

Minute of the 2026 Annual General Meeting of Shareholders
Bangkok Chain Hospital Public Company Limited

On April 23, 2026, at 10:00 AM, Bangkok Chain Hospital Public Company Limited held the 2026 Annual General Meeting via electronic meeting (E-AGM), livestreamed from the Company's conference room at World Medical Hospital, 17th Floor, No. 44 Moo 4 Chaengwattana Road, Pakkret Sub-District, Pakkret District, Nonthaburi Province.

List of Board Members Attending the Company's Room

- Asst. Prof. Dr. Somporn Harnphanich, M.D. Chairman of the Board of Directors, Member of Executive Committee, Member of Sustainability, Governance and Risk Management Committee and Deputy CEO
- Prof. Dr. Chalerm Harnphanich, M.D. Director, Chairman of the Executive Committee and Chief Executive Officer
- Dr. Pornluck Harnphanich, M.D. Director, Member of Executive Committee, Member of Sustainability, Governance and Risk Management Committee and Chief Operating Officer
- Mr. Kantaporn Harnphanich Director, Member of Executive Committee and Chief Marketing Officer
- Dr. Pornsuda Harnphanich, C.P.S. Director, Member of Executive Committee, Member of Sustainability, Governance and Risk Management Committee, Nomination and Remuneration Committee and Chief Financial Officer
- Mr. Phinij Harnphanich Director
- Mr. Voravee Kiatiniyomsak Director, Member of Executive Committee, Member of Sustainability, Governance and Risk Management Committee, Company Secretary and Director of Accounting
- Mr. Surapant Taweewikayakarn, M.D. Director, Member of Executive Committee and Director of Kasemrad International Hospital Rattanaibeth
- Assoc. Prof. Virach Aphimeteetamrong, Ph.D. Independent Director and Chairman of the Audit Committee
- Mr. Siripong Sombutsiri Independent Director and Audit Committee, Chairman of the Nomination and Remuneration Committee
- Prof. Piphob Veraphong Independent Director and Audit Committee
- Mr. Thawat Suntrajarn, M.D. Independent Director, Member of Nomination and Remuneration Committee

Members of the Sustainability, Governance and Risk Management Committee attending the meeting room

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| 1. | Ms. Saifon | Chaimongkol | Chairman of the Sustainability, Governance and Risk Management Committee |
| 2. | Ms. Anchalee | Kengkijkarn | Member and Secretary of the Sustainability, Governance and Risk Management Committee |
| 3. | Ms. Vimomarn | Krishnakalin | Member of the Sustainability, Governance and Risk Management Committee |

Auditors from KPMG Phoomchai Audit Co., Ltd. Attending the E-AGM

1. Ms. Vilaivan Pholprasert
2. Ms. Hathaikorn Charoensathian

Representative of Legal from the Legalist Law Office Co., Ltd. Being witness the voting process and the meeting

1. Ms. Doungkamol Sangiampong

Representative of Thai Investor Association Attending the E-AGM

1. Ms. Siriporn Kattapong

Starting the Meeting at 10:00 AM

Asst. Prof. Dr. Somporn Harnphanich, M.D., Chairman, with Mr. Phuphet Watcharasuragul moderator began with a report on the number of shareholders attending the meeting in person and by proxy, totaling 659 attendees, representing a total of 1,739,186,291 shares, accounting for 69.7419% of the total issued shares (the Company's shares total 2,493,747,984 shares), thereby constituting a quorum in accordance with the Company's Articles of Association.

The meeting introduced the 12 board members (present 100% of the total board members) and also introduced the three members of the Sustainability, Governance, and Risk Management Committee, two external auditors, one external legal advisor, one shareholder from the Thai Investor Association and Quidlab Company Co., Ltd., operated the voting process for each meeting agenda, providing a system for controlling the electronic meeting compliant with the standards set by the Electronic Transactions Development Agency (ETDA). Following this, the moderator requested permission from the shareholders for the recording of video and audio throughout the meeting, in compliance with legislation regarding electronic meetings and to be publicized on BCH's online channels i.e. the Company's website.

Additionally, the Company has participated in the QR Code Sealer initiative organized by the Stock Exchange of Thailand, with the objective of reducing paper usage. Shareholders were encouraged to download meeting-related documents via QR codes. Furthermore, additional channels were provided for registration and proxy appointment through electronic systems.

Thereafter, the moderator explained the meeting agenda, voting procedures and the rights of shareholders to provide comments and raise questions to the meeting, as follows:

The Annual General Meeting of Shareholders would proceed in accordance with the agenda items specified in the notice of the meeting, comprising a total of nine agenda. As this meeting was conducted via electronic means, the procedures for voting, submission of comments, and raising of questions were outlined as follows:

Procedure for Asking Questions in the E-AGM

1. Shareholders with comments or inquiries relevant to the agenda may raise their hands electronically. The moderator will invite shareholders to ask questions. Questions must state their name and whether they are present in person or by proxy.

The chairman will allow shareholders and those who hold proxies to ask questions related to the agenda under discussion. Questions can be asked in two ways:

- 1.1 By Speaking: Participants should be in the E-Meeting window, go to the 'Reactions' menu, and click the "Raise Hand" button. When the moderator calls the shareholder's name, staff will unmute them to allow the question to be asked. Each time a shareholder asks a question, they should state their name and whether they are present in person or representing a proxy before starting the question. This is for accurate meeting record-keeping. After finishing their question, they should click the "Lower Hand" button.
- 1.2 By Typing: Go to the Q&A menu in the E-Meeting window where tools will appear for entering the question. After typing the question, click Enter to submit it to the Company. Each time a shareholder asks a question, they should state their name and whether they are present in person or representing a proxy before starting the question to ensure accurate record-keeping. The moderator will then present the comments or questions to the directors for their response.

In cases where shareholders have comments or questions unrelated to the current agenda, they may express their opinions or ask questions during the "Other Matters" section at the end of the meeting.

Voting Procedure for Participants in the E-AGM

1. Each vote will count as 1 vote per share. After the report on each agenda item is completed, the chairman or directors will inform shareholders to cast their votes. Shareholders should go to E-Voting section to vote.
2. For each agenda item, participants may vote Approval, Disapproval, or Abstain. Voting must be completed within the designated time limit (1 minute). After selecting a vote, the system will prompt confirmation; shareholders must click "Ok" to confirm. Votes may be changed before the agenda closes. Once closed, no changes are allowed. If no vote is cast, it will be counted as an "Approval" vote for that agenda.
3. Once shareholders have finished voting, they should return to the E-Meeting window to continue the meeting. Staff will collect the result from the voting system.
4. For agenda item 5, which is to consider and approve the appointment of directors replacing those who retired by rotation, votes will be counted as 1 vote per share. The names of the directors to be appointed will be announced one by one, and the meeting will vote to elect each director individually.

Additionally, the Company opened the opportunity for shareholders to propose meeting agendas and nominate directors, with announcements made through the website of the Stock Exchange of Thailand and the Company's website from December 2, 2025, to January 31, 2026. However, no shareholders submitted any agenda items or nominations for the appointment of directors for this meeting.

The meeting will proceed according to the agendas specified in the invitation letter, which includes a total of nine agenda. The chairman then began the meeting according to the following agenda.

Agenda 1: To acknowledge the result of the Company's operations for the year 2025

The chairman delegated Prof. Dr. Chalerm Harnphanich, M.D. to present the meeting with the acknowledgment of the Company's performance for the year 2025, with the following details:

Company Overview

- In 1984, the Company commenced operations as a private hospital operator with the opening of Kasemrad Hospital Bangkae.
- In 2004, the Company was listed on the Stock Exchange of Thailand, with an initial registered capital of 950 million baht.
- In 2013, the Company expanded its hospital business by broadening its patient base through the expansion of World Medical Hospital, along with the merger of the Karunvej Hospital Group. The Company also increased its paid-up registered capital to 2,493.75 million baht.
- In 2017, the Company further expanded its general patient base with the launch of the Kasemrad International Hospital network.
- In 2023, the Company expanded its private hospital business into the Lao PDR through the operation of Kasemrad International Hospital Vientiane.

Service Capabilities

- The Company provides services through a total of 2,184 doctors, 4,158 nurses and nurse assistants, and 2,822 administrative and support staff.
- In 2025, the Company served a total of 4.248 million patients, comprising 21.1 percent of general Thai patients, 3.9 percent of international patients and 75.0 percent patients under the Social Security Scheme.
- At present, the Company operates a network of 15 hospitals, 2 polyclinics and 1 specialized radiation oncology clinic under four hospital groups, namely: 1 World Medical Hospital, 3 Kasemrad International Hospitals, 10 Kasemrad Hospitals, 1 specialized radiation oncology clinic, and 1 Karunvej Hospital. In total, the Company has 684 examination rooms and 2,323 licensed beds, serving a wide range of customers from general Thai and international patients to insured persons under the Social Security Scheme.

Summary of Key Developments in 2025

In 2025, the Company achieved several significant developments, categorized into five groups as follows:

- Enhancement of medical capabilities
 - Kasemrad International Hospital Rattana Tibeth inaugurated a 3-Tesla MRI to enhance service quality by improving the accuracy, speed and resolution of medical imaging. The system enables physicians to diagnose diseases more precisely and efficiently, thereby further improving patient care outcomes.

- Kasemrad Hospital Pathumthani inaugurated a CT Scan system to enhance diagnostic capabilities by enabling faster, more accurate and more efficient disease detection, thereby supporting physicians in treatment planning and improving the overall quality of patient care.
- Kasemrad Hospital Chachoengsao established a comprehensive heart center, the first of cardiac center in Chachoengsao Province, offering full capabilities in diagnosis, treatment and continuous care by specialized physicians supported by standardized medical equipment.
- Kasemrad Hospital Bangkai launched an Extracorporeal Membrane Oxygenation (ECMO) system to enhance the treatment of critical cardiac conditions. ECMO is a technology that supports heart and lung function in patients with life-threatening conditions or acute heart and respiratory failure. It functions as a temporary artificial heart and lung, increasing survival chances and providing patients with additional time for recovery.
- Enhancement of service quality
 - Kasemrad International Hospital Vientiane was accredited by Joint Commission International (JCI), a global hospital standard, reflecting excellence in treatment quality and patient safety. It is also the first hospital in the Lao PDR to receive such accreditation.
 - Kasemrad Ari Radiation Oncology Clinic received certification for its medical radiation equipment from the International Atomic Energy Agency (IAEA).
 - Kasemrad Hospital Pathumthani was certified under ISO 15189 and ISO 15190, international standards that assure the quality, accuracy, precision, and safety of laboratory testing services.
- Expansion of Collaboration with External Organizations
 - Kasemrad Hospital Prachachuen, in collaboration with the National Health Security Office (NHSO), the Child's dream and Pediatric Cardiac Surgery foundation, and the Foundation for Supporting Pediatric Cardiac Surgery, provided cardiac surgery services for pediatric patients with congenital heart disease.
 - Kasemrad Ari Radiation Oncology Clinic was accredited by the National Health Security Office (NHSO), enabling the clinic to serve patients under all healthcare schemes, including general patients, Social Security patients, Civil Servant patients and patient under Universal Coverage Scheme.
 - Kasemrad Hospital Pathumthani entered into a cooperation agreement under the Urban Hospital Policy Driving Project in Pathum Thani Province, in collaboration with the Pathumthani Provincial Public Health Office, to support emergency and critical care patients.
- Awards and Achievements
 - The Company Wins 3 Outstanding CEO–CFO–IR Awards for the Second Consecutive Year at the IAA Awards for Listed Companies 2025, reflecting strong confidence from analysts and investors
 - The Company Receives Outstanding Investor Relations Award at SET Awards 2025 for the Second Consecutive Year, honoring listed companies and market participants who play a vital role in enhancing

organizational standards and performance. The awards aim to recognize outstanding achievements and inspire continuous improvement within the Thai capital market.

- Kasemrad Hospital Sriburin received the Outstanding Workplace for Labor Management Excellence and Safe Educational Institution Award, Chiang Rai Province, 2025.
- Kasemrad International Hospital Aranyaprathet was certified for its quality management system in medical technology standards for medical laboratories by the Medical Technology Council.
- Kasemrad Ari Radiation Oncology Clinic received the OAP Award 2025 in the Type 1 Medical Radiation Generator (Excellent Level) from the Office of Atoms for Peace, reflecting the clinic's commitment to maintaining and continuously enhancing safety standards in medical radiation in compliance with both national and international standards.
- Company Accreditation
 - The Company Receives SET ESG Ratings at "AA" for 2025 by the Stock Exchange of Thailand, reflecting commitment to sustainable development.
 - The Company's corporate credit rating was upgraded from A to A+, with a "Stable" outlook, by TRIS Rating Co., Ltd., reflecting the Company's strong financial position and long-term growth strategy.
 - The Company received an ESG score of 4.0 out of 5.0 from FTSE Russell ESG Scores, reflecting the strong performance in sustainable business practices across environmental, social and governance dimensions as well as its alignment with international standards and best practices.
 - The Company achieved a full score of 100 percent, rated "Excellent," in the AGM Checklist 2025 assessment conducted by the Thai Investors Association.
 - The Company received an "Excellent" rating in the Corporate Governance Report of Thai Listed Companies (CGR) for the third consecutive year, as assessed by the Thai Institute of Directors (IOD), reflecting its transparent, prudent governance practices and strong commitment to all stakeholders.
 - The Company was selected for inclusion in the ESG100 list for the eighth consecutive year by Thaipat Institute, reflecting its continuous commitment to sustainability considerations in its operations.
 - The Company received the "Excellent" Award for Organizations Supporting Employment and Income Opportunities for the Elderly, 2025, from the Ministry of Social Development and Human Security.
 - The Company received a Sustainability Disclosure Recognition from Thaipat Institute for the third consecutive year, based on the 2025 assessment of listed companies' disclosure practices under the Sustainability Disclosure Community project, which aims to recognize organizations that prioritize transparent sustainability reporting to the public.

Overview of Operating Results in 2025

- In 2025, the Company reported total revenue of 12,025.4 million baht, representing an increase of 1.6 percent compared to 2024. The total number of patients was 4.248 million, an increase of 2.5 compared to 2024, categorized as follows:

- Revenue from Social Security patient grew by 6.7 percent compared to 2024, driven by a 0.6 percent growth in registered persons. This growth is attributed to the continuous service enhancements and facility upgrades at Kasemrad Hospital Bangkae, Kasemrad Hospital Prachachuen and Kasemrad Hospital Pathumthani, which improved patient convenience and reduced waiting times. Furthermore, revenue was bolstered by reimbursement rate for complexity treatment ($RW \geq 2$) at 12,000 baht per RW throughout 2025. Additional growth drivers included expansion of specialized centers such as sleep apnea services, mobile dental service and an increase in patient referrals from outside our hospital network. Moreover, strong performance of Kasemrad Ari Radiation Oncology Clinic contributed significantly to the diversified revenue streams within Social Security segment.
- Revenue from general patients saw a decline of (2.1) percent compared to 2024. This was comprised of a (1.3) percent decrease in outpatient revenue and a (3.1) percent decrease in inpatient revenue. The contraction was primarily attributed to a slowdown in international patient volume, particularly from Cambodia following border closures during the second half of 2025. Additionally, performance was impacted by temporary service area closures for renovations across several hospitals during the first half of the year.
- In addition, the Company recorded non-recurring items beyond normal operations as follows:
 - In 2025, the Company recorded a reversal of high-complexity treatment ($RW \geq 2$) totaling (53.1) million baht due to data submission discrepancies regarding Social Security Office reimbursement conditions.
 - In 2024, the Company was impacted by a reduction in service rates for high-complexity ($RW \geq 2$) cases amounting to (244.8) million baht.
- The Company reported Earnings before interest, taxes, depreciation, and amortization (EBITDA) of 2,881.4 million baht, representing an increase of 6.4 percent from 2024, with an EBITDA margin of 24.0 percent, improved from the previous year.
- The Company reported net profit of 1,316.4 million baht, an increase of 2.7 percent from 2024, with a net profit margin of 10.9 percent, remaining close to the level reported in 2024.

Revenue from hospital operations by hospital group

- Revenue from hospital operations amounted to 11,913.0 million baht, representing an increase of 1.6 percent compared to 2024. The revenue contribution by hospital group is as follows:
 - **Kasemrad Hospital group** accounted for 70.3 percent of the revenue from hospital operations, increasing by 7.2 percent compared to 2024. This growth was driven by the expansion of services for Social Security patients, an increase in registered insured persons, the rebranding of Kasemrad Hospital Pathumthani, and the introduction of new services such as the Kasemrad Plastic Surgery Center and Kasemrad Ari Radiation Oncology Clinic.

- **Kasemrad International Hospital group** contributed 19.0 percent of hospital operation revenue, decreasing by (2.5) percent compared to 2024, due to the impact of the Thailand–Cambodia border closure during the second half of 2025, which affected the operations of Kasemrad International Hospital Aranyaprathet.
- **World Medical Hospital** accounted for 10.3 percent of hospital operation revenue, increasing by 0.2 percent compared to 2024. The Government of Kuwait has temporarily suspended patient referrals to Thailand since 2024. Excluding revenue from Kuwaiti patients, World Medical Hospital’s revenue would have increased by 8.4 percent compared to 2024, driven by Thai patients and other international patients, such as the patients from Saudi Arabia, Bahrain, and the United States.
- **Karunvej Hospital** accounted for 0.3 percent of hospital operation revenue, with one operating hospital, namely Karunvej Hospital Ayutthaya. This is because Karunvej Hospital Pathumthani has been rebranded as Kasemrad Hospital Pathumthani starting from 2025 onward.

Financial Performance Over the Past Six Years

- The Company’s total revenue over the past six years recorded a compound annual growth rate (CAGR) of 5.0 percent per annum. EBITDA over the same period grew at an average rate of 3.3 percent per annum, with key developments as follows:
 - In 2019, the Company operated a network of 12 hospitals and 1 polyclinic.
 - In 2020, the Company commenced operations of Kasemrad International Hospital Aranyaprathet.
 - In 2021, the Company opened Kasemrad Hospital Prachinburi and Kasemrad International Hospital Vientiane in the Lao PDR.
 - In 2021 and 2022, the Company’s hospitals participated in the treatment of COVID-19 patients under collaboration programs with the government.
 - In 2023, the Company initiated hospital renovation projects and upgraded its medical equipment and facilities in affiliated hospitals. In addition, the Company continued to provide services for COVID-19 patients as well as for Kuwaiti patients referred through the embassy.
 - In 2024, Karunvej Hospital Pathumthani was rebranded into Kasemrad Hospital Pathumthani.
 - In 2025, the Company began expanding into preventive healthcare services and the adoption of advanced medical technologies and innovations to respond to changing patient behaviors.
- The Company reported net profit attributable to the Company of 1,316.4 million baht, representing an increase of 2.7 percent compared to 2024, with a net profit margin attributable to shareholders of 10.9 percent.
- The Company has a dividend policy of not less than 40 percent of net profit based on the separate financial statements after tax and legal reserves. The Company has consistently paid dividends, with an average payout ratio of 56.2 percent of net profit from the separate financial statements during 2019–2024. For the 2025 operating results, the Board of Directors deemed it appropriate to propose to the meeting for approval of an annual dividend payment in cash at the rate of 0.45 baht per share, totaling 1,122.17 million baht, representing a payout ratio of 75.8 percent of net profit based on the separate financial statements.

Financial Management and Capital Structure

- As of 31 December 2025, the Company reported total assets of 17,486.1 million baht, representing an increase of 0.6 percent compared to 2024, comprising the following:
 - Shareholders' equity accounted for 81.2 percent of total assets, increasing continuously in line with the Company's accumulated profits.
 - Interest-bearing liabilities accounted for 4.8 percent of total assets, declining continuously due to the repayment of loans from financial institutions.
 - Account payables contributed 4.2 percent of total assets, while other liabilities represented 9.8 percent of total assets.
 - In 2025, the Company's debt-to-equity (D/E) ratio was 0.23 times, continuing its downward trend, while the interest-bearing debt-to-equity ratio was 0.06 times. Total outstanding interest-bearing liabilities amounted to 843.9 million baht, most of which were short-term loan from financial institutions.

Cash Flow of the Company

- The Company had beginning cash as of 1 January 2025 amounting to 1,345.4 million baht. From its operating activities in 2025, cash increased by 245.7 million baht, with details as follows:
 - Cash flows from operating activities totaled 2,681.7 million baht, generated from services provided by 15 hospitals, together with 2 polyclinics and 1 specialized radiation oncology clinic.
 - Cash flows used in investing activities amounted to (1,171.6) million baht, primarily for renovation of hospital buildings within the network, procurement of medical equipment to enhance service capacity, construction investments in two new hospitals including Kasemrad Hospital Suvarnabhumi and Kasemrad Hospital Rayong as well as investments in short-term debt instruments.
 - Cash flows used in financing activities totaled (1,316.3) million baht, mainly from dividend payments, repayment of loans from financial institutions, and payment of finance costs.
 - The effect of hyperinflation adjustment amounted to 52.0 million baht, arising from the application of Thai Accounting Standard No. 29 (TAS 29) on Financial Reporting in Hyperinflationary Economies, related to the operations of Kasemrad International Hospital Vientiane in the Lao PDR.

Business Outlook for 2026

The Company has established the following key strategies and business plans for 2026:

- **Performance and growth of newly established hospitals and rebranded hospitals**
 - Kasemrad International Hospital Vientiane
 - The hospital commenced operations in 2021 as the first private hospital in the Lao PDR and the first in the country to receive Joint Commission International (JCI) accreditation. The hospital provides services ranging from the primary to tertiary treatment, supported by specialist physicians and specialized centers. It also serves as a regional referral hub for patients.

- In 2025, the hospital generated revenue of 397.8 million baht, representing an increase of 13.0 percent compared to 2024, with a three-year compound annual growth rate (CAGR) of 10.3 percent per year. The hospital reported EBITDA of 65.8 million baht.
- In 2026, the hospital aims to expand its services by establishing new highly specialized centers to meet patient demand, while also contributing to the enhancement of healthcare standards in the Lao PDR. The hospital plans to launch three new centers, comprising:
 - The Aesthetic Center commenced operations in February 2026, staffed by specialist Thai surgeons, offering procedures such as rhinoplasty, double eyelid surgery and blepharoplasty.
 - The Breast Cancer Center commenced operations in March 2026, providing comprehensive services from diagnosis and treatment to rehabilitation, and serving as a regional referral hub.
 - The Kidney Transplant Center is operated by a team of specialist physicians and Thai nurses. Currently, it has attracted both Lao and international patients. The hospital has obtained the license to provide kidney transplant services and is in the process of preparation for the official launch.
- Kasemrad Hospital Prachinburi
 - The hospital commenced operations in 2021 as 115 licensed beds, serving both general patients and insured persons under the Social Security Scheme.
 - In 2025, the hospital generated revenue of 205.7 million baht, representing an increase of 7.2 percent compared to 2024. EBITDA was (32.4) million baht. The number of registered insured persons totaled 30,881, increasing by 5.7 percent compared to 2024.
 - In 2026, the hospital will continue to implement proactive marketing strategies, focusing on Social Security patients and general patients, alongside promotional activities through both offline and online channels. This includes patient follow-up initiatives and the expansion of capacity in high-demand medical centers such as increasing the number of dialysis units.
- Kasemrad International Hospital Aranyaphathet
 - The hospital commenced operations in 2020 as 110 licensed beds, serving both international and Thai patients.
 - In 2025, the hospital generated revenue of 174.2 million baht, representing a decrease of (23.6) percent compared to 2024, with EBITDA of (8.0) million baht. This decline was mainly due to the impact of the Thailand–Cambodia border closure in the second half of 2025.
 - In 2026, the hospital will continue its promotional activities while expanding telemedicine services to support follow-up care for chronic disease patients and non-urgent cases. At the same time, the hospital will enhance service quality and optimize cost management in alignment with the decline in patient volume.

- **Kasemrad Hospital Pathumthani**
 - The hospital was rebranded from Karunvej Hospital Pathumthani to Kasemrad Hospital Pathumthani, effective 1 January 2025. It has a total of 200 licensed beds, along with renovations of the existing building and the opening of a new facility. Enhancements include expanded service areas, parking facilities, inpatient rooms, modern medical equipment and specialized centers such as a diagnostic radiology center, emergency room, laboratory, and sleep laboratory.
 - In 2025, the hospital generated revenue of 414.8 million baht, representing an increase of 9.9 percent. The number of registered insured persons totaled 93,366, increasing by 6.0 percent, and total patients reached 366,064, increasing by 5.2 percent compared to 2024.
 - In 2026, the hospital will implement cost management strategies by optimizing medical service scheduling, while strengthening collaborations with clinics, nearby hospitals, private sector organizations and industrial operators in the area to enhance service delivery and referral networks, with advanced medical technology serving as the core of its operations.

- **Expanding into innovative treatment preventive care and smart hospital transformation**
 - The comprehensive heart center is one of the network's key specialized medical services, delivered across 9 hospitals by expert cardiologists supported by advanced medical technology. This has contributed to consistent revenue growth and enabled the centers to serve as referral hubs for patients from other hospitals. In 2025, Kasemrad Hospital Chachoengsao officially launched its comprehensive cardiac center the first center in Chachoengsao Province enhancing the local healthcare system by serving as a referral center for cardiac patients from nearby clinics and hospitals. The center provides services across all levels of care, from cardiac screening and risk assessment to treatment for both general and emergency critical patients as well as post treatment rehabilitation.
 - The hospital has expanded its services in response to changing patient behavior, with a greater focus on health awareness and preventive healthcare. World Medical Hospital has introduced advanced health screening services, such as ctDNA testing for genetic-level cancer risk screening, epigenetic testing to assess overall health at the cellular level and longevity programs designed to evaluate the body's systems holistically for effective preventive care planning. In addition, the hospital has adopted medical innovations to enhance treatment quality, including the use of rehabilitation robots to support neurological and muscular recovery as well as robotic-assisted surgery in collaboration with specialist physicians to improve surgical precision, minimize incisions, and accelerate patient recovery.
 - The Company is advancing toward becoming a Smart Hospital by developing systems and applications to support services across its hospital network through Health Chain Innotech Co., Ltd., a subsidiary of the Company. The Company has developed an e-Refer system for referring cancer patients among hospitals within the network to receive treatment at Kasemrad Ari

Radiation Oncology Clinic. This system serves as a centralized platform for transmitting patient information in place of paper-based documentation, enhancing data security, speed and accuracy. It also enables doctors and staff to access patient information in advance to better prepare for treatment.

- The Company has developed the Kasemrad application to enhance patient convenience. The application supports telemedicine services, access to medical records, health result notifications, appointment scheduling and communication of package and promotional activities. (Currently, the application is in its initial phase and available only at selected hospital branches).
- **Performance of new service and growth opportunities through strategic partnerships.**
 - Kasemrad Aesthetic Center
 - The clinic offers aesthetic and plastic surgery operate across 5 affiliated hospitals namely
 1. Kasemrad International Hospital Rattana Tibeth
 2. World Medical Hospital
 3. Kasemrad Hospital Ramkhamhaeng
 4. Kasemrad Hospital Bangkai
 5. Kasemrad Hospital Prachachuen
 - In 2025, these centers generated total revenue of 342.0 million baht, representing an increase of 59.5 percent compared to 2024.
 - In 2026, the Company plans to expand to a sixth branch at Kasemrad International Hospital Vientiane, alongside ongoing promotional activities and awareness campaigns through online channels for existing branches.
 - Kasemrad Ari Radiation Oncology Clinic
 - The clinic commenced operations in September 2024, providing radiation oncology services ranging from conventional to advanced techniques, helping to reduce potential side effects for patients. In 2025, the clinic generated total revenue of 48.1 million baht, representing an increase of 211.6 percent compared to 2024.
 - In 2026, the clinic received accreditation from the National Health Security Office (NHSO), enabling to serve patients under all healthcare schemes, including general Thai and international patients, patients under Civil Servant Scheme, patients under Universal Coverage Scheme through the Cancer Anywhere program and patients under Social Security patients through the SSO Cancer Care program.
 - Proactive mobile dental services
 - Mobile dental services are provided under Bangkok Chain Dental Co., Ltd., representing an expansion through proactive marketing strategies. The services primarily target industrial estates, private companies, schools, and densely populated communities. In 2025, total revenue amounted to 8.6 million baht, representing an increase of 24.8 percent compared to 2024.

- The Company plans to expand its services through various forms of collaboration with private companies, including health check-up services, vaccination programs, chronic disease (NCD) care and medical care services for employees, their families and customers. These initiatives are designed through jointly developed benefit schemes between hospitals and corporate partners. In this regard, the Company's hospitals are able to expand their insured persons base and provide additional exclusive benefits to insured persons from partner companies, supporting revenue growth across various specialized medical centers. At the same time, private companies can reduce employee healthcare costs and enhance employee welfare in collaboration with the hospitals, including benefits such as room and treatment discounts, as well as medical and health-related seminars for employees.
- **Hospital renovation and new hospital expansion**
 - In 2025, several affiliated hospitals have completed renovation and capacity expansion projects, with the following branches already fully operational after upgrades:
 - Kasemrad Hospital Pathumthani opened a new building for general patient, a new specialized medical center and inpatient rooms, along with the installation of advanced medical equipment.
 - Kasemrad Hospital Bangkae renovated its existing building, as well as expanded waiting areas and specialized medical centers.
 - Kasemrad Hospital Prachachuen expanded its Social Security patient service areas, including additional waiting and patient screening areas.
 - In 2026, affiliated hospitals have completed renovations and are still undergoing expansion as follows:
 - Kasemrad Hospital Bangkae commenced operation of its renovated Social Security building in March 2026, featuring expanded waiting areas, specialized medical centers, and additional parking facilities for patients.
 - Kasemrad Hospital Maesai is currently expanding a new building, which will include an emergency room, specialized centers, and inpatient rooms, with completion expected in the late second quarter of 2026.
 - Kasemrad Hospital Ramkhamhaeng is in the process of designing a new building and obtaining environmental impact assessment (EIA) approval to enhance service capacity. The new facility will include an ICU, specialized medical centers, inpatient rooms, and a parking building, with completion expected in 2028.
 - Expansion of two new greenfield hospitals under construction
 - Kasemrad Hospital Rayong is 270-licensed beds with a 13-storey hospital building, currently under construction up to the 7th floor. The project also includes staff dormitory and commercial buildings. The hospital will provide services ranging from primary to tertiary care, serving both general patients and insured persons under the Social Security Scheme. It is expected to commence operations in the fourth quarter of 2027.

- Kasemrad Hospital Suvarnabhumi is 270-licensed beds with a 13-storey hospital building, currently under construction up to the 5th floor. The hospital will provide services from primary to tertiary care, serving both general patients and insured persons under the Social Security Scheme. It is expected to commence operations in the first quarter of 2028.
- The Company's hospital expansion plans for 2026 – 2029 are as follows:
 - In 2026, the Company plans to commence operations of the extension building of Kasemrad Hospital Maesai in late of second quarter, which will increase service capacity and expand the number of licensed beds from 30 to 38 beds.
 - In 2027, the Company plans to open Kasemrad Hospital Rayong, with a capacity of 270 beds.
 - In 2028, the Company plans to open Kasemrad Hospital Suvarnabhumi, with 270 beds, as well as a new building for Kasemrad Hospital Ramkhamhaeng with 120 beds.
 - In 2029, the Company plans to open World Medical Hospital Pattaya, with a capacity of 150 to 200 beds, and a new building for Kasemrad Hospital Rattanaibeth with 250 beds.
 - As a result, the Company's total licensed beds are expected to increase from 2,323 beds to approximately 3,391–3,441 beds by 2029.

Overview of Sustainability Performance in 2025

In 2025, the Company implemented sustainability initiatives across all dimensions through a wide range of activities, with details as follows:

- **Summary of economic and governance sustainability performance**
 - The Company reported total revenue of 12,025.40 million baht and net profit attributable to the Company of 1,316.36 million baht. During the year, the Company paid 402.90 million baht in corporate taxes to the government, distributed dividends of 0.45 baht per share totaling 1,122.17 million baht, and paid 2,476.81 million baht in employee compensation.
 - The Company received an “Excellent” rating in the Corporate Governance Report (CGR) of Thai Listed Companies.
 - The Company conducted the anti-corruption policy and business ethics training, with 100 percent participation from executives.
 - The Company achieved 100 percent supplier assessment coverage and recorded a customer satisfaction rate of 85.13 percent.
- **Summary of environmental sustainability performance**
 - The Company reported total greenhouse gas emissions of 30,700 tons of carbon dioxide equivalent. The emissions are categorized as follows:
 - Direct emissions (Scope 1) accounted for 7.5 percent, or 2,290 tons of carbon dioxide equivalent. Hospital activities included in Scope 1 consist of fuel consumption in ambulances, diesel usage in generators, refrigerants used in hospital air-conditioning systems and medical gases used in patient procedures etc.

- Indirect emissions (Scope 2) accounted for 92.5 percent, or 28,410 tons of carbon dioxide equivalent, primarily from electricity purchased from the Metropolitan Electricity Authority and the Provincial Electricity Authority.
 - The Company consumed a total of 59,530,299.16 kilowatt-hours of electricity, representing energy intensity of 4,946.12 kilowatt-hours per million baht of revenue.
 - The Company consumed 3,495,146.76 kilowatt-hours of electricity from renewable energy sources, representing 5.45 percent of total electricity consumption.
 - The Company used a total of 575,804.34 liters of fuel, equivalent to 47.83 liters per million baht of revenue. The Company also consumed a total of 716,593.55 cubic meters of water from various sources, equivalent to 59.54 cubic meters per million baht of revenue.
- **Summary of social sustainability performance**
 - The Company employed a total of 6,980 employees, comprising 17.3 percent male and 82.7 percent female employees.
 - The Company provided continuous training to employees, averaging 17.6 hours per person per year.
 - The Company reported no human rights violations, no work-related fatalities and no community complaints.
 - The Company has 10 affiliated hospitals participating in the Social Security Scheme.

There was 1 question raised by meeting participants, as follows:

Mr. Sathaporn Kothiranurak, a shareholder: In view of the energy crisis, which has significantly impacted utility costs and the transportation expenses of medical supplies, how does the Company plan to address the increased costs? Does the Company intend to adjust service prices or implement energy management measures to offset the rising expenses?

Answer: The operation of hospitals requires the use of electricity for service delivery, as well as fuel for transportation and patient transfer services. In this regard, the Company has implemented a continuous energy reduction policy, such as encouraging staff to turn off lights and electrical equipment when not in use. Regarding the cost of medicines and medical supplies, the Company has not currently received any inquiry for price adjustments from suppliers. However, the Company has increased its inventory of medicines and medical supplies to manage risks and reduce the likelihood of shortages. In addition, the Company has established risk management measures to address potential increases in the cost of medicines and medical supplies. Service prices will be reviewed and adjusted on a case-by-case basis as appropriate to ensure efficient cost management and alignment with the economic situation.

When no shareholders raised questions or comments, the chairman informed the meeting that this agenda was for reporting operational results, and therefore, there would be no voting on this matter.

Agenda 2: To consider and approve the Company's financial statements for the year ended December 31, 2025 which have been audited by a certified public accountant

The chairman assigned Mr. Voravee Kiatiniyomsak to present financial information according to the financial statements to the meeting.

Mr. Voravee Kiatiniyomsak reported to the meeting that the financial statements had been approved by the audit committee and that the Company's auditors had audited and unconditionally certified them, as detailed in the 2025 annual report, pages 210 - 221.

(Unit: Million Baht)

Consolidated Financial Statements			
	2025	2024	Change
Statement of Financial Position			
Total Assets	17,486.09	17,374.85	0.64%
Total Liabilities	3,279.26	3,347.88	(2.05%)
Total Equity	14,206.83	14,026.97	1.28%
Comprehensive Income Statement			
Total Revenue	12,025.40	11,832.43	1.63%
Net Profit (Attributable to the Company)	1,316.36	1,282.37	2.65%
Total Comprehensive Income (Attributable to the Company)	1,302.74	1,330.23	(2.07%)
Earnings per Share (Baht)	0.53	0.51	2.65%
Cash Flow Statement			
Cash Flow from Operating Activities	2,681.70	2,677.09	0.17%
Cash Flow used in Investing Activities	(1,1171.63)	(1,557.74)	(24.79%)
Cash Flow used in Financing Activities	(1,316.32)	(1,927.64)	(31.71%)
Net Cash Increase (Decrease)	245.73	(837.70)	129.33%

(Unit: Million Baht)

Separate Financial Statements			
	2025	2024	Change
Statement of Financial Position			
Total Assets	13,598.94	13,208.74	2.95%
Total Liabilities	1,924.28	1,943.15	(0.97%)
Total Equity	14,206.83	14,026.97	1.28%
Comprehensive Income Statement			
Total Revenue	7,543.80	7,672.59	(1.68%)
Net Profit (Attributable to the Company)	1,481.37	1,254.45	18.09%
Total Comprehensive Income (Attributable to the Company)	1,481.37	1,254.45	18.09%
Earnings per Share (Baht)	0.59	0.50	18.09%

	Separate Financial Statements		
	2025	2024	Change
Cash Flow Statement			
Cash Flow from Operating Activities	1,748.79	1,460.97	19.70%
Cash Flow used in Investing Activities	(333.70)	(263.47)	(26.66%)
Cash Flow used in Financing Activities	(1,092.70)	(1,688.98)	35.30%
Net Cash Increase (Decrease)	322.39	(491.47)	165.60%

The board of directors deemed it appropriate to present these financial statements to the shareholders for approval for the fiscal year ending December 31, 2025.

There was 1 question raised by meeting participants, as follows:

Mr. Sathaporn Kothiranurak, a shareholder: Referring to the auditor’s report regarding the audit of accrued medical service income under the service agreement with the Social Security Office in 2025, what is the amount recorded and what is the Company’s approach to managing this matter?

Answer: In 2025, the Company generated revenue from providing services to insured persons under the Social Security Scheme amounting to 4,149.0 million baht, representing 34.5 percent of total revenue. The recognition of certain revenue items was based on management’s estimates. As of 31 December 2025, the Company recorded accrued revenue from the Social Security Office amounting to 910.8 million baht, representing 22.0 percent of revenue from Social Security patients, as disclosed in Note 8 to the financial statements on page 40. The Company has strictly submitted service reimbursement claims in accordance with the criteria and requirements of the Social Security Office and continuously monitors outstanding balances. In addition, the Company has recognized an expected credit loss allowance of 2.5 million baht, or 0.27 percent of accrued revenue from the Social Security Office, to account for potential risks associated with such receivables.

When no shareholders raised questions or comments, the chairman informed the meeting to consider and vote.

Resolution: The meeting has approved the financial statements for the fiscal year ending December 31, 2025, which have been audited by licensed auditors, with this approval backed by a majority vote from the shareholders present and voting as follows:

Agenda 2	Approval	Disapproval	Void Ballot	Abstention
Number of Votes	1,739,186,291	0	0	0
Percentage	100.0000	0.0000	0.0000	Not constituted as vote

Agenda 3: To consider and approve the appointment of auditors and to determine auditors' remuneration for the year 2026

The chairman assigned Mr. Voravee Kiatiniyomsak to announce the proposal for the appointment of auditors from KPMG Phoomchai Audit Ltd. as the auditors for the Company and its subsidiaries for the fiscal year 2026. The auditors proposed are as follows:

1. Ms. Vilaivan Pholprasert, License No. 8420 and/or
2. Ms. Vipavan Pattavanvivek, License No. 4795 and/or
3. Ms. Marisa Tharathornbunpaku, License No. 5752

Only one of these auditors, Ms. Vilaivan Pholprasert, was a signatory on the 2024 - 2025 financial statements.

All three auditors listed above have no vested interests in the Company, and/or any directors, executives, or major shareholders of the Company and its subsidiaries.

In the case that the aforementioned auditors are unable to perform their duties, KPMG Phoomchai Audit Ltd. shall appoint other certified public accountant(s) to carry out such duties on their behalf.

Regarding the remuneration for the auditors for reviewing and auditing the Company's financial statements for fiscal year 2026 (excluding other expenses), the details compared to the years 2023-2025 are as follows:

(Unit: Baht)

Item	2026 (Proposed Year)	2025	2024	2023
Annual Audit Fee	2,800,000	2,750,000	2,650,000	2,650,000
Quarterly Review Fee	520,000	450,000	450,000	450,000
Total for the Company	3,320,000	3,200,000	3,100,000	3,100,000
Subsidiaries	4,543,000	4,473,000	4,393,000	4,033,000
Total for the Company and Subsidiaries	7,863,000	7,673,000	7,493,000	7,133,000

For 2026, the auditor's remuneration increased from the audit fee in 2025 by 190,000 baht, or 2.47 percent, as the Company is continuously expanding the operations. Currently, new greenfield hospital projects in Samut Prakan and Rayong provinces are under construction.

When no shareholders raised questions or comments, the chairman informed the meeting to consider and vote.

Resolution: The meeting decided to approve the appointment of KPMG Phoomchai Audit Ltd. as the Company's auditors, as listed above, and to approve the audit fee for the fiscal year 2026 to be 3,320,000 baht as proposed, with this decision ratified by a majority vote from the shareholders present and voting as follows:

Agenda 3	Approval	Disapproval	Void Ballot	Abstention
Number of Votes	1,739,186,291	0	0	0
Percentage	100.0000	0.0000	0.0000	Not constituted as vote

Additionally, the meeting acknowledged the audit fees and quarterly review fees for subsidiaries amounting to 4,543,000 baht, excluding other expenses.

Agenda 4: To consider and approve the dividend payment for the year 2025

The chairman assigned Mr. Voravee Kiatinoyomsak to report on dividend payment information to the meeting.

Mr. Voravee Kiatinoyomsak reported to the meeting that for the fiscal year 2025, the Company achieved a net profit of 1,316.36 million baht in the consolidated financial statements and a net profit of 1,481.37 million baht in the separate financial statements. The Company has a policy to pay dividends to shareholders of no less than 40 percent of the net profit from the separate financial statements after tax and legal reserves, provided there are no other necessary circumstances affecting the Company's normal operations significantly.

The decision to pay dividends will consider various factors, such as the Company's operational performance, liquidity, business expansion, and other relevant management factors. This dividend payment must be approved by shareholders and/or the Company's board of directors as appropriate. Therefore, the board meeting concluded with a recommendation to propose a cash dividend for the year 2025 of 0.45 baht per share, amounting to 1,122.17 million baht, which represents a dividend payout ratio of 75.8 percent of the net profit.

Additionally, the Company has already paid an interim dividend of 0.15 baht per share in September 2025, totaling 374.05 million baht. Consequently, an additional cash dividend of 0.30 baht per share, amounting to 748.12 million baht, will be paid in May 2026.

All dividends will be subject to withholding tax at the prescribed legal rate, and the additional payment of 748.12 million baht (0.30 baht per share) will come from the net profit of 2025, which is subject to a 20 percent tax rate.

Note: The interim dividend paid in September 2025 at a rate of 0.15 baht per share, totaling 374.05 million baht, was sourced from profits taxed at a 20 percent.

The Company will set the record date for shareholders entitled to receive dividends on April 30, 2026, and the dividend payment will be made on May 22, 2026. The Company has fully allocated its legal reserves since 2014 and has not made additional legal reserve allocations for 2025.

The board meeting deemed it appropriate to propose the dividend payment for the year 2025 to shareholders.

When no shareholders raised questions or comments, the chairman informed the meeting to consider and vote.

Resolution: The meeting has approved the cash dividend payment for the fiscal year 2025 at a rate of 0.45 baht per share, totaling 1,122.17 million baht. The Company had previously paid an interim dividend of 0.15 baht per share in September 2025, amounting to 374.05 million baht. The Company will pay an additional dividend of 0.30 baht per share, totaling 748.12 million baht. All dividend payments are subject to withholding tax as required by law. The record date for determining the list of shareholders entitled to receive the dividend is April 30, 2026 and the dividend payment will be made by May 22, 2026. This resolution was approved by a majority vote of the shareholders attending the meeting and casting their votes as follows:

Agenda 4	Approval	Disapproval	Void Ballot	Abstention
Number of Votes	1,739,186,291	0	0	0
Percentage	100.0000	0.0000	0.0000	Not constituted as vote

Agenda 5: To consider and approve the appointment of directors replacing those retired by rotation

The chairman assigned Mr. Phuphet Watcharasuragul to present the names and profiles of the directors nominated for reappointment to the meeting.

Mr. Phuphet Watcharasuragul informed the meeting that this year, four directors are due to retire by rotation.

1.	Prof. Dr. Chalerm	Harnphanich, M.D.	Director
2.	Dr. Pornluck	Harnphanich, M.D.	Director
3.	Mr. Phinij	Harnphanich	Director
4.	Assoc. Prof. Dr. Virach	Aphimeteetamrong	Independent Director

The Board of Directors has considered that all retiring directors possess qualifications in accordance with the Public Limited Companies Act. They are qualified individuals with knowledge, competence, and experience relevant to the Company's business operations, with transparent professional records and the ability to contribute to the Company's development. In addition, for the individual proposed for reappointment as an independent director who has served for more than nine years, the Board has considered that such person is still able to provide independent opinions in accordance with applicable criteria. Furthermore, the individual continues to apply knowledge, competence, and expertise to provide valuable recommendations that benefit the Company's operations. Accordingly, the Board deems it appropriate to propose the reappointment of the said retiring directors for another term.

The Company provided shareholders the opportunity to propose individuals for the board from December 2, 2025, to January 31, 2026, for consideration at this annual general meeting, but no shareholders submitted any nominations.

The board meeting then considered that the four directors are knowledgeable and capable of helping shape policies and monitor operations, thus recommending their reelection.

The backgrounds of the four directors have been sent to shareholders along with the meeting invitation as Document No. 8.

When no shareholders raised questions or comments, the chairman informed the meeting to consider and vote.

Resolution: The meeting has approved the reappointment of the following directors for another term:

1.	Prof. Dr. Chalerm	Harnphanich, M.D.
2.	Dr. Pornluck	Harnphanich, M.D.
3.	Mr. Phinij	Harnphanich
4.	Assoc. Prof. Dr. Virach	Aphimeteetamrong

The reappointment was confirmed with a majority vote from the shareholders present and voting, with details as follows:

Director Name	Position	Approval	Disapproval	Void Ballot	Abstention
Prof. Dr. Chalerm Harnphanich, M.D.	Director	1,618,809,357	120,376,934	0	0
		Percentage 93.0785	Percentage 6.9215	Percentage 0.0000	Not constituted as vote
Dr. Pornluck Harnphanich, M.D.	Director	1,591,583,254	147,603,037	0	0
		Percentage 91.5131	Percentage 8.4869	Percentage 0.0000	Not constituted as vote
Mr. Phinij Harnphanich	Director	1,591,583,254	147,603,037	0	0
		Percentage 91.5131	Percentage 8.4869	Percentage 0.0000	Not constituted as vote
Assoc. Prof. Dr. Virach Aphimeteeamrong	Independent	1,473,621,638	265,564,253	0	400
	Director	Percentage 84.7305	Percentage 15.2695	Percentage 0.0000	Not constituted as vote

Agenda 6: To consider and approve the directors' remuneration for the year 2026

The chairman assigned Mr. Voravee Kiatiniyomsak to report director remuneration information to the meeting.

Mr. Voravee Kiatiniyomsak reported to the meeting of the Nomination and Remuneration Committee considered and reviewed the scope of remuneration both in finance and other benefit areas for directors and sub-committees in accordance with the Company performance, duties and responsibilities, as well as for other companies within the same industry and recommended to the Board of Directors' Meeting for further consideration and approval at the Meeting of Shareholders to approve the directors' remuneration for the year 2026 in the amount not exceed 9.50 million baht.

The Board of Directors resolved to propose to the Meeting of Shareholders to approve the directors' remuneration for the year 2026 in the amount not exceed 9.50 million baht. The Board of Directors will allocate the remuneration and pension to each director. Such remuneration and pension are in accordance with the principle and policy set by the Board of Directors and appropriate to the duties and responsibilities assigned.

The remuneration for the past three years is as follows:

(Unit: Million Baht)

Year of Payment	Approved Amount	Actual Amount Paid
2023	8.50	8.28
2024	8.50	8.45
2025	9.00	8.99

Notes: 1. The board has considered both monetary and non-monetary remuneration for directors to align with the Company's performance and that of other companies in the same industry for presentation to shareholders for approval.

- Individual director remuneration details are presented in the 2025 annual report, pages 182 - 186.
- The scope of duties for each committee is outlined in the 2025 annual report, pages 150 - 153.

The moderator informed that in this agenda, five directors holding shares in the Company who registered for this meeting, totaling 1,248,460,400 shares, will not be eligible to vote due to being considered stakeholders. The moderator opened the floor for any further questions.

When no shareholders raised questions or comments, the chairman informed the meeting to consider and vote.

Resolution: After deliberation, the meeting approved the proposed remuneration for directors for the fiscal year 2026, totaling **not exceed 9.50 million baht**, as presented. This decision was ratified by at least two-thirds of the total votes cast by the shareholders present, as follows:

Agenda 6	Approval	Disapproval	Void Ballot	Abstention
Number of Votes	490,725,891	0	0	0
Percentage	100.0000	0.0000	0.0000	Not constituted as vote

Agenda 7: To consider and approve the directors' pension

The chairman assigned Mr. Voravee Kiatiniyomsak to report the director pension information to the meeting.

Mr. Voravee Kiatiniyomsak reported to the meeting of the Nomination and Remuneration Committee considered and reviewed the directors' pension in accordance with the Company performance, duties and responsibilities, as well as for other companies within the same industry and recommended to the Board of Directors' Meeting for further consideration and approval at the Meeting of Shareholders to approve the directors' pension for the year 2025 in the amount not exceed 7.00 million baht.

The Board of Directors resolved to propose to the Meeting of Shareholders to approve the directors' pension for the year 2025 in the amount not exceed 7.00 million baht.

Historical Pension Payments Over the Past Three Years the details are as follows:

(Unit: Million Baht)

Year of Payment	Approved Amount	Actual Amount Paid
2022	8.00	8.00
2023	7.00	7.00
2024	7.00	7.00

- Notes:**
1. The board considered individual pension for each director according to principles and policies established by the board, reflecting their responsibilities and linking them to the Company's performance and each director's contributions.
 2. Detailed individual director pension amounts are presented in the 2025 annual report, pages 182 - 186.
 3. The scope of duties for each committee is outlined in the 2025 annual report, pages 150 - 153.

The moderator informed the meeting that the five directors holding shares in the Company who registered to participate in the meeting, totaling 1,248,460,400 shares, would not be entitled to vote due to being considered stakeholders. The meeting was opened for additional questions.

When no shareholders raised questions or comments, the chairman informed the meeting to consider and vote.

Resolution: The meeting approved the proposed director’s pension of not exceeding 7.00 million baht, as presented. This decision was ratified with no less than two-thirds of the total votes cast by the shareholders present, as follows:

Agenda 7	Approval	Disapproval	Void Ballot	Abstention
Number of Votes	490,725,891	0	0	0
Percentage	100.0000	0.0000	0.0000	Not constituted as vote

Agenda 8: To consider and approve the amendment and addition of the Company’s objective and the Memorandum of Association

The Chairman of the meeting assigned Mr. Voravee Kiatiniyomsak to report the amendment and addition of the Company’s objectives and memorandum of association to the meeting.

Mr. Voravee Kiatiniyomsak informed the meeting that, as the Company has been expanding its service base and enhancing its operational capabilities in various areas such as telemedicine, online and application-based package sales, and other related business expansions in line with its growth direction, it is necessary to amend and supplement the Company’s objectives and memorandum of association.

The Board of Directors therefore deemed it appropriate to propose to the shareholders’ meeting for approval the amendment and addition of the Company’s objectives, as well as the revision of Clause 3 (Objectives) of the memorandum of association. This includes amending 4 existing objectives and adding 26 new objectives to better cover current and future business operations. In this regard, the person authorized by the Company’s authorized directors shall be empowered to register the amendment of the Company’s regulations with the Department of Business Development, Ministry of Commerce, including the authority to amend and add wording as required by the registrar and to undertake any actions necessary to complete the registration process.

Details regarding the amendment of the Company’s objectives are provided in Enclosure No. 10. Shareholders may refer to Enclosure No. 10 of the invitation letter, pages 36 and 37, for further information.

Resolution: The meeting approved the matter and resolved to approve the amendment and addition of the Company’s objectives and memorandum of association as proposed. The resolution was adopted with not less than three-fourths of the total votes of the shareholders present at the meeting and entitled to vote, as follows:

Agenda 8	Approval	Disapproval	Void Ballot	Abstention
Number of Votes	1,738,554,691	631,600	0	0
Percentage	99.9637	0.0363	0.0000	Not constituted as vote

Agenda 9 To consider any other business (if any)

The meeting duly considered all agenda items in full and invited further questions from the shareholders. As no shareholders raised any further questions or made additional proposals, and no shareholder proposed any new agenda items, the chairman thanked the shareholders for attending the meeting and declared the meeting closed at 11:45 AM

Sign _____ Chairman

(Asst. Prof. Dr. Somporn Harnphanich, M.D.)

Sign _____ Minutes Recorder

(Mr. Voravee Kiatiniyomsak)