factors : Yes

Risk characteristics

Personnel burnout, patient personal data breaches (PDPA), and inequality in access to healthcare services

Risk-related consequences

- Resignation or poaching of key personnel
- Litigation due to treatment
- Patient data breach

Risk management measures

- Develop a compensation management system to ensure competitiveness
- mprove the entire information technology system (Cybersecurity)

Risk 8 Corporate Governance Aspect (Governance - G)

Related risk factors : Strategic Risk
• ESG risk

ESG risk factors : Yes

Risk characteristics

Corruption in the procurement of medicines and medical supplies, lack of professional ethics in exaggerated advertising, and a non-independent structure of the company's board of directors

Risk-related consequences

Lack of confidence from shareholders, investors, and general service recipients

Risk management measures

Develop an Anti-Corruption manual and a complaint channel (Whistleblowing)

Risk 9 Risks associated with the spread of infectious diseases

Related risk factors : Strategic Risk
• Pandemic risk

ESG risk factors : Yes

Risk characteristics

The outbreak of infectious diseases in the hospital business represents an external risk characterized by high uncertainty. It severely and broadly impacts the revenue structure, operational costs, and organizational image. Moreover, it is a risk that can be prolonged and recurrent, thus categorizing it as a strategic risk requiring long-term management. This risk stems from uncontrollable factors, such as community outbreaks and government policies. Hospitals are unable to directly prevent the onset of such diseases, and consequently, the duration, severity, or number of affected patients cannot be clearly predicted. Furthermore, multiple waves of outbreaks may occur.

Risk-related consequences

The pandemic has impacted the hospital business in multiple dimensions, including fluctuating revenue, rising costs, personnel shortages, and potential decline in confidence, all of which affect the organization's long-term competitiveness and sustainability.

- Decreased revenue from general patients due to postponed treatments.
- Increased costs for personal protective equipment (PPE) and medical supplies, overtime and special compensation for personnel, increased investment in ICU / isolation rooms / infection control systems, and higher operating costs per patient.
- Personnel infection or quarantine, burnout, shortage of doctors and nurses, and potential decline in service quality.
- Failure to control infection may immediately damage reputation, leading to a decrease in patient and investor confidence.

Risk management measures

Hospital business risk management measures during an epidemic should cover strategy, finance, personnel, operations, and communication to build resilience, mitigate impacts, and enhance long-term competitiveness.

- Develop a Business Continuity Plan (BCP) to accommodate various scenarios.
- Diversify revenue streams, not solely relying on Medical Tourism.
- Continuously conduct infection control training and utilize technology to reduce workload.
- Clearly zone off infected patients, enhance infection control measures, stockpile medical supplies, and diversify procurement sources.
- Communicate information transparently and promptly, build patient safety confidence, and professionally manage media crises.

Risk 10 Shortage of or reliance on skilled labor

Related risk factors :

Operational Risk

• Shortage or reliance on skilled workers

ESG risk factors : Yes

Risk characteristics

- The resignation of specialist doctors, professional nurses, or pharmacists to work in competing hospitals offering higher compensation, or to relocate to work abroad with better welfare benefits.
- Retirement crisis (Aging Workforce): A high proportion of experienced personnel are entering retirement, while the younger generation (Gen Z) increasingly values work-life balance, leading to a reluctance to work long hours or late shifts.
- Hospitals rely on a few "magnet" doctors or specialized experts. Should these individuals resign or fall ill, it would immediately impact the primary revenue.
- Shortage in new support roles such as Health Data Analysts or medical IT specialists, who are rarer than general personnel.

Risk-related consequences

- Service capacity decreases, potentially requiring the closure of some service centers or limiting patient intake, resulting in lost business opportunities.
- Operating costs soar, requiring hospitals to pay special compensation or hire part-time staff to ensure full coverage.
- Quality of care and patient safety decline due to overwork, leading to fatigue, which increases the risk of medical errors.
- Patient satisfaction decreases: Longer waiting times and inconsistent service impact the long-term image.

Risk management measures

- Succession planning: Identify high-potential individuals and prepare them to assume key positions at least 2-3 years in advance.
- Competitive compensation structure: Not just salary, but also benefits that meet life's needs, such as comprehensive family health insurance, further education scholarships, and flexible working arrangements.
- Skill development: Provide opportunities for training to develop junior personnel to perform more complex tasks.
- Create a pleasant organizational culture to attract the new generation who seek "value" in their work beyond just monetary compensation.

Risk 11 Data Security or Computer Systems and Cyber Attacks

Related risk factors :

Operational Risk

• Information security and cyber-attack

ESG risk factors : Yes

Risk characteristics

- Leakage of personal data, sensitive data such as medical history, pre-existing conditions, or national identification numbers.
- Employees use easily guessable passwords or inadvertently click on phishing links, including unauthorized access to patient data.

Risk-related consequences

- If the system fails, urgent treatments may be delayed, or medication errors may occur due to inaccessible patient histories.
- Financial damage: System recovery costs, substantial fines from PDPA laws, and lawsuits for damages from patients.
- Loss of trust and damage to the hospital's reputation will be severe, which is harder to recover than property damage.

Risk management measures

- Data backup system: Regularly back up critical data offline and verify recovery to ensure immediate service restoration in the event of an attack.
- Continuous training for employees on recognizing Phishing Emails and managing secure passwords.
- Emergency response plan: Conduct business continuity drills in case computer systems are inoperable, ensuring a manual backup system is in place to care for patients.

Risk 12 Changes in regulations and laws related to business operations

Related risk factors :

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

Risk characteristics

- The enactment of stricter new laws, such as the Medical Facilities Act, the Personal Data Protection Act, or changes to the regulations of the National Health Security Office (NHSO) and Social Security.
- Changes in policies controlling the prices of medicines and medical supplies or medical service fees from the Ministry of Commerce.

Risk-related consequences

- Increased costs: requiring investment in IT systems to develop comprehensive and secure operational systems.
- Revenue decline: if there is price control or a change in insurance disbursement criteria.

Risk management measures

- Establish a legal team or regulatory body to closely monitor changes in draft laws.
- Joining the Private Hospital Association to serve as a voice and receive advance information.

Risk 13 Corporate Governance

Related risk factors :

Compliance Risk

- Corporate Governance

ESG risk factors : Yes

Risk characteristics

- Lack of transparency in the management structure or the presence of conflicts of interest
- Lack of ethics in advertising or providing exaggerated treatment information to attract customers

Risk-related consequences

- Confidence declined, and investors and shareholders lacked assurance, affecting stock prices and fundraising.
- The public questioned the hospital's ethics, severely damaging its reputation.
- Government intervention was heavily scrutinized by business regulatory agencies.

Risk management measures

- Develop clear corporate governance and business ethics manuals and announce them for compliance by employees at all levels.

Risk 14 Legal & Litigation Risk

Related risk factors :

Compliance Risk

• Legal risk

ESG risk factors : Yes

Risk characteristics

- Lawsuits arising from medical malpractice or inaccurate diagnoses
- Contractual disputes with partners, labor, or insurance companies
- Lawsuits from patients due to personal data breaches or unauthorized use

Risk-related consequences

- Substantial damages must be paid as compensation according to court orders, which can be very high in severe cases.
- Damaged reputation: news of lawsuits often spreads quickly on social media, affecting the number of service users.
- Medical personnel have to spend time in court instead of treating patients.

Risk management measures

- Procure professional liability insurance for doctors and medical facilities
- Provide service behavior training to personnel
- Strictly adhere to professional treatment standards and maintain complete medical records for evidentiary purposes

Risk 15 Revenue Volatility

Related risk factors :

Financial Risk

• Income volatility

ESG risk factors : No

Risk characteristics

- Reliance on a core customer group: Most revenue comes from a single group, such as reliance on social security patients, life insurance company contractors, or international patients (Medical Tourism). If government policies or the economy of those countries change, revenue will immediately plummet.
- Revenue tends to be high during the rainy or winter seasons (seasonal epidemics) and significantly decreases during the summer or long holiday periods when people are less inclined to visit hospitals.
- Changes in consumer behavior: Patients are increasingly turning to Telemedicine services or preventive healthcare, leading to a decrease in high-income patient cases.

Risk-related consequences

- During periods of low revenue but with fixed costs such as salaries, electricity, and depreciation, which could impact cash flow
- Delaying investment plans: When revenue is unstable, hospitals may have to postpone the purchase of high-tech medical equipment or the expansion of new buildings, leading to a loss of long-term competitive opportunities.

Risk management measures

- Increase the balance of customer segments between cash-paying customers, life insurance, social security, and international patients to mitigate the impact if any one group is lost.
- Generate revenue from services that do not wait for patients to fall ill, such as specialized health check-up packages and anti-aging medical centers, which helps generate consistent revenue.
- Enter into contracts with private companies for annual employee healthcare, which helps hospitals more accurately forecast minimum revenue.

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

Companys sustainable supply chain management policy and guidelines	:	No

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Companys 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)

Companys research and development (R&D) policy : No

Research and development (R&D) expenses over the past 3 years

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

Additional explanation for research and development (R&D) expenses over the past 3 years

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's 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

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