



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

EKACHAI MEDICAL CARE PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : EKACHAI MEDICAL CARE PUBLIC COMPANY LIMITED

Symbol : EKH

Address : 99/9 Moo 4, Ekachai Road, Khok-kham, Muang Samutsakhon,

Province : Samut Sakhon

Postcode : 74000

Business : The company operates the overnight general hospital under the name of "Ekachai Hospital".

Registration Number : 0107559000087

Telephone : 0-3441-7999 หรือ 1715

Fax (if applicable) : 0-3441-7903

Website : www.ekachaihospital.com

Email : pattrale@ekachaohospita.com

Total Shares Sold (shares)

Common Stock : 855,596,397

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	1,258,201.82	1,329,225.09	1,257,946.05
Revenues from hospital operations (Thousand baht)	1,208,609.95	1,306,886.74	1,239,622.29
Other (Thousand baht)	49,591.87	22,338.35	18,323.76

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Revenues from hospital operations (%)	96.06	98.32	98.54
Other (%)	3.94	1.68	1.46

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	1,258,201.82	1,329,225.09	1,257,946.05
Domestic (Thousand baht)	1,258,201.82	1,329,225.09	1,257,946.05
International (Thousand baht)	0.00	0.00	0.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	49,591.87	22,338.35	18,323.76
Other income from operations (Thousand baht)	49,591.87	22,338.35	18,323.76
Other income not from operations (Thousand baht)	0.00	0.00	0.00

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	N/A	N/A	N/A

Risk Management

Risk Management

Risk Factors (2.2)

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

1. Emerging Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Changes in technologies

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations

2. Business Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Competition risk

Operational Risk

- Reliance on employees in key positions
- Information security and cyber-attack
- System disruption risk

Compliance Risk

- Change in laws and regulations

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

3. Clinical Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

4. ESG Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Systems or internal control system
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact on human rights
- Corruption

Compliance Risk

- Change in laws and regulations
- Corporate Governance

5. Shareholder Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- New business risk

Compliance Risk

- Change in laws and regulations
- Corporate Governance

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : https://drive.google.com/file/d/1tGqv2wDjz4hHqSk_TT6Q39BopMIRPsmV/view
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.ekachaihospital.com/th/ir/>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Diesel (Litres)	124,705.11	41,639.58	41,695.12
Gasoline (Litres)	3,561.09	1,276.85	1,999.03
LPG (Kilograms)	17,396.00	15,578.00	17,897.00

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	4,577,784.85	4,673,195.16	4,688,122.27

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	49,393.00	52,617.00	57,901.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	372,333.00	586,590.00	300,228.00
Hazardous waste (Kilograms)	60,688.65	60,667.10	50,487.64
Total waste generated (Kilograms)	433,021.65	647,257.10	350,715.64

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	8,099.13	8,042.23	7,925.62
Scope 2 (Tons of carbon dioxide equivalents)	2,288.43	2,336.13	2,343.59
Scope 3 (Tons of carbon dioxide equivalents)	382.77	578.82	345.77
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	10,770.33	10,957.18	10,614.98

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.ekachaihospital.com/th/ir/>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	104	107	110
Number of female employees (Persons)	464	481	468
Total number of employees (Persons)	568	588	578

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	12,607,083.00	11,486,756.00	10,776,964.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	41.76	40.00	47.00
Employee development and training expenses (baht)	1,338,667.00	769,167.00	1,116,458.00

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	1	1	2
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	31.69	23.30	21.28

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : https://drive.google.com/file/d/1QgtrUfPxDMhG_sB14wusEDoEiFwHE0zp/view

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Director Development, Board Performance Evaluation

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	9	100.00
Number of male directors	7	77.78
Number of female directors	2	22.22
Number of executive directors	2	22.22
Number of non-executive directors	7	77.78
Number of independent directors	3	33.33

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. AMNUAY OERAREEMITR Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	21 May 2025	Business Administration, Law, Governance/ Compliance

2.	<p>Mrs. ORASA TANGSAJJAPOJ</p> <p>Gender: Female</p> <p>Age: 73 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	16 Mar 2016	<p>Leadership, Governance/ Compliance, Business Administration</p>
3.	<p>Mr. WANLOP POPIANTONG</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	16 Mar 2016	<p>Property Development, Law, Business Administration, Governance/ Compliance</p>
4.	<p>Mrs. KANCHANA OERAREEMITR</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Faculty of Humanities</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	16 Mar 2016	<p>Commerce, Business Administration, Governance/ Compliance</p>
5.	<p>Mr. SUTHIPONG TANGSAJJAPOJ</p> <p>Gender: Male</p> <p>Age: 47 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	16 Mar 2016	<p>Economics, Finance, Accounting, Business Administration, Governance/ Compliance</p>

6.	Mr. AMNAJ EUR-AREEMITR Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	16 Mar 2016	Health Care Services, Business Administration, Governance/ Compliance
7.	Mr. MANIT JUMPA Gender: Male Age: 52 years old Highest level of education: Doctoral degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	25 Apr 2025	Law, Governance/ Compliance
8.	Mr. SIRICHAJ LIMSAKUL Gender: Male Age: 63 years old Highest level of education: Master's degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	21 May 2025	Health Care Services, Governance/ Compliance
9.	Mr. SURIN SEUBVONGPATAYA Gender: Male Age: 67 years old Highest level of education: Master's degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	21 May 2025	Economics, Finance, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
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1.	ADM. SURASAK ROUNROENGROM Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Military Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)	Date position was assumed: 27 Nov 2015 Date directorship ended: 25 Apr 2025	No replacement director
2.	Mr. VUTHICHAJ TUMASAROJ Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 30 Jun 2015 Date directorship ended: 25 Apr 2025	Mr. MANIT JUMPA Date position was assumed: 25 Apr 2025
3.	Mr. SURIN KOOCHAROENPRASIT Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 30 Jun 2015 Date directorship ended: 15 May 2025	Mr. SIRICHAJ LIMSAKUL Date position was assumed: 21 May 2025
4.	Mr. WORAPOL WIRIYAKULAPONG Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 30 Jun 2015 Date directorship ended: 15 May 2025	Mr. SURIN SEUBVONGPATAYA Date position was assumed: 21 May 2025
5.	Mr. METHA VANADILOK Gender: Male Age: 80 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 13 May 2019 Date directorship ended: 30 Apr 2025	No replacement director

Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: Yes
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SIRICHA LIMSAKUL Gender: Male Age: 63 years old Highest level of education: Master's degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	21 May 2025	Health Care Services, Governance/ Compliance
2. Mr. MANIT JUMPA Gender: Male Age: 52 years old Highest level of education: Doctoral degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	25 Apr 2025	Law, Governance/ Compliance
3. Mr. SURIN SEUBVONGPATAYA [1] Gender: Male Age: 67 years old Highest level of education: Master's degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	21 May 2025	Economics, Finance, Governance/ Compliance

[1] A director with the accounting expertise needed to review financial statements

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

General information	Position	Tenure	Replacement Director
1. Mr. SURIN KOOCHAROENPRASIT Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 30 Jun 2015 Date directorship ended: 15 May 2025	Mr. SIRICHAIR LIMSAKUL Date position was assumed: 21 May 2025
2. Mr. VUTHICHAIR TUMASAROJ Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 30 Jun 2015 Date directorship ended: 25 Apr 2025	Mr. MANIT JUMPA Date position was assumed: 25 Apr 2025
3. Mr. WORAPOL WIRIYAKULAPONG [1] Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 30 Jun 2015 Date directorship ended: 15 May 2025	Mr. SURIN SEUBVONGPATAYA Date position was assumed: 21 May 2025

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
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1.	Mr. AMNAJ EUR-AREEMITR Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	27 Feb 2016
2.	Mr. Suthipong Tangsajjapoj Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	27 Feb 2016
3.	Mrs. ORASA TANGSAJJAPOJ Gender: Female Age: 73 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	27 Feb 2016
4.	Mrs. KANCHANA OERAREEMITR Gender: Female Age: 67 years old Highest level of education: Bachelor's degree Major: Faculty of Humanities Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	27 Feb 2016
5.	Mr. WANLOP POPIANTONG Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	27 Feb 2016

6.	Mr. Kaweechai Lertassawarat Gender: Male Age: 65 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	27 Feb 2016
7.	Mrs. Pichamonch Patanapoonyapirom Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	27 Feb 2016
8.	Mr. Nudphompoj Jarungsuccess Gender: Male Age: 37 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	10 May 2024
9.	Mr. Worawut Oerareemitr Gender: Male Age: 39 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 May 2025

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

General information	Position	Tenure	Replacement Director
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1.	Mr. METHA VANADILOK Gender: Male Age: 80 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 27 Feb 2016 Date directorship ended: 25 Apr 2025	No replacement director
2.	Mr. AMNUAY OERAREEMITR Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	Date position was assumed: 27 Feb 2016 Date directorship ended: 21 May 2025	Mr. AMNAJ EUR-AREEMITR Date position was assumed: 18 Jun 2025

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
The Nomination and Remuneration Committee	Mrs. Pichamonch Patanapoonyapirom	Member
	Mr. MANIT JUMPA	Chairman
	Mr. AMNUAY OERAREEMITR	Member
	Mr. SURIN KOCHAROENPRASIT	Chairman
	Mr. Suthipong Tangsajjapoj	Member
The Risk Management Committee	Mr. Suthipong Tangsajjapoj	Member
	Mrs. Pichamonch Patanapoonyapirom	Member
	Mr. SURIN SEUBVONGPATAYA	Chairman
	Mr. Kaweechai Lertassawat	Member
	Mr. WORAPOL WIRIYAKULAPONG	Chairman

Roles of Sub-committees

Sub-committees responsible for risk management : The Risk Management Committee

Sub-committees responsible for nomination : The Nomination and Remuneration Committee

Sub-committees responsible for remuneration : The Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : The Risk Management Committee

Sub-committees responsible for corporate sustainability development : The Risk Management Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. AMNAJ EUR-AREEMITR Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Medicine	Hospital Director	1 Apr 2006	Health Care Services, Business Administration, Governance/ Compliance
2. Mr. Kaweechai Lertassawarat Gender: Male Age: 65 years old Highest level of education: Bachelor's degree Major: Medicine	Deputy Hospital Director of Medical Division	1 Apr 2006	Health Care Services
3. Mrs. Pichamonch Patanapoonyapirom Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Business Administration	Deputy Hospital Director of Administrative Division	17 Oct 2005	Accounting, Human Resource Management
4. Mr. SUTHIPONG TANGSAJJAPOJ [1] Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Economics	Assistant Hospital Director of Accounting and Finance Division/CFO	1 Feb 2017	Economics, Finance, Accounting, Business Administration, Governance/ Compliance

5.	Ms. Nittha Oerareemitr	Assistant Hospital	1 Aug 2019	Health Care Services
	Gender: Female	Director of Medical &		
	Age: 44 years old	Nursing Staff		
	Highest level of education: Bachelor's degree	Organization		
	Major: Medicine			

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2023	2024	2025
Total executive remuneration (baht)	38,647,326.00	36,750,600.00	30,818,260.00

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 110

Number of female employees (persons) : 468

Total number of employees (persons) : 578

Employee Remuneration

Total employee remuneration : 10,776,964.00

Provident fund

Total number of employees (persons) : 578

Number of employees contributing to the PVD (persons) : 520

Percentage of employees who are members (%) : 89.97

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Luksana Chaivate	luksana.ch@ekachaihospital.com	034417999

- Company secretary

General information	Email	Telephone
1. Ms. Pattra Lertpunyaphol	pattra.le@ekachaihospital.com	034417999

- Head of internal audit

General information	Email	Telephone
1. Mr. Mongkon Laoworapong	ascentadvisory.th@gmail.com	0909624799
2. Ms. Saranya Inkonglad	saranya.in@ekachaihospital.com	081-5351038

- Head of compliance unit

General information	Email	Telephone
1. Ms. Pattra Lertpunyaphol	pattra.le@ekachaihospital.com	034417999

- Head of investor relations

General information	Email	Telephone
1. Ms. Pattra Lertpunyaphol	pattra.le@ekachaihospital.com	034417999

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	<p>1. Mr. TERMPHONG OPANAPHAN Email: Termphong.Opanaphan@th.ey.com Telephone: -</p> <p>2. Mr. VORAPOJ ANNAUYPANIT Email: Vorapoj.Amnauypanit@th.ey.com Telephone: -</p> <p>3. Mrs. KOSUM CHA-EM Email: Kosum.Cha-em@th.ey.com Telephone: -</p>	1,760,000.00	Details: - Total service fee (baht): 20,000.00

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. MANIT JUMPA Gender: Male Age: 52 years old Highest level of education: Doctoral degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 25 Apr 2025	Law, Governance/ Compliance
2. Mr. SIRICHA LIMSAKUL Gender: Male Age: 63 years old Highest level of education: Master's degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 21 May 2025	Health Care Services, Governance/ Compliance
3. Mr. SURIN SEUBVONGPATAYA Gender: Male Age: 67 years old Highest level of education: Master's degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 21 May 2025	Economics, Finance, Governance/ Compliance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. AMNUAY OERAREEMITR	Chairman of the board	Non-participating
Mrs. ORASA TANGSAJJAPOJ	Director	Non-participating
Mr. WANLOP POPIANTONG	Director	Participating
Mrs. KANCHANA OERAREEMITR	Director	Participating
Mr. SUTHIPONG TANGSAJJAPOJ	Director	Participating
Mr. AMNAJ EUR-AREEMITR	Director	Non-participating
Mr. MANIT JUMPA	Director	Participating
Mr. SIRICHAJ LIMSAKUL	Director	Participating
Mr. SURIN SEUBVONGPATAYA	Director	Participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 6

Date of AGM meeting : 25 Apr 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. AMNUAY OERAREEMITR (Chairman of the board)	-	6/6	Participating	Did not hold the meeting
2. Mrs. ORASA TANGSAJJAPOJ (Director)	-	6/6	Participating	Did not hold the meeting

3.	Mr. WANLOP POPIANTONG (Director)	-	6/6	Participating	Did not hold the meeting
4.	Mrs. KANCHANA OERAREEMITR (Director)	-	6/6	Participating	Did not hold the meeting
5.	Mr. SUTHIPONG TANGSAJJAPOJ (Director)	-	6/6	Participating	Did not hold the meeting
6.	Mr. AMNAJ EUR-AREEMITR (Director)	-	6/6	Participating	Did not hold the meeting
7.	Mr. MANIT JUMPA (Director)	-	4/6	Non-participating	Did not hold the meeting
8.	Mr. SIRICHAJ LIMSAKUL (Director)	-	2/6	Non-participating	Did not hold the meeting
9.	Mr. SURIN SEUBVONGPATAYA (Director)	-	2/6	Non-participating	Did not hold the meeting
10.	ADM. SURASAK ROUNROENGROM (Chairman of the board)	25 Apr 2025	2/6	Non-participating	Did not hold the meeting
11.	Mr. VUTHICHAJ TUMASAROJ (Director)	25 Apr 2025	2/6	Non-participating	Did not hold the meeting
12.	Mr. SURIN KOCHAROENPRASIT (Director)	15 May 2025	3/6	Participating	Did not hold the meeting
13.	Mr. WORAPOL WIRIYAKULAPONG (Director)	15 May 2025	3/6	Participating	Did not hold the meeting
14.	Mr. METHA VANADILOK (Director)	30 Apr 2025	2/6	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. AMNUAY OERAREEMITR (Chairman of the board)	-	225,000.00	0.00	No
2.	Mrs. ORASA TANGSAJJAPOJ (Director)	-	150,000.00	0.00	No
3.	Mr. WANLOP POPIANTONG (Director)	-	150,000.00	0.00	No

4.	Mrs. KANCHANA OERAREEMITR (Director)	-	150,000.00	0.00	No
5.	Mr. SUTHIPONG TANGSAJJAPOJ (Director)	-	150,000.00	0.00	No
6.	Mr. AMNAJ EUR-AREEMITR (Director)	-	150,000.00	0.00	No
7.	Mr. MANIT JUMPA (Director)	-	100,000.00	0.00	No
8.	Mr. SIRICHAJ LIMSAKUL (Director)	-	50,000.00	0.00	No
9.	Mr. SURIN SEUBVONGPATAYA (Director)	-	50,000.00	0.00	No
10.	ADM. SURASAK ROUNROENGROM (Chairman of the board)	25 Apr 2025	100,000.00	0.00	No
11.	Mr. VUTHICHAJ TUMASAROJ (Director)	25 Apr 2025	50,000.00	0.00	No
12.	Mr. SURIN KOOCHAROENPRASIT (Director)	15 May 2025	75,000.00	0.00	No
13.	Mr. WORAPOL WIRIYAKULAPONG (Director)	15 May 2025	75,000.00	0.00	No
14.	Mr. METHA VANADILOK (Director)	30 Apr 2025	50,000.00	0.00	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. SIRICHAJ LIMSAKUL (Chairman of the audit committee)	-	2/4
2.	Mr. MANIT JUMPA (Audit committee)	-	3/4
3.	Mr. SURIN SEUBVONGPATAYA (Audit committee)	-	2/4
4.	Mr. SURIN KOOCHAROENPRASIT (Chairman of the audit committee)	15 May 2025	2/4
5.	Mr. VUTHICHAJ TUMASAROJ (Audit committee)	25 Apr 2025	1/4

6. Mr. WORAPOL WIRIYAKULAPONG
(Audit committee)

15 May 2025

2/4